



**MEETING OF THE COUNCIL OF THE COLLEGE OF
PHYSIOTHERAPISTS OF ONTARIO**

AGENDA

September 23, 2020

Location: Chelsea Hotel, Toronto & Virtual Zoom
Breakfast 8:30am-9:00am

9:00 AM

Welcome

Introductions

1 Approval of the Agenda

Motion For Decision

2 Ratification of the Appointment of the Academic Member

Motion For Decision

The University of Toronto is up next in the rotation of academic members and has selected Sharon Switzer-McIntyre as their university's academic representative to Council. Council is asked to ratify this nomination effective September 23, 2020.

3 Council Meeting Minutes of December 16-17, 2019

Motion For Decision

4 Executive Committee Minutes

For information

Executive Committee met on behalf of Council 18 times during the Covid emergency response. The minutes are included for information:

(March 17, 18, 20, 23, 24, 25 and 26, 2020)

(April 6, 7, 9, 14, 16 and 21, 2020)

(May 8, 14, 22 and 23, 2020) and (June 12, 2020)

5 President, Vice President and Executive Committee Election

Election of the President, Vice President and Executive Committee members at large.

Note: the election will use electronic voting



6 Approval of 2020-2021 Committee Slate

Motion For Decision

Council is asked to consider the proposed committee slate that has been recommended by the Executive Committee for approval, including recommending Chairs for each committee.

7 President's Report

For Information

8 2019/2020 Q3 Financial Report

For Information

9 Proposed 2020/2021 Budget

Motion For Decision

The Finance Committee, with support from the Executive Committee, are recommending that Council approve the proposed 2020/2021 budget.

10 2020/2021 Q1 Financial Report

For Information

Year to date spending, including notes about variance between budget and actual spending, are provided for review and discussion.

11 Registrar's Report

For information

12 Bylaw and Governance Review – Recommended Changes

Motion For Decision

The Executive Committee, which is serving as the Governance Review Working Group, is bringing forward a set of recommended changes to the by-laws and governance policies to Council for consideration.



13 College's Relationship with CAPR

Motion For Decision

Council is being asked to obtain a legal opinion regarding the College's relationship with CAPR

14 2019/2020 Audited Financial Report

Motion For Decision

Teleconference Presentation by Hilborn LLP: Blair Mackenzie.

Council is being asked to review and approve the 2019/2020 Audited Financial Statements ending March 31, 2020.

15 Members' Motion/s

Adjournment

Future Council Meeting Dates:

- October 22-23, 2020
- December 17-18, 2020
- March 23-24, 2021
- June 22-23, 2021



COLLEGE OF
PHYSIOTHERAPISTS
of ONTARIO

ORDRE DES
PHYSIOTHÉRAPEUTES
de l'ONTARIO

Motion No.: 1.0

**Council Meeting
September 23, 2020**

Agenda # 1: Approval of the agenda

It is moved by

and seconded by

that:

the agenda be accepted with the possibility for changes to the order of items to address time constraints.



COLLEGE OF
PHYSIOTHERAPISTS
of ONTARIO

ORDRE DES
PHYSIOTHÉRAPEUTES
de l'ONTARIO

Motion No.: 2.0

Motion

**Council Meeting
September 23, 2020**

Agenda #2: Appointment of the Academic Council Member

It is moved by

and seconded by

that:

Council ratify the appointment of Ms. Sharon Switzer-McIntyre as an academic councillor from the University of Toronto to Council, effective September 23, 2020 to June 2023.



Meeting Date:	September 23, 2020
Agenda Item #:	2
Issue:	Appointment of the Academic Member
Submitted by:	Rod Hamilton, Registrar

Issue:

The University of Toronto is up next in the rotation of academic members and has selected Ms. Sharon Switzer-McIntyre as their university's academic representative to Council. Council is being asked to ratify the appointment.

Background:

The membership of the College Council includes two academic representatives that are appointed for three-year terms. The appointments are based on a rotating schedule of the five academic programs for Physiotherapy/Physical therapy in Ontario.

In June 2020, the term of Kathleen Norman, the representative from Queens University, has expired.

The next university in the rotation is the University of Toronto; their term will run from Sept 2020 – June 2023.

In keeping with the process, staff reached out to the Physiotherapy Faculty at the University of Toronto in April 2019 with an early notification for a request for an academic representative. The information included:

- An overview of the requirements outlined in the College By-laws
- Requirements for the position
- Role description for Academic Members
- Anticipated workload
- Appointment process
- Overview of committees

In August 2019 staff received notification that the posting had been circulated and the academic representative selected from the University of Toronto was Ms. Sharon Switzer-McIntyre.

Staff confirmed with Ms. Switzer-McIntyre that she met the eligibility requirements as listed in the College by-laws.

These require that the person:

- Be a member of the College,
- Be a member of the faculty of physical therapy at the University of Toronto,
- Not be in default of any obligations to the College,



- Not have been in the last six years subject to a proceeding or other action from a committee of the College, and
- Not hold now or have held in the in the last 12 months, any position with an organization whose mandate is the promotion of the physiotherapy profession or whose mandate conflicts with the College.

Decision Sought:

At the March 2020 meeting, the Executive Committee recommended that Council ratify the appointment of Ms. Sharon Switzer-McIntyre.

With this in mind and in keeping with the requirements of the College's by-laws, which indicate in section 3.2 that the Council must select academic members of Council, Council is being asked to ratify the nomination of Ms. Sharon Switzer-McIntyre as an academic councillor from the University of Toronto to Council, effective September 23rd, 2020.

Attachments:

- Letter of Interest from Ms. Switzer-McIntyre



Physical Therapy
UNIVERSITY OF TORONTO

September 11, 2019

Mr. Rod Hamilton
College of Physiotherapists of Ontario
375 University Avenue, Suite 800
Toronto, Ontario M5G 2J5

Dear Mr. Hamilton;

Re: College's Council Academic Representative

Thank you for the invitation to join the College of Physiotherapists of Ontario as the Council's Academic Representative.

I understand this will be a three-year term from June 2020-June 2023. I am a member of the faculty here at the University of Toronto and act as the Program Director for both the MScPT and the Ontario Internationally Educated Physical Therapy Bridging Program. I also hold an Independent Practice Certificate (06323) with the College of Physiotherapists of Ontario.

I believe I meet the requirements set out in section 3.2 (j) and (m) of the College By-Law where it states:

(j) the Member is not and has not been in the twelve months before the selection a director, officer, committee member, employee or holder of any position of decision-making influence of any organization of physiotherapists that has as its primary mandate the promotion of the physiotherapy profession;

(m) the Member does not hold and has not held in the twelve months before the selection a responsible position with any organization or group whose mandate or interests conflict with the mandate of the College.

Please find included with this communication of interest my curriculum vitae.

I look forward to this opportunity to contribute to the ongoing development of a profession I am so proud to be a member of. If you require any further information, please do not hesitate to contact me directly.

Best Regards;

Sharon Switzer-McIntyre, B.P.E., B.Sc.P.T., M.Ed., Ph.D.
Associate Professor
MScPT Program Director
Program Director, OIEPB Program

FACULTY OF MEDICINE

Rehabilitation Sciences Building, 500 University Ave., Room 160, Toronto, ON M5G 1V7
Tel: +1 416 946-8641 -- Fax: +1 416 946-8562 www.physicaltherapy.utoronto.ca



COLLEGE OF
PHYSIOTHERAPISTS
of ONTARIO

ORDRE DES
PHYSIOTHÉRAPEUTES
de l'ONTARIO

Motion No.: 3.0

**Council Meeting
September 23, 2020**

Agenda #3: Approval of the Council Meeting Minutes of December 16 and 17, 2019

It is moved by

and seconded by

that:

the Council meeting minutes of December 16 -17, 2019, be approved.



**MEETING OF THE COUNCIL OF THE COLLEGE OF
PHYSIOTHERAPISTS OF ONTARIO
MINUTES**

December 16-17, 2019

At

*The College Board Room
375 University Avenue, Suite 800, Toronto*

Attendees:

Mr. Darryn Mandel, President
Ms. Theresa Stevens
Mr. Ronald Bourret
Ms. Jane Darville
Mr. Martin Bilodeau
Mr. Gary Rehan
Mr. Mark Ruggiero
Mr. Kenneth Moreau

Ms. Janet Law
Ms. Nicole Graham
Ms. Sharee Mandel
Mr. Tyrone Skanes
Ms. Katie Schulz
Ms. Jennifer Dolling
Ms. Kathleen Norman
Mr. Nitin Madhvani (December 16)

Staff:

Mr. Rod Hamilton
Ms. Anita Ashton
Ms. Joyce Huang
Ms. Téjia Bain
Ms. Lisa Pretty
Ms. Elicia Persaud

Regrets: Mr. Nitin Madhvani (December 17)

Recorder: Ms. Elicia Persaud

Guests: Ms. Sarah Kibaalya, Senior Policy Analyst
Ms. Amanda Smart, Ontario Physiotherapist Association (December 17)

9:00 AM

Welcome

A CAPR report was added to the end of the agenda before the members motions.

1.0 Approval of the Agenda

Motion It was moved by Mr. Tyrone Skanes and seconded by Ms. Nicole Graham that:

the agenda be accepted with the possibility for changes to the order of items to address time constraints.

2.0 Approval of the Council Meeting Minutes of September 27, 2019



Motion 2.0

It was moved by Ms. Jennifer Dolling and seconded by Ms. Janet Law that:

The minutes of September 27, 2019 be approved with amendments.

CARRIED.

2.1

Motion It was moved by Mr. Gary Rehan and seconded by Ms. Jane Darville that:

That the September 27, 2019 in-camera minutes be approved.

CARRIED.

3.0 President's Report

Mr. Darryn Mandel, President, provided an updated on the following:

- General themes from the mid-year check-in calls
- Governance Policy Review
- Environmental scan

4.0 Registrar's Report

Mr. Rod Hamilton, Registrar, provided an update on the following:

- Operations
- Public Appointments
- Database development
- Entry to Practice Scoping Review
- External news and activities

10:30 AM 5.0 Healthcare Insurance Reciprocal of Canada (HIROC)

Presentation by Mr. Jey Sivaprasad, Senior Account Executive and Winnie Fu, Senior Underwriter

A high-level overview of HIROC and the College's coverage was provided.



6.0 Standards Review Process
Motion 6.0

It was moved by Mr. Tyrone Skanes and seconded by Ms. Sharee Mandel that:

Council approve the proposed process for the ongoing review of College Standards to ensure they remain current over time.

CARRIED.

7.0 Framework for Approval of College Policies

Council provided the following direction:

- *The role of Council is to:*
 - Identify the need for, and provide direction and input on the development of Council policies
 - Review and approve Council policies
 - Consider and approve policies reviewed by Committees
- *The role of Committees is to:*
 - Identify the need for, and provide direction and input on the development of Committee policies
 - Review Committee policies and recommend them to Council for approval
- *The role of staff is to:*
 - Identify the need for the development of Council or Committee policies, where appropriate
 - Undertake the development of Council and Committee policies under the direction of and with input from Council and Committees respectively
- The approval process should be same for statutory and non-statutory committees
- Statutory and non-statutory committees can initiate a policy review
 - For the Finance Committee, the volume of policy work is significant, they should seek direction from Council before proceeding with the work
- All policies should come back to Council for approval
- Council supports a regular review process but noted that the frequency of review could be determined based on the nature of the content



8.0 Topics for Council Discussion: Nominations for Executive Election and In Camera Minutes

The Executive Committee identified two topics that require Council discussion to assist with the refinement of the corresponding By-law.

Nominations for Executive Election

Council discussed the pros and cons to nominating multiple candidates for a single vacancy and determined at this time the recommendation would be to keep the process as is to not restrict the number of nominations made for a vacancy.

In- Camera Minutes

Council agreed implementing a process for recording, archiving, retrieving and viewing the in-camera minutes was needed. Developing a principles and procedures document to outline the noted process was suggested.

9.0 Program Area Quarterly Report

Council was be provided with an overview of the College's operational activities.

There was a suggestion to consider building the skillset of non-council committee members to ensure their succession planning on committees and to provide the Discipline Committee with additional training and resources for decision writing.

10.0 Digital Practice Workshop

Council underwent a workshop where they considered a number of different practice scenarios in order to help assess whether the College's current standards, tools and resources are fit for purpose or if additional guidance to members of the public and the profession is warranted.



Council directed staff to determine if this was an emerging issue and noted their support in providing budgetary resources to investigating digital practice in the new fiscal.

Day one of Council ended at 4:04 p.m.

December 17, 2019

9:00 AM 11.0 Honourary Membership Designation

Councillors indicated support for the following recommendations of the Executive Committee on the criteria for the honorary membership designation:

- The designation can be given posthumously.
- The designation can be given to someone who is no longer mentally competent.
- Honourary members should be able to serve the College as an employee, Councillor or Committee member after receiving the designation.
- Council should make the final decision about actions to be taken when conduct concerns about an honorary member are brought to the College's attention.
- There is no limit to the number of honorary membership designations that can be granted at a meeting of Council.
- Honourary members will not be listed on the Public Register but information about the designation and the designees will be posted on the College's website.

Council recommended the following changes to the criteria:

- Approval for the designation should require a simple majority rather than a three-quarters majority vote of Councillors present and voting.
- Unanimous support should not be required from Executive Committee for a nomination to be brought forward to Council.
- Council, rather than the Executive Committee, should determine if concerning conduct of a



nominee should disqualify them from receiving the designation.

- The complementary governance policy should define all processes of managing the designation, including the fact that Executive Committee will serve as the nominations screening body

Council did not recommend any changes to the revocation provisions in the draft by-law.

Motion 11.0

It was moved by Mr. Kenneth Moreau and seconded by Mr. Ronald Bourret that:

Council approves in principle the concept of an honorary membership designation.

CARRIED.

12.0 Registration Fee Reduction: Final Approval
Motion 12.0

It was moved by Mr. Kenneth Moreau and seconded by Mr. Gary Rehan that:

Council approves the by-law changes to sections 8.4(1)(b) and 8.4(2)(a) of the College By-laws to amend the fees for a certificate of registration authorizing independent practice from \$595 to \$575 to take effect starting in the 2020-2021 registration year.

CARRIED.

13.0 Q2 Financial Report

Council reviewed the Q2 financial report.

14.0 Strategic Planning

Staff presented a proposal for a layered approach to the strategic planning process, which would include envisioning the long-term vision of the College, setting medium-term goals and identifying specific short-term initiatives.

Council agreed to the proposed process and supported staff with moving forward with the work as needed.



15.0 Ministry of Health College Performance Measurement Framework

The Registrar provided an update on the Ministry of Health College Performance Measurement Framework, noting it will be a phased in approach.

16.0 Pre-Strategic Planning Brainstorm and Information Session

Council participated in brainstorming exercise where they identified topics needed to assist them with the strategic plan.

17.0 Evaluation of the Audit: Recommendation to Council Motion 17.0

It was moved by Mr. Ronald Bourret and seconded by Ms. Jane Darville that:

Council re-appoint Hilborn LLP as the College's auditor for the 2019-2020 fiscal audit.

CARRIED.

18.0 Canadian Alliance of Physiotherapy Regulators (CAPR) Report

Mr. Gary Rehan, CAPR board representative, provided a brief to orientation to the role of CAPR, including an update from the last board meeting.

19.0 Members Motion: Standard on Consent Motion 19.0

It was moved by Mr. Gary Rehan and seconded by Mr. Mark Ruggiero that:

Council approves that the College undertake work to explore the relevance, accuracy and feasibility of the College's current consent requirements.

CARRIED.

20.0 Members' Motion/s
No motions made.

21.0 Motion to go in camera pursuant to section 7(2)(b) of the Health Professions



Motion 21.0

It was moved by Mr. Tyrone Skanes and seconded by Mr. Martin Bilodeau that:

Council move in camera pursuant to section 7(2)(b) of the Health Professions Procedural Code.

CARRIED.

Adjournment

The meeting was adjourned at 2:45 p.m.

Mr. Darryn Mandel, President



**EXECUTIVE COMMITTEE MEETING
MINUTES**

***March 17, 2020
By Teleconference***

Present:	Mr. Darryn Mandel, Chair	Staff:	Mr. Rod Hamilton
	Mr. Gary Rehan		Ms. Joyce Huang
	Mr. Tyrone Skanes		
	Ms. Theresa Stevens	Recorder:	Ms. Joyce Huang
	Ms. Sharee Mandel		

**12:30
PM**

Welcome

1.0 The College's Response to the COVID-19 Pandemic

The College has received a high volume of questions from physiotherapists seeking clear guidance from the College regarding whether to continue providing services during the COVID-19 pandemic. The Executive Committee was asked to provide direction on what the College's guidance should be.

The Executive Committee agreed on the following core messages:

The College of Physiotherapists of Ontario gives the following advisory statement with regards to the ongoing COVID-19 pandemic:

- Providing physiotherapy does put patients at risk. It is contrary to social distancing direction. However, physiotherapists have an important role in the healthcare arena at all times. The College will not mandate the withdrawing of services of any physiotherapist at this time.
- Physiotherapists should follow the advice of local health authorities and Public Health Ontario. This is consistent with the messaging that the College of Physiotherapists of Ontario has always given.
- If a physiotherapist does decide to close their practice, that is their choice. This College supports the individual decisions of all physiotherapists in this regard. The



College understands that the continuity of care provisions for physiotherapists ceasing practice may be impossible to adhere to. This is an extraordinary situation and the College of Physiotherapists of Ontario will not enforce this aspect of the standards at this time.

The Executive Committee directed College staff to assist with the drafting of a formal message that will be circulated to the Executive Committee for review and approval. The Executive Committee directed the approval process to take place quickly to allow the message to be sent out to physiotherapists later on the same day.

2.0 Considering an Extension to the Renewal Deadline

The College has received a small number (fewer than ten) of inquiries from physiotherapists about the possibility of extending the renewal deadline in light of challenges physiotherapists may be experiencing during the COVID-19 pandemic.

The Executive Committee directed staff to consider requests for an extension and grant extensions to physiotherapists on a case-by-case basis.

3.0 Communications between the President and Registrar

Members of the Executive Committee expressed concern that some recent email communications from the President to the Registrar used disrespectful language and tone.

Members of the Executive Committee directed the President and the Registrar to work collaboratively going forward.

2:45 PM

Meeting adjourned

Darryn Mandel, Chair



**EXECUTIVE COMMITTEE MEETING
MINUTES**

***March 18, 2020
By Teleconference***

Present:	Mr. Darryn Mandel, Chair	Staff:	Mr. Rod Hamilton
	Mr. Gary Rehan		Ms. Joyce Huang
	Mr. Tyrone Skanes		Ms. Amina Gazi
	Ms. Theresa Stevens		
	Ms. Sharee Mandel	Recorder:	Ms. Joyce Huang
			Ms. Amina Gazi

3:00 PM

Welcome

1.0 Considering an Extension to the Renewal Deadline

Since the Executive Committee met on March 17, 2020, the College has received significantly more inquiries about a possible extension to the annual renewal deadline in light of financial difficulties that some physiotherapists may be facing as a result of COVID-19.

After considering different options, the Executive Committee agreed to grant a one-time extension of the renewal deadline to June 30, 2020.

If any registrants have already paid the renewal fee, they will not receive any refund from the College.

All physiotherapists would be notified regarding this extension to the renewal deadline.

3:43 PM

Meeting adjourned

Darryn Mandel, Chair



**EXECUTIVE COMMITTEE MEETING
MINUTES**

*March 20, 2020
By Teleconference*

Present: Mr. Darryn Mandel, Chair
Mr. Gary Rehan
Mr. Tyrone Skanes
Ms. Theresa Stevens

Staff: Mr. Rod Hamilton
Ms. Joyce Huang

Recorder: Ms. Joyce Huang

Regrets: Ms. Sharee Mandel

1:00 PM

Welcome

1.0 CMOH Directive #2

Ontario's Chief Medical Officer of Health released Directive #2 late on March 19, 2020, advising Health Care Providers (Regulated Health Professionals or Persons who operate a Group Practice of Regulated Health Professionals) to immediately cease or reduce to all minimal levels all non-essential and elective services.

Staff prepared a draft summary of the directive, and additional advice for registrants to interpret and apply the directive.

The Executive Committee reviewed the directive and the draft summary of the directive and agreed that they can be published as drafted.

The Executive Committee reviewed the draft additional advice document, and recommended the following amendments:

- The advice should be silent on the criteria to determine which services are essential. Instead, it is sufficient to provide the principles outlined in the directive.
- Regarding infection control best practices, there should be a reminder to refer to information from Public Health Ontario and local public health authorities.
- Regarding advice on pre-screening procedures, it should refer to the guidance provided by the Ministry of Health.



- The document should be silent regarding the use of telepractice as Council does not currently have an established position on this issue.
- Registrants should be encouraged to contact the College or the Ministry of Health for additional information.

2.0 Advocating for Telehealth Funding

A member of the Executive Committee put forward for discussion the question of whether the College should advocate government for funding tele-health services in physiotherapy in this exceptional time to allow for some services to continue.

Other members of the Executive Committee were concerned that this is not the role of the regulator and advocating in this manner may harm the credibility of the College.

The Registrar also indicated that the CPA and OPA are actively working on this issue.

It was agreed that the College would not advocate on this issue.

3.0 Standing Booking for Executive Committee Teleconference

It was suggested that there be a standing booking for an Executive Committee teleconference meeting each day to consider any new information and make timely decisions.

It was agreed that there be a hold for an Executive Committee teleconference at 1PM – 2PM daily. The President and Registrar will determine by no later than 11AM each day whether the teleconference will proceed and inform the Executive Committee.

2:05 PM

Meeting adjourned

Darryn Mandel, Chair



**EXECUTIVE COMMITTEE MEETING
MINUTES**

***March 23, 2020
By Teleconference***

Present:	Mr. Darryn Mandel, Chair Mr. Gary Rehan Mr. Tyrone Skanes Ms. Theresa Stevens	Staff:	Mr. Rod Hamilton Ms. Joyce Huang Ms. Amina Gazi
Regrets:	Ms. Sharee Mandel	Recorder:	Ms. Joyce Huang Ms. Amina Gazi

1:00 PM

Welcome

1.0 CMOH Directive #3

Chief Medical Officer of Health (CMOH) issued directive #3 on March 23, 2020 regarding the precautions and procedures to protect residents of long-term care homes.

The Executive Committee agreed that this directive should be shared with registrants immediately. There is no need for additional interpretation or guidance.

2.0 Additional Guidance to Registrants on Whether to Withdraw Services

College staff continues to receive a large number of inquiries from the registrants who are seeking guidance from the College on whether they should withdraw services in light of recent government direction.

The Executive Committee agreed to issue the following additional guidance:

- At this time, the College does not have authority to direct physiotherapists to stop offering services. The decision to withdraw services is that of the physiotherapist's.
- The risk of not providing services must outweigh the risks of exposing patient to COVID-19 for treatment to continue.



- If the risk of exposure to COVID-19 is greater to the patient than risk of withdrawing services, then the physiotherapist must not provide treatment

3.0 Request from the Ontario Medical Association (OMA) to coordinate sharing of personal protective equipment (PPE)

The College received a request from the Ontario Medical Association (OMA) to coordinate sharing of PPE for frontline healthcare providers to address the current shortage.

The Executive Committee agreed that the College should participate in this effort.

4.0 Ministry's Recruitment of Health Care Providers

The Executive Committee asked about whether any physiotherapists who re-apply for registration in response to the recruitment call will be subject to the same requirement to hold professional liability insurance.

The Registrar indicated that the College is awaiting the Ministry's direction on that issue. In the meantime, staff are making preparations to manage those who re-apply for registration.

5.0 Weekly Update to Council

The President indicated that he will provide a weekly update to Council by email to summarize matters that came before the Executive Committee for consideration each week. The Executive Committee agreed with this approach.

1:52 PM

Meeting adjourned

Darryn Mandel, Chair



**EXECUTIVE COMMITTEE MEETING
MINUTES**

**March 24, 2020
By Teleconference**

Present:	Mr. Darryn Mandel, Chair Mr. Gary Rehan Mr. Tyrone Skanes Ms. Theresa Stevens	Staff:	Mr. Rod Hamilton Ms. Joyce Huang Ms. Amina Gazi
Regrets:	Ms. Sharee Mandel	Recorder:	Ms. Joyce Huang Ms. Amina Gazi

1:00 PM

Welcome

1.0 Guidance on Government Directive Regarding Essential Services

The Executive Committee reviewed the draft guidance regarding the Government's direction on essential services and in which circumstances registrants should provide services. The Committee agreed that the services provided in hospital settings are essential care. Private practice, long-term care, retirement homes and home care services are settings where only emergency care should be delivered.

In determining whether to provide care, the Executive Committee recommended that physiotherapists consider the risk of not providing services and the risk of exposing patients, physiotherapist and staff to COVID-19.

The communication will go out as soon as possible to allow the registrants to take immediate action.

1:47 PM

Meeting adjourned

Darryn Mandel, Chair



**EXECUTIVE COMMITTEE MEETING
MINUTES**

*March 25, 2020
By Teleconference*

Present:	Mr. Darryn Mandel, Chair Mr. Gary Rehan Mr. Tyrone Skanes Ms. Theresa Stevens	Staff:	Mr. Rod Hamilton Ms. Joyce Huang Ms. Anita Ashton Ms. Amina Gazi
Regrets:	Ms. Sharee Mandel	Recorder:	Ms. Joyce Huang Ms. Amina Gazi

1:00 PM

Welcome

1.0 Advice on the use of Physiotherapy Assistants (PTAs) in patient care

It was decided earlier that physiotherapy services may be provided in private practice, long-term care, retirement homes and home care settings in circumstances where it is considered to be emergency care.

In addition, the Executive Committee believed that the College should issue direction to physiotherapists regarding the use of physiotherapist assistants (PTAs) in the context of providing emergency care. Their direction is that the use of PTAs should be kept to a minimum, because PTAs should not be involved in any activity that requires a component of assessment, and also to reduce the number of people patients have to come into contact with to reduce the risk of COVID-19 transmission.

Staff also suggested providing additional guidance regarding the use of personal protective equipment (PPE) when physiotherapists are providing care, and direct them to appropriate sources for guidance. The Executive Committee agreed.



2.0 Physiotherapists (PTs) who work in multiple practice locations

It was noted that some registrants work in multiple locations and or in variety of settings across many facilities, which increases the risk of transmitting the virus to patients. The College will provide advice to registrants in this situation based on the recent Ministry directive on this same issue.

3.0 Advice on the use of Telepractice

The government has issued directions to healthcare providers to use telepractice where possible, and that the provision of non-essential services are allowed if it can be done remotely.

As some registrants may be using telepractice for the first time in respond to the COVID-19 situation, the Executive Committee agreed that College should offer some guidance on the application of existing rules to telepractice and to clarify that registrants are permitted to use telepractice.

The Executive Committee directed staff to develop guidance regarding telepractice, using the Physiotherapy Alberta guidance as a model. The draft guidance will be reviewed by the Executive Committee.

2:20 PM

Meeting adjourned

Darryn Mandel, Chair



**EXECUTIVE COMMITTEE MEETING
MINUTES**

***March 26, 2020
By Teleconference***

Present:	Mr. Darryn Mandel, Chair Mr. Gary Rehan Mr. Tyrone Skanes Ms. Theresa Stevens	Staff:	Mr. Rod Hamilton Ms. Joyce Huang Ms. Anita Ashton Ms. Amina Gazi
Regrets:	Ms. Sharee Mandel	Recorder:	Ms. Joyce Huang Ms. Amina Gazi

1:00 PM

Welcome

1.0 Review the draft message

It was noted that there is still some confusion among registrants about what is considered emergency care. Another source of confusion comes from the fact that the government designated some facilities as essential services, but it is not clear whether physiotherapy services in those facilities are essential services. In this context the Executive Committee was asked whether it would be prudent to defer the publication of the draft guidance that was considered on March 25, 2020, until further clarification from the government is received.

After consideration, the Executive Committee concluded that it is still important to publish the guidance now in the interest of public protection, while recognizing that the guidance may change as a result of future direction or guidance from government.

The Executive Committee reviewed the draft guidance and recommended additional revisions, and directed the guidance be sent to registrants after final review and approval from the Committee.

2:15 PM

Meeting adjourned

Darryn Mandel, Chair



**EXECUTIVE COMMITTEE MEETING
MINUTES**

*April 6, 2020
By Teleconference*

Present:	Mr. Darryn Mandel, Chair Mr. Gary Rehan Mr. Tyrone Skanes Ms. Theresa Stevens	Staff:	Mr. Rod Hamilton Ms. Joyce Huang Ms. Amina Gazi
Regrets:	Ms. Sharee Mandel	Recorder:	Ms. Joyce Huang Ms. Amina Gazi

1:00 PM

Welcome

1.0 Changes to the government of Ontario list of essential services

On April 3, 2020 Government issued a new emergency order which extended the list of non-essential businesses that should be closed for the duration of the emergency declaration. The new emergency order allows regulated health professionals including physiotherapists to provide in-person care for “urgent care only”, whereas the previous order used the term “emergency care”.

The Committee believes that the change of terminology from “emergency care” to “urgent care” does not change the intent of the order. The Committee also believed that the same principles contained in the earlier guidance from March 24, 2020 regarding emergency care still apply; but need to be updated to reflect the government’s new terminology.

The Committee believes that the guidance should continue to emphasize the need to use a risk assessment approach when deciding whether to provide urgent care in-person, and to add a preface to the guidance which cautions that if the College is aware of practices that are in contravention of government directives then there will be consequences for those registrants.

Registrar and College Staff will draft the message for Committee’s review.

2:25 PM

Meeting adjourned

Darryn Mandel, Chair



**EXECUTIVE COMMITTEE MEETING
MINUTES**

April 7, 2020

By Teleconference

Present:	Mr. Darryn Mandel, Chair Mr. Gary Rehan Mr. Tyrone Skanes Ms. Theresa Stevens	Staff:	Mr. Rod Hamilton Ms. Olivia Kisil Ms. Amina Gazi
Regrets:	Ms. Sharee Mandel	Recorder:	Ms. Olivia Kisil Ms. Amina Gazi

1:00 PM **Welcome**

1.0 Review of the message regarding changes to the government of Ontario list of essential services

Executive Committee continued its review and made further edits to the proposed message on the recent changes to the Government's updated list of essential services.

The Committee also considered options on how to distribute the message to registrants. Options considered included the use of Perspectives or as a stand-alone email item. The Committee left the decision on the best medium to use to the communication team of the College.

2.0 Telepractice issues

The Committee considered the need to provide some guidance to registrants on current expectations when providing virtual care. Issues considered included consent, privacy, security, privacy of records, documentation, and the use of PHIPA compliant tools.

The group identified resources on telepractice from Colleges of Alberta and Manitoba and decided to consider these resources in more detail. Staff were asked to prepare a summary of current telepractice guidance care based on the Ontario context, which would be reviewed by the committee at its next meeting.

3.0 Planning for continued work on governance and bylaw review project

The Committee reviewed its ongoing work on the governance and by-law review project and considered whether this work should continue through remote means during the Covid pandemic. The committee decided to delay



further meetings of the working group until in-person meetings become possible.

The Chair recognized that after the next meeting the Executive Committee would have a different composition but that it may be possible to establish a working group using the members who are currently familiar with the project.

4.0 A plan for council in the event of a lengthy inability to meet in person

The March meeting of Council was cancelled and the Council is currently unable to meet in person. The Committee considered whether a virtual Council meeting should be held as an interim measure and decided that for the time being this would not be pursued as an option.

Consideration of the June 2020 Council meeting would be made closer to that date. The Committee also decided that in the absence of a Council meeting, the Chair would continue to provide periodic reports to the rest of Council on the activities of the Executive Committee.

5.0 Committee slate changes

The Committee noted changes in the composition of the Council, specifically that the two new public appointees, Mr. Nitin Madhvani and Mr. Jesse Finn have not been appointed to committees and that Ms. Jane Darville's appointment will be finished in early May. These changes as well as the composition needs of various committees require changes in the committee slate to ensure minimum composition requirements are met.

As such a proposed committee slate was considered and the Committee agreed on the proposed slate. The chair asked staff to formalize the proposal through a motion for consideration at the next meeting.

1:59 PM

Meeting adjourned

Darryn Mandel, Chair



**EXECUTIVE COMMITTEE MEETING
MINUTES**

*April 9, 2020
By Teleconference*

Present:	Mr. Darryn Mandel, Chair Mr. Gary Rehan Mr. Tyrone Skanes Ms. Theresa Stevens	Staff:	Mr. Rod Hamilton Ms. Joyce Huang Ms. Amina Gazi
Regrets:	Ms. Sharee Mandel	Recorder:	Ms. Joyce Huang Ms. Amina Gazi

1:00 PM

Welcome

1.0 Review President's letter to Council

The Committee reviewed the draft letter prepared by the President to provide updates to Council on the Committee's work. The Committee was in agreement with content.

**2.0 Approval of motion for proposed committee slate
Motion**

It was moved by Mr. Tyrone Skanes and seconded by Mr. Gary Rehan that:

the Executive Committee of the College approve the following committee slate amendments:

- Inquiries, Complaints, and Reports Committee – Add Nitin Madhvani
- Discipline and Fitness to Practise Committees – Add Nitin Madhvani and Jesse Finn
- Quality Assurance Committee – Add Tyrone Skanes and Ron Bourret
- Registration Committee – Add Jesse Finn
- Patient Relations Committee – Add Jesse Finn
- Finance Committee – Add Nitin Madhvani

CARRIED.



3.0 Review and discussion of virtual care documents

With the intent to develop guidance to registrants on virtual care during this pandemic, the Committee reviewed Physiotherapy Alberta's Telerehabilitation Guide and considered the relevance of the guidance to Ontario.

There was a discussion about whether it is appropriate for physiotherapist assistants (PTAs) to participate in the provision of virtual care.

The Committee agreed that any guidance on virtual care should not create any new standards, but rather to help registrants apply current standards.

The Committee decided to take more time to review the draft content shared by staff with the Alberta guidance document and will provide further feedback at a subsequent meeting.

2:11 PM

Meeting adjourned

Darryn Mandel, Chair



**EXECUTIVE COMMITTEE MEETING
MINUTES**

April 14, 2020

By Teleconference

Present:	Mr. Darryn Mandel, Chair Mr. Gary Rehan Mr. Tyrone Skanes Ms. Theresa Stevens	Staff:	Mr. Rod Hamilton Ms. Joyce Huang Ms. Amina Gazi
Regrets:	Ms. Sharee Mandel	Recorder:	Ms. Joyce Huang Ms. Amina Gazi

1:00 PM

Welcome

1.0 Review Virtual care guidance

The committee reviewed the virtual care guidance document and recommended some amendments. The Committee also agreed that this document provides guidance to registrants for applying the existing legislation and standards of practice to virtual care, and that Council will have further discussions about this issue in the future.

The Committee directed staff to revise the content for the Committee's review at a subsequent meeting.

2.0 Operational issues

The Committee expressed the need to receive further reports about the College's current operations. The Registrar noted that in some program areas workloads have increased due to Covid-19 and some areas are at reduced workload. Staff are currently preparing an updated report for the Committee's review.

3.0 Enforcement of government directives

The President indicated that he has received anecdotal reports that seem to suggest significant non-adherence to the government's physical distancing and urgent care directives.



The Committee discussed potential mechanisms that the College might use to ensure registrants are following the government directives.

The Committee directed the Registrar to explore whether the College has the authority to take action.

2:11 PM

Meeting adjourned

Darryn Mandel, Chair



**EXECUTIVE COMMITTEE MEETING
MINUTES**

*April 16, 2020
By Teleconference*

Present:	Mr. Darryn Mandel, Chair Mr. Gary Rehan Mr. Tyrone Skanes Ms. Theresa Stevens	Staff:	Mr. Rod Hamilton Ms. Joyce Huang Ms. Amina Gazi
Regrets:	Ms. Sharee Mandel	Recorder:	Ms. Joyce Huang Ms. Amina Gazi

1:00 PM

Welcome

1.0 Review of the virtual care guidance document

Staff shared an updated version of the virtual care guidance document based on the Committee's feedback from the previous meeting. The Committee approved the updated document for circulation to registrants.

2.0 College operations

The Registrar indicated that a report about current College operations will be shared with the Committee shortly. A meeting will be called to discuss the report if any Committee member feels it is needed.

In addition, there was also a discussion about Committee meetings during the pandemic shut down. The Executive Committee agreed that it should be left to each Committee Chair's discretion to determine how to manage meetings of that Committee. It was noted that even if regular Committee meetings may not occur during this period, any matters requiring immediate attention will still be addressed by Committees.

3.0 Government direction on Long-term care facilities



In the past few days, the government issued several new orders and directives to the long-term care sector. Due to the large volume of content, the Committee directed staff to prepare a summary of the content that is most relevant to physiotherapists. The Committee will review and discuss the draft content at a future meeting.

The Committee also noted the question of what input Council should have on College communications to registrants. The Committee agreed that this issue should be discussed in the future as part of the bylaws and governance review activity.

4.0 Minutes of Executive Committee Meetings

The Committee directed staff to circulate draft minutes of the Committee meetings since the start of the pandemic shut down to the Committee for review and approval. The Committee also agreed that it would be acceptable to temporarily depart from normal practice and circulate the draft minutes to all Committee members without prior review by the President.

1:37 PM

Meeting adjourned

Darryn Mandel, Chair



**EXECUTIVE COMMITTEE MEETING
MINUTES**

April 21, 2020

By Teleconference

Present:	Mr. Darryn Mandel, Chair Mr. Gary Rehan Mr. Tyrone Skanes Ms. Theresa Stevens	Staff:	Mr. Rod Hamilton Ms. Joyce Huang Ms. Amina Gazi
Regrets:	Ms. Sharee Mandel	Recorder:	Ms. Joyce Huang Ms. Amina Gazi

1:00 PM

Welcome

1.0 Approval of Executive Committee Meeting Minutes

Motion

It was moved by Mr. Tyrone Skanes and seconded by Ms. Theresa Stevens, that the Executive Committee approves the minutes for the Executive Committee meetings on March 17, 18, 20, 23, 24, 25 and 26, 2020 as drafted.

CARRIED.

2.0 New Directives for Long-Term Care and Retirement Homes

In the previous week, the Government issued a number of new directives and guidance for the Long-Term Care and Retirement home sectors. The directives limit staff of those homes to work in only one facility.

Staff prepared a summary of the directives and guidance relevant to registrants. It was noted that most of the guidance was issued to the homes rather than to individual healthcare providers. It was also noted that the College has not received many questions about these new directives.

The Committee noted that the guidance already issued to registrants working in those sectors appear to be sufficiently clear in guiding registrants. However the Committee also noted that the long-term care retirement home sectors are at particularly high risk from the virus, and they continue to be concerned that registrants working in these sectors are not necessarily following the government and the College's direction.

The Committee directed staff to send a targeted message to registrants working in the long-term care and retirement home



sectors to reiterate the requirements in the new directives and to reiterate the College's previous directions for registrants working in those sectors.

The Committee indicated that they do not need to approve the messaging before it is circulated as it is simply a re-statement of the College's existing direction.

3.0 College's Operational Report

The Committee reviewed the College's operational report from the Registrar. The Committee indicated that they require more detailed information about the activities that the College is currently undertaking, the utilization rate of College resources, and where resources might be redeployed from one area of the College to another.

The Committee also requested that future reports provide further information about the College's expected activities for next 30 days and projections for how operations might be impacted if the social distancing measures continue for a longer period.

The Registrar will provide an updated report with most recent information to the Committee.

4.0 Potential to hold Council meetings virtually

The President shared with the Committee that he received a query from a Council member about the possibility of resuming Council meetings using a videoconferencing platform.

The Committee noted that it may be possible to hold short meetings using videoconferencing for the purpose of sharing updates. However the Committee was concerned that it would be difficult to manage a substantive Council meeting using a videoconferencing platform, and that the quality of the discussions and decision-making will suffer as a result. The Committee agreed to not pursue this further at this time.

2:18 PM

Meeting adjourned

Darryn Mandel, Chair



EXECUTIVE COMMITTEE MEETING MINUTES

May 8, 2020

By Teleconference

Present:	Mr. Darryn Mandel, Chair Mr. Gary Rehan Mr. Tyrone Skanes Ms. Theresa Stevens	Staff:	Mr. Rod Hamilton Ms. Joyce Huang Ms. Barbara Hou
Regrets:	Ms. Sharee Mandel	Recorder:	Ms. Joyce Huang Ms. Barbara Hou

1:00 PM

Welcome

1.0 Guidance on Re-opening practices

On April 27, 2020, the Ontario government released a Framework for Reopening the Province following the COVID-19 pandemic, and gradually began releasing sector-specific safety guidelines.

Staff have begun to review the guidance released to date. The proposed approach is to provide the content based on audience group, with one set of information for employers and content for PTs.

The Committee is in support of the proposed approach for offering guidance on re-opening practices.

Staff will continue to develop the content and share a draft for the Executive Committee's consideration at a future meeting.

2.0 Discussion on Non-Council Committee Members

The President proposed that for this year, the College forego the normal process of recruiting non-Council Committee members, and instead appoint departing Council members in those roles. This is to mitigate the loss of knowledge and experience on committees due to a higher than usual turnover of Council members this year.

The Executive Committee was in support of using this alternative approach for this year.



3.0 Cross-Border Certificate Fees

The Committee was asked to whether the fees for the application of, and for the actual fee for, Cross Border Certificates (\$100 and \$ 100 respectively) should be waived while the requirements for travel restrictions and social distancing due to COVID-19 are in effect.

The consensus among the Committee was to not waive fees for the application of, and for the actual fee for, Cross Border Certificates (\$100 and \$ 100 respectively).

4.0 Annual Renewal Late Fees

Due to the economic hardship some registrants are experiencing as a result of the pandemic, the Committee was asked to consider whether the College should waive the late fee that would be charged for registrants who renew after the June 30 deadline.

The Committee noted that we have already made some accommodations to registrants by extending the renewal deadline.

The Committee did not support waiving the late fee at this time. The Committee agreed to re-visit both the renewal deadline and the late fee before the end of May.

2:00 PM

Meeting adjourned

Darryn Mandel, Chair



**EXECUTIVE COMMITTEE MEETING
MINUTES**

*May 14, 2020
By Teleconference*

Present:	Mr. Darryn Mandel, Chair	Staff:	Mr. Rod Hamilton
	Mr. Gary Rehan		Ms. Joyce Huang
	Mr. Tyrone Skanes		Ms. Barbara Hou
	Ms. Theresa Stevens		
		Recorder:	Ms. Joyce Huang
Regrets:	Ms. Sharee Mandel		Ms. Barbara Hou

1:00 PM

Welcome

1.0 Approval of Executive Committee Meeting Minutes

Motion It was moved by Mr. Tyrone Skanes and seconded by Ms. Theresa Stevens, that the Executive Committee approves the minutes for the Executive Committee meetings on April 6, 7, 9, 14, 16 and 21, 2020 as drafted.

CARRIED

2.0 Guidance for Physiotherapist-Re-opening practices

The Committee is in support of the updated draft guidance document to registrants on reopening their practices. The revised draft summarizes more of the government guidance and offers a practical approach for both employers and registrants. The document will continue to be updated to reflect any changes in government guidance.

3.0 Resumption of Council and Committee Meetings

Staff provided an overview of information available to date about plans to reopen in the province, and it is unclear when the College would be able to resume holding in-person meetings. Staff sought direction about how to manage upcoming Council and Committee meetings. Given that the



government was expected to make an announcement later on the same day about the plan to reopen, the Committee decided to defer this discussion until after the announcement. The Committee did agree that their June 1, 2020 meeting will be a virtual meeting with a shorter agenda.

4.0 Confirmation of proposed decision-making process while Council is Un-constituted

The President acknowledged at this point while Council is un-constituted the Executive committee is acting as the emergency power to make decisions on behalf of Council. The Committee is in support of sharing the past March and April meeting minutes with Council as a package to keeping them informed of decisions that the Committee has made on their behalf.

2:00 PM

Meeting adjourned

Darryn Mandel, Chair



**EXECUTIVE COMMITTEE MEETING
MINUTES**

May 22, 2020

By Teleconference

Present:	Mr. Darryn Mandel, Chair	Staff:	Mr. Rod Hamilton
	Mr. Gary Rehan		Ms. Joyce Huang
	Mr. Tyrone Skanes		
	Ms. Theresa Stevens	Recorder:	Ms. Joyce Huang
Regrets:	Ms. Sharee Mandel		

1:00 PM **Welcome**

1.0 Return to Work Guidance for Physiotherapists

The Executive Committee was asked to consider return to work guidance for registrants. The Registrar provided an update regarding a recent regulation change. The emergency regulation defining essential businesses was updated within the last few days, one of the changes was to remove the “urgent care only” restriction on regulated health professionals, but there has not been any formal announcements from the government or the Ministry of Health regarding the resumption of healthcare services.

At this time, it is not entirely clear what healthcare services are and are not allowed to resume. For the time being, the Chief Medical Officer of Health’s Directive #2 is still in effect, which directs regulated health professionals to cease or minimize non-essential care.

The Executive Committee discussed the implication of this recent regulation change. The Committee was not clear whether physiotherapists are allowed to resume care and to what extent. The Committee agreed to continue the discussion the following day to allow additional time to review the relevant materials.

2:10 PM **Meeting adjourned**

Darryn Mandel, Chair



**EXECUTIVE COMMITTEE MEETING
MINUTES**

*May 23, 2020
By Teleconference*

Present:	Mr. Darryn Mandel, Chair	Staff:	Mr. Rod Hamilton
	Mr. Gary Rehan		Ms. Joyce Huang
	Mr. Tyrone Skanes		
	Ms. Theresa Stevens	Recorder:	Ms. Joyce Huang
	Ms. Sharee Mandel		

11:00AM

Welcome

1.0 Return to Work Guidance for Physiotherapists

Since the previous meeting, additional information was provided to the Committee for their consideration.

After discussing the additional information, the Committee was still of the opinion that it is not entirely clear what healthcare services are and are not allowed to resume at this time.

The Committee recognized that registrants are in need of guidance as they prepare for eventual reopening, so the Committee agreed to circulating the return to work guidance document indicating that the guidance is being provided in preparation for the resumption of healthcare services.

The guidance document will be updated to align with the updated Ministry guidance for primary care, and will be shared with the Committee for review and final approval.

2.0 Re-Consideration of Renewal Late Fee

Motion Staff is seeking further direction from the Executive Committee regarding the penalty fee that would apply for physiotherapists



who renew after the June 30 deadline. At the time, about 3,600 physiotherapists have not renewed.

The Committee considered accommodation for physiotherapists who continue to face financial challenges due to the pandemic; fairness to registrants who renewed on time; and potential impact on the College's financial position.

It was moved by Mr. Gary Rehan and seconded by Ms. Sharee Mandel that the College further extend the renewal deadline until September 30, 2020, at which time all physiotherapists must renew and pay the full \$575 registration fee.

CARRIED.

12:30PM

Meeting adjourned

Darryn Mandel, Chair



**EXECUTIVE COMMITTEE MEETING
MINUTES**

*June 12, 2020
By Teleconference*

Present:	Mr. Darryn Mandel, Chair Mr. Gary Rehan Mr. Tyrone Skanes Ms. Theresa Stevens	Staff:	Mr. Rod Hamilton Ms. Joyce Huang Ms. Barbara Hou
Regrets:	Ms. Sharee Mandel	Recorder:	Ms. Joyce Huang Ms. Barbara Hou

1:00 PM

Welcome

Reminder of confidentiality and conflict of interest

1.0 Approval of the agenda

The Executive Committee agreed to the proposed agenda.

2.0 Approval of the Executive Meeting Minutes of March 6, 2020 and May 8, 14, 22 and 23, 2020

Motion It was moved by Ms. Theresa Stevens and seconded by Mr. Tyrone Skanes that the Executive Committee minutes of March 6, 2020 be approved.

CARRIED.

It was moved by Mr. Tyrone Skanes and seconded by Ms. Theresa Stevens that the Executive Committee minutes of May 8, 14, 22 & 23, 2020 be approved.

CARRIED.

3.0 Guidance regarding providing Virtual vs. In-person care

The Executive Committee was asked to consider draft guidance to help PTs determine when to provide virtual care vs in-person care. The Executive Committee agreed there was a need to remind PTs of their obligation to consider whether to provide care virtually or in-person based on government direction and best clinical evidence.



4.0 Webinar on Return to practice

The Executive Committee directed staff to amend the advice provided to registrants to ensure accuracy and alignment with government direction and recommendations.

5.0 Reminder on Reopening

The Executive Committee was asked to review a draft reminder to registrants regarding the obligations for the gradual resumption of in-person care.

The Executive Committee recommended amendments to the draft content and directed staff to circulate an updated draft to the Committee for review and final approval for circulation.

2:01PM

Meeting adjourned

Darryn Mandel, Chair

Agenda #5

President, Vice-President and Executive Committee Election

Election will take place on the day of Council via electronic voting



COLLEGE OF
PHYSIOTHERAPISTS
of ONTARIO

ORDRE DES
PHYSIOTHÉRAPEUTES
de l'ONTARIO

Motion No.: 6.0

**Council Meeting
September 23, 2020**

Agenda #6: Approval of the 2020-2021 Committee Slate

It is moved by

and seconded by

that:

Council approve the proposed committee slates for 2020-2021 with Chairs for each committee.

Meeting Date:	September 23, 2020
Agenda Item #:	6
Issue:	Proposed 2020-2021 Committee Slate
Submitted by:	Rod Hamilton, Registrar

Issue:

The Executive Committee has considered the proposed 2020-2021 committee slate and is recommending that Council approve the proposed slate and chairs.

Background:

The development of the College committee slate occurs prior to the normally scheduled Council Meeting in June.

Some members of Council will recall the Council has directed that the process for developing the slate of proposed committee memberships should be as objective as possible. This process includes the incorporate of steps such as:

- Committee preference – Councillors and non-Council Committee members are asked to express interest in the top three committees they would be interested in sitting on, ranked in order of preference.
- Assessment of committee members' performance – Information on committee members' performance is collected from the committee Chairs by the President and the program managers associated with each committee.
- Interest in chairing – Councillors and non-Council Committee members are asked to indicate if they are interested in chairing a committee.

This year's slate was approached with awareness of several limitations. This year's Council membership has also seen a significantly high turnover as there are seven new Councillors (three newly elected, one academic appointee, and three public appointees). These changes made factors like succession planning and committee experience particularly important when developing the slate.

The process for the slate development also incorporated the need to avoid conflicts of interest arising from committee appointments, the need to respect people's ability to commit time to committee work, and a desire to respect people's wishes to serve on a particular committee.

Retaining experience on committees

Non-Council Committee members

Due to the unusually high rate of turnover of Councillors and consequent loss of experience on committees, the Executive Committee agreed at a prior meeting to recommend that departing Councillors be appointed as non-Council Committee members this year. This would allow committees to retain persons with experience as newer Councillors acclimate to their new Council and committee roles over the year. As a result, all outgoing Councillors were asked to provide their committee interest and their feedback was incorporated into the slate development process.

Feedback from all non-Council Committee members on the 2019-2020 committee slate was also incorporated into the slate development process since all are eligible for re-appointment this year and can add to the pool of experience at committees.

Committee term limit exception

The College governance policies stipulate that there is a nine-year maximum appointment period for appointments to statutory committees (other than for the Executive Committee, which has a different term limit). Staff is proposing that an exception to this rule be made this year by recommending that Mr. Tyrone Skanes, public member, be appointed to the Inquiries, Complaints and Reports Committee (ICRC). Although Mr. Skanes has surpassed the term limit maximum by serving on ICRC for ten consecutive years, he has a wealth of experience that he has gathered during this time of service that will be valuable to the ICRC at this time. Further, Mr. Skanes' appointment as a public member is longer than the typical nine-year tenure, so an exception to normal practice is beneficial by allowing him to continue to serve on the ICRC.

Proposed Slate

The proposed committee slate can be found in **Appendix 1**. Recommendations from the Executive Committee for proposed chairs are incorporated into the proposed slate. It is important to note that staff is recommending that all Councillors who did not serve on the ICRC in the previous year be appointed to the Discipline Committee in order to broaden the pool of available panel members.

In addition, a summary of Council and non-Council Committee members' committee interests and workload assessment is in **Appendix 2**.

The Executive Committee has assessed this proposed slate and is recommending the attached committee slate for 2020-2021 to Council for consideration and approval. This also includes recommending a Chair for each committee.

Decision Sought:

The Council is asked to consider the proposed committee slate that has been recommended by the Executive Committee for approval, including recommending Chairs for each committee.

Appendices:

- **Appendix 1:** 2020-2021 Proposed Committee Slate
- **Appendix 2:** Committee Interest and Workload Assessment



Appendix 1: 2020-2021 Proposed Committee Slate

COMMITTEE	REQUIRED COMMITTEE COMPOSITION	PROPOSED MEMBERSHIP	BRIEF DESCRIPTION OF STATUTORY COMMITTEE'S RESPONSIBILITIES	Staff Support
EXECUTIVE	5 people: <ul style="list-style-type: none"> At least 3 Professional Members of Council At least 1 but not more than 2 Public Appointees Must include President and Vice President 	<i>Executive Committee composition will be determined by Council's Executive Committee elections</i>	The Executive Committee provides leadership to Council, promotes governance excellence at all levels, facilitates effective functioning of the College, in certain circumstances, to act on behalf of Council between meetings and when required, to reconstitute itself as the College privacy committee to deal with appeals regarding the manner in which personal information is managed by the College. The Committee has all powers of the Council with respect to any matter that requires immediate attention, other than the power to make, amend or revoke a regulation or by-law.	Rod Hamilton Barbara Hou
INQUIRIES, COMPLAINTS AND REPORTS (ICRC)	At least 6 people, at least: <ul style="list-style-type: none"> 2 Professional Members of Council 2 Public Appointees 1 Non-Council 	Katie Schulz Theresa Stevens Jennifer Clifford Tyrone Skanes Tom McAfee Gary Rehan (<i>proposed Chair</i>)	ICRC investigates complaints and considers reports as per section 79 of the Code related to the conduct or action, competencies or capacity of registrants as it relates to their practicing the profession.	Allan Mak
DISCIPLINE & FITNESS TO PRACTISE	At least 10 people, at least: <ul style="list-style-type: none"> 2 Professional Members of Council 3 Public Appointees 	Sharee Mandel (<i>proposed Chair</i>) Janet Law Martin Bilodeau Hervé Cavanagh Jennifer Clifford Karen St. Jacques Sharon Switzer-McIntyre Theresa Stevens Katie Schulz Ron Bourret Nitin Madhvani Jesse Finn Tom McAfee Karim Kanji	A panel of at least 3-5 persons convenes to hear allegations of conduct or incompetence as referred by the ICRC. A panel of at least 3-5 persons convenes to hear allegations of incapacity as referred by the health inquiry panel of the ICRC. Hearings are in a judicial setting and can last from one to several days. Decisions and Reasons are documented in detail.	Olivia Kisil

COMMITTEE	REQUIRED COMMITTEE COMPOSITION	PROPOSED MEMBERSHIP	BRIEF DESCRIPTION OF STATUTORY COMMITTEE'S RESPONSIBILITIES	Staff Support
	<ul style="list-style-type: none"> 1 Non-Council 	James Wernham Daniel Negro Sue Grebe Angelo Karalekas Nicole Graham Richa Rehan		
QUALITY ASSURANCE (QA)	At least 6 people, at least: <ul style="list-style-type: none"> 2 Professional Members of Council 2 Public Appointees 2 Non-Council 	Theresa Stevens (<i>proposed Chair</i>) Hervé Cavanagh Darryn Mandel (<i>if he is not re-elected as President</i>) Tom McAfee Jesse Finn Antoinette Megans Elizabeth Bergmann	The Quality Assurance Committee is to administer the College's Quality Assurance program as defined in section 80.1 of the Code that is intended to assure the quality and safety of professional practice and promote continuing competence among the registrants.	Shelley Martin Cici Czigler
REGISTRATION	At least 5 people, at least: <ul style="list-style-type: none"> 1 Professional Member of Council 1 Academic Member 2 Public Appointees 1 Non-Council 	Katie Schulz Martin Bilodeau Tyrone Skanes (<i>proposed Chair</i>) Jesse Finn Anastasia Newman	The Registration Committee makes decisions on registration applications that do not meet the criteria for issuance of a certificate of registration by the Registrar and to ensure that processes related to entry are fair, transparent and objective.	Melissa Collimore
PATIENT RELATIONS	At least 4 people, at least: <ul style="list-style-type: none"> 2 Professional Members of Council 1 Public Appointee 1 Non-Council 	Sharee Mandel (<i>proposed Chair</i>) Karen St. Jacques Ron Bourret Antoinette Megans	The Patient Relations Committee is to advise Council with respect to the patient relations program and to administer the program to provide funding for therapy and counselling.	Anita Ashton Olivia Kisil
FINANCE (non-statutory)	At least 5 people, at least: <ul style="list-style-type: none"> President Vice President 	<i>President</i> (TBD) <i>Vice President</i> (TBD)	The Finance Committee is to monitor significant financial planning, management and reporting matters of the College, to make recommendations and deliver reports to Council, and to serve as the College's audit committee.	Rod Hamilton

COMMITTEE	REQUIRED COMMITTEE COMPOSITION	PROPOSED MEMBERSHIP	BRIEF DESCRIPTION OF STATUTORY COMMITTEE'S RESPONSIBILITIES	Staff Support
	<ul style="list-style-type: none"> 3 Councillors at least 1 or 2 Public Appointees 	Janet Law Jennifer Clifford Nitin Madhvani Darryn Mandel <i>(if he is not re-elected as President)</i>		

Appendix 2: Committee Interest and Workload Assessment

Name	Exp.	Exec [4]	ICRC [9]	Dis/Fit ⁱ [5]	Reg. [8]	PRC [1]	QAC [6]	Finance [6]
Professional Members								
1. Hervé Cavanagh	2023			(2)		(3)	(1)	
2. Jennifer Clifford	2023		(1)		(2)		(3)	
3. Janet Law	2021			(2)			(1)	(3)
4. Darryn Mandel	2021						(2)	(1)
5. Sharee Mandel	2021			(1)	(2)	(3)		
6. Karen St. Jacques	2023			(2)	(3)	(1)		
7. Theresa Stevens	2022		(1)	(3)			(2)	
8. Katie Schulz	2022		(2)	(3)	(1)			
Academic Members								
9. Martin Bilodeau	2021			(2)	(1)		(3)	
10. Sharon Switzer-McIntyre	2023		(2)	(1)			(3)	
Public Members								
11. Ron Bourret	2021		(1)	(2)			(3)	
12. Thomas McAfee	2021							
13. Jesse Finn	2021							
14. Nitin Madhvani	2021							
15. Tyrone Skanes	2023		(1)		(2)		(3)	
16. Karim Kanji								
Non-Council Committee Members								
1. Daniel Negro	2025		(2)	(1)			(3)	
2. James Wernham	2025		(2)	(1)			(3)	
3. Anastasia Newman	2028				(1)			
4. Sue Grebe	2027		(3)	(1)			(2)	
5. Monica Clarke	2027		(1)		(2)	(3)		
6. Antoinette Megans	2028						(1)	
7. Angelo Karalekas	2028		(2)	(1)	(3)			
8. Richa Rehan	2028			(1)			(2)	
9. Elizabeth Bergmann	2028				(2)		(1)	
Outgoing Councillors								
10. Nicole Graham	TBD		(2)	(1)		(3)		
11. Gary Rehan	TBD		(1)					



Proposed Committee appointment

Average number of meetings per year are indicated in []
All first, second and third choices are indicated in ()

¹ This is an approximation; one hearing can last multiple days.



COLLEGE OF
PHYSIOTHERAPISTS
of ONTARIO

ORDRE DES
PHYSIOTHÉRAPEUTES
de l'ONTARIO

COUNCIL

Agenda # 7
President's Report



Meeting Date:	September 23, 2020
Agenda Item #:	8
Issue:	Fiscal Year 2019-20, Q3 Financial Report
Submitted by:	Rod Hamilton, Registrar

Issue:

The Q3 Financial Report from the third quarter of previous fiscal year (2019-20) is provided for information.

Background

Normally, the Q3 Financial Report from fiscal 2019-20 would have been received by Council at its March meeting.

However, due to the cancellation of the Council meetings in both March and June as a result of the Covid 19 pandemic, this item has been added to the September agenda as an informational item.

At the end of third quarter Income was at 94.72% of planned revenue. Major contributors towards this variance were revenue from application fees, professional corporation fees, cost orders and wall certificates.

Income Statement

For spending, historically, the third quarter often showed some variance in individual accounts but the larger category of income versus expense typically begins to get closer to projections as projects get underway and invoices arrive. Spending at Q3 came out at 87.90% of the financial limit.

In Q3 the year-to-date net income was \$117,932.87 instead of the planned overage by \$239K (approx.)

Major contributors in lower expenditures in the year were IT database costs that were not yet spent yet, QA program development and Strategic Operations delays.

Please note that there is a link between account 5401-Salaries and 5411-Printing, Filing and Stationery. These two accounts offset each other. We had originally budgeted the scanning project under salaries to engage summer students for the project. Instead, we hired Konica Minolta, an external service provider to digitize College records and charged the fees to account 5411. As a result, the salaries account was understated, and the Filing and Stationery account was overstated.

The analysis with individual line items for explanations is presented as Appendix A.

Balance Sheet

We have provided you with the year-end and at Q3 2019 balance sheets as comparatives to the Q3 2018 statement. This is presented as Appendix B.

Fixed Assets:

Computer equipment, software and some furniture exceeding their useful life have been written-off in Q3.

Accrued Liabilities:

Accrued liabilities are those expenses that have not yet been paid under accounts payable. You will note that Accrued Liabilities balance have been reduced since March 31, 2019.

Beginning balance at April 01, 2019	= \$952,729.71
Complaints & Discipline accrual reversal	= (128,120.58)
Salary accrual reversals	= (269,921.97)
Additional accruals from Q1 to Q2	= 153,593.04
Other accrual reversals in Q3	= (42,884.63)
Additional accruals in Q3	= <u>35,638.83</u>
Ending balance at December 31, 2019	= \$701,034.40

You may find it is useful to note the change in the balances in the accounts over time.

Individual budget items where spending has not met the target (within 5%):

The items are numbered in accordance with the Statement of Operations for ease of cross reference.

Income

- 4019 124.44% - Many incomplete applications received in the previous quarter were processed in this quarter.
- 4018 20% - In Q3, there were no PTs required to submit the late fee.
- 4017 168.33% - Wall Certificates were promoted in the October version of Perspectives and as a result, we received a higher number of requests.
- 4015 208.78% - New graduates applied for provisional practice from June-September. The June PCE-Clinical results were also released which led to more Independent Practice applications.
- 4022 47.62% - The College is anticipating receiving delayed invoices from a therapist.



- 4007 140.04% - Higher number of resignations received which increased the number of fee credits.
- 4004 223.94% - The College received payment for cost orders sooner than anticipated.
- 4003 57.11% - Less remediation was required, which resulted in less coaches needed.
- 4021 No cross-border applications received.
- 4020 No courtesy applications received.
- 4014 55.60% - Most Provisional Practice applications are processed later in the year when there are new graduates. Income was split evenly across quarters but will be revised in the next budget to accurately reflect peak periods.
- 4013 51.73% - Many applications received in Q3 were incomplete resulting in lower fees.
- 4012 64.11% - Most Independent Practice applications are processed later in the year when the CAPR exam results are released. Moving forward we are going to map the number of applications received per quarter and ensure that the value corresponds with peak periods.
- 4010 200% - The college hosted 1 PT student in 2019 and 1 in 2018. Honoraria for hosting both students were received in 2019.
- 5756 Some complaints cases that are now closed resulted in reversal of accrual expense.
- 5001 50.4% - There are 6 rather than 7 committee chairs; claims received were less than budgeted.
- 5003 87.69% - Non-council committee members attendance at the In-service education day in Q2 cost less than expected.
- 5006 70.74% - Originally budgeted for ongoing President training, however no training needs identified.
- 5010 No patient relations meetings required so far this year.
- 5011 20.80% - The QAC meeting scheduled in Q3 was cancelled due to the change in timelines for the on-site assessment pilot test.
- 5017 161.52% - Change in meeting schedule from teleconference to full day in-person meeting.
- 5051 127.03% - Overage resulted from higher than budgeted costs for the facilitator for chair's training day.
- 5053 109.29% - Councillor expenses slightly higher than estimated.
- 5055 65.95% - Hearings that were anticipated to take place in Q3 were deferred to Q4.



- 5056 36.97% - Some budgeted expenses no longer required due to changes in needs relating to legal advice, education and accommodations.
- 5062 25.88% - The QAC meeting scheduled in Q3 was cancelled due to the change in timelines for the on-site assessment pilot test.
- 5063 164.47% - We originally budgeting 1 hour of prep time per Committee member per meeting. However, the cases have been more complex, and members have required additional prep time.
- 5075 318.92% - Change in meeting schedule from teleconference to full day in-person meeting.
- 5102 69.47% - PISA software integration cost initially planned in Q1 but deferred to Q4.
- 5103 113.12% - Outlook migration cost higher than anticipated due to greater project complexity.
- 5104 71.12% - Working on enhancements rather than overall system improvements.
- 5200 87.70% - Premiums are derived on industry claim ratio based on market performance. The claim ratio slightly lower than budgeted.
- 5300 125.25% - Unbudgeted networking expenses for the Registrar and higher costs for conferences related to staff attendance.
- 5403 33.18% - Maintenance and repair costs budgeted on a need basis, however no significant repairs were identified.
- 5405 94.23% - Publication subscription and a membership originally budgeted no longer required.
- 5408 54.55% - Vendors payments migrated to direct deposits. Postage not required.
- 5411 552.66% - Costs for external scanning project to digitize all outstanding college records was offset by reduction in costs for summer students to engage in this process.
- 5412 88.12% - Backup internet line was purchased in Q2 at less cost than anticipated.
- 5413 623.05% - Bad debts related to cost orders increased more quickly than budgeted.
- 5502 Work on some of the tactics have been deferred until a later time.
- 5503 33.62% - Education needs previously identified no longer required combined with lower costs expensed to the College.
- 5505 41.50% - Based on direction from Council, the Policy team's resources have shifted to supporting the comprehensive review of the bylaws and governance policies. The timing and cost of this work is different than the projects that were originally budgeted for.
- 5620 56.40% - Materials to be printed in Q4. Anticipate coming in on budget for year end.



- 5621 53.24% - AODA audit and website work to be completed in Q4.
- 5622 133.20% - Two events outstanding in Q4. Anticipate coming in on budget.
- 5702 162.46% - Witness costs for contested hearing exceeded what was anticipated.
- 5704 307.81% - One additional third-party investigations completed in the 3rd quarter and an unexpected increase in sexual abuse allegations requiring transcriptions of complainant's statement.
- 5757 23.94% - Legal opinions originally budgeted for no longer required.
- 5751 862.87% - A decision to invite a legal advisor to learn about QA rules not originally budgeted.
- 5752 359.31% - A registration case requiring ongoing legal support has been appealed to HPARB and it is anticipated that the case will be appealed to Divisional Court.
- 5760 39.33% - Committee did not require as much legal assistance as anticipated.
- 5761 85.44% - Hearings that were anticipated to take place in Q3 were deferred to Q4.
- 5762 92.28% - Hearings that were anticipated to take place in Q3 were deferred to Q4.
- 5763 Accrual for court proceedings delayed to 2020.
- 5754 No legal advice needed for budgeted miscellaneous legal costs.
- 5755 510.08% - Unanticipated legal fees related to Adoxio/KPMG contract.
- 5825 58% - Extensions in timelines for the QA program following the pilot has resulted in being underspent.
- 5811 74% - Extensions to the timeline of the QA on-site pilot test process resulted in the spending occurring later in the year than budgeted.
- 5821 Travel activities deferred to Q4 due to the change in timelines for the on-site assessment pilot.
- 5823 70.74% - Training activities deferred to Q4 due to the change in timelines for the on-site assessment pilot.
- 5824 Assessment fees deferred to Q4 due to the change in timelines for the on-site assessment pilot.
- 5871 345.41% - Pre-existing QA files have extended beyond what was anticipated.
- 5880 71.87% - The need for coaches were less than anticipated.
- 5890 55.91% - Fewer applications for funding have been received.



- 5902 80.85% - Timing of employee hiring and departures resulted in lower benefit costs.
- 5904 73.76% - Extensions to the timeline of the QA on-site pilot test process resulted in the spending occurring later in the year than budgeted.
- 5905 59.57% - Some training deferred to Q4 based on staff needs and course availability. The budgeted amount split evenly across quarters.
- 5911 116.07% - CPP adjustment for former employee was required.
- 5912 108.21% - EI adjustment for former employee was required.
- 5913 112.39% - EHT adjustment for former employee was required.
- 6001 93.61% - Purchase of boardroom microphone deferred to Q4 and SAN deferred to Q1 of next fiscal year.

Appendix A - Q3 2019 Variance Reports

College of Physiotherapists of Ontario
Statement of Operations - Budget vs. Actual

April 2019 through December 2019

	Q3 YTD			Full Year		Notes for Council
	Apr - Dec 19	Budget	% of Budget	Budget	% of Budget	
Ordinary Income/Expense						
Income						
4008 - Admin Fees						
4019 - Prof Corp Application \$700	19,600.00	15,750.00	124.44%	21,000.00	93.33%	Many incomplete applications received in the previous quarter were processed in this quarter.
4018 - Late Fees \$225	1,125.00	5,625.00	20.00%	5,625.00	20.00%	In Q3, there were no PTs required to submit the late fee.
4017 - Wall Certificates \$25	2,525.00	1,500.00	168.33%	2,000.00	126.25%	Wall Certificates were promoted in the October version of Perspectives and as a result, we received a higher number of requests.
4016 - Letter of Prof Stand \$50	7,700.00	7,500.00	102.67%	10,000.00	77.00%	
4015 - Application Fees \$100	78,500.00	37,600.00	208.78%	50,100.00	156.69%	New graduates applied for provisional practice from June-September. The June PCE-Clinical results were also released which led to more Independent Practice applications.
Total 4008 - Admin Fees	109,450.00	67,975.00	161.02%	88,725.00	123.36%	
4022 - Recovery of Therapy Costs	714.29	1,500.00	47.62%	2,000.00	35.72%	The College is anticipating receiving delayed invoices from a therapist.
4007 - Registration fee credits	-50,168.55	-35,823.79	140.04%	-35,823.79	140.04%	Higher number of resignations received which increased the number of fee credits.
4004 - Cost recovery from cost orders	52,624.96	23,500.00	223.94%	48,500.00	108.51%	The College received payment for cost orders sooner than anticipated.
4003 - Remediation Chargeback	8,737.27	15,299.00	57.11%	22,757.00	38.39%	Less remediation was required, which resulted in less coaches needed.
4001 - Registration Fees						
4021 - Cross Border Fee \$100	0.00	600.00	0.00%	800.00	0.00%	No cross border applications received.
4020 - Courtesy Registration Fee \$100	0.00	900.00	0.00%	1,500.00	0.00%	No courtesy applications received.
4014 - Provisional Practice Fees \$75	31,275.00	56,250.00	55.60%	69,875.00	44.76%	Most Provisional Practice applications are processed later in the year when there are new graduates. Income was split evenly across quarters but will be revised in the next budget to accurately reflect peak periods.
4013 - Prof Corp Fees \$250	48,500.00	93,750.00	51.73%	125,000.00	38.80%	Many applications received in Q3 were incomplete resulting in lower fees.
4012 - Independent Practice - Prorated	84,750.11	132,187.45	64.11%	146,531.45	57.84%	Most Independent Practice applications are processed later in the year when the CAPR exam results are released. Moving forward we are going to map the number of applications received per quarter and ensure that the value corresponds with peak periods.
4011 - Independent Practice - \$595	4,236,017.61	4,419,150.32	95.86%	5,883,160.32	72.00%	
Total 4001 - Registration Fees	4,400,542.72	4,702,837.77	93.57%	6,226,866.77	70.67%	
4002 - Interest Income	131,486.86	137,700.00	95.49%	183,600.00	71.62%	
4010 - Miscellaneous Income	500.00	250.00	200.00%	250.00	200.00%	The college hosted 1 PT student in 2019 and 1 in 2018. Honoraria for hosting both students were received in 2019.
Total Income	4,653,887.55	4,913,237.98	94.72%	6,536,874.98	71.19%	
Gross Profit	4,653,887.55	4,913,237.98	94.72%	6,536,874.98	71.19%	
Expense						
5756 - C & D Accrual Expense	-128,120.58	0.00	100.00%	0.00	100.00%	Some complaints cases that are now closed resulted in reversal of accrual expense.
5000 - Committee Per Diem						
5001 - Chairs meeting - per diem	2,212.00	4,389.00	50.40%	4,389.00	50.40%	There are 6 rather than 7 committee chairs; claims received were less than budgeted.
5002 - ICRC - per diem	16,506.00	15,861.00	104.07%	20,073.00	82.23%	
5003 - Council - per diem	35,874.75	40,911.00	87.69%	52,503.00	68.33%	Non-council committee members attendance at the In-service education day in Q2 cost less than expected.
5005 - Discipline Committee - per diem	27,723.00	27,695.10	100.10%	37,795.84	73.35%	
5006 - Executive - per diem	11,098.59	15,690.00	70.74%	20,553.00	54.00%	Originally budgeted for ongoing President training, however no training needs identified.
5010 - Patient Relations - per diem	0.00	989.19	0.00%	1,271.81	0.00%	No patient relations meetings required so far this year.
5011 - QA Committee - per diem	2,144.00	10,308.00	20.80%	13,744.00	15.60%	The QAC meeting scheduled in Q3 was cancelled due to the change in timelines for the on-site assessment pilot test.

College of Physiotherapists of Ontario
Statement of Operations - Budget vs. Actual

April 2019 through December 2019
Full Year

	Q3 YTD			Full Year		Notes for Council
	Apr - Dec 19	Budget	% of Budget	Budget	% of Budget	
5012 - Registration Com. - per diem	3,335.00	3,399.00	98.12%	4,245.00	78.56%	
5017 - Finance Committee - per diem	7,275.00	4,504.00	161.52%	7,880.00	92.32%	Change in meeting schedule from teleconference to full day in-person meeting.
Total 5000 - Committee Per Diem	106,168.34	123,746.29	85.80%	162,454.65	65.35%	
5050 - Committee Reimbursed Expenses						
5051 - Chairs meeting - expenses	10,689.83	8,415.00	127.03%	8,415.00	127.03%	Overage resulted from higher than budgeted costs for the facilitator for chair's training day.
5052 - ICRC - expenses	20,693.85	20,168.70	102.60%	26,258.70	78.81%	
5053 - Council - expenses	54,157.43	49,553.00	109.29%	62,268.00	86.98%	Councillor expenses slightly higher than estimated.
5055 - Discipline Committee - expenses	40,528.17	61,455.00	65.95%	83,460.00	48.56%	Hearings that were anticipated to take place in Q3 were deferred to Q4.
5056 - Executive Committee - expenses	5,692.94	15,400.00	36.97%	20,431.00	27.86%	Some budgeted expenses no longer required due to changes in needs relating to legal advice, education and accommodations.
5062 - QA Committee - expenses	2,426.75	9,377.40	25.88%	12,503.20	19.41%	The QAC meeting scheduled in Q3 was cancelled due to the change in timelines for the on-site assessment pilot test.
5063 - Registration Comm. - expenses	2,064.09	1,255.00	164.47%	1,255.00	164.47%	We originally budgeting 1 hour of prep time per Committee member per meeting. However, the cases have been more complex and members have required additional prep time.
5075 - Finance Committee - expenses	6,378.45	2,000.00	318.92%	4,000.00	159.46%	Change in meeting schedule from teleconference to full day in-person meeting.
Total 5050 - Committee Reimbursed Expenses	142,631.51	167,624.10	85.09%	218,590.90	65.25%	
5100 - Information Management						
5101 - IT Hardware	18,823.29	19,425.00	96.90%	25,900.00	72.68%	
5102 - Software	29,715.95	42,775.00	69.47%	50,200.00	59.20%	PISA software integration cost initially planned in Q1 but deferred to Q4.
5103 - IT Maintenance	73,302.26	64,802.50	113.12%	84,070.00	87.19%	Outlook migration cost higher than anticipated due to greater project complexity.
5104 - IT Database	176,592.97	248,310.00	71.12%	298,310.00	59.20%	Working on enhancements rather than overall system improvements.
Total 5100 - Information Management	298,434.47	375,312.50	79.52%	458,480.00	65.09%	
5200 - Insurance	7,103.28	8,100.00	87.70%	10,800.00	65.77%	Premiums are derived on industry claim ratio based on market performance. The claim ratio slightly lower than budgeted.
5300 - Networking, Conf. & Travel	42,853.05	34,214.00	125.25%	36,322.50	117.98%	Unbudgeted networking expenses for the Registrar and higher costs for conferences related to staff attendance.
5400 - Office and General						
5402 - Bank & service charges	22,613.92	22,438.00	100.78%	157,002.00	14.40%	
5403 - Maintenance & repairs	5,823.08	17,550.00	33.18%	18,900.00	30.81%	Maintenance and repair costs budgeted on a need basis, however no significant repairs were identified.
5405 - Memberships & publications	16,940.45	17,977.41	94.23%	22,352.41	75.79%	Publication subscription and a membership originally budgeted no longer required.
5406 - Alliance Registration Levy	149,099.58	149,099.58	100.00%	198,799.44	75.00%	
5407 - Office & kitchen supplies	12,454.46	11,994.75	103.83%	15,893.00	78.36%	
5408 - Postage & courier	2,699.96	4,950.00	54.55%	6,200.00	43.55%	Vendors payments migrated to direct deposits. Postage not required.
5409 - Rent	362,990.32	365,769.53	99.24%	487,692.70	74.43%	
5411 - Printing, Filing & Stationery	33,712.16	6,100.00	552.66%	7,900.00	426.74%	Costs for external scanning project to digitize all outstanding college records was offset by reduction in costs for summer students to engage in this process.
5412 - Telephone & Internet	24,904.70	28,263.00	88.12%	36,783.00	67.71%	Backup internet line was purchased in Q2 at less cost than anticipated.
5413 - Bad Debt	12,149.44	1,950.00	623.05%	2,600.00	467.29%	Bad debts related to cost orders increased more quickly than budgeted.
Total 5400 - Office and General	643,388.07	626,092.27	102.76%	954,122.55	67.43%	
5500 - Regulatory Effectiveness						
5502 - Strategic Operations	0.00	87,575.00	0.00%	87,575.00	0.00%	Work on some of the tactics have been deferred until a later time.
5503 - Council Education	15,757.11	46,874.00	33.62%	47,459.00	33.20%	Education needs previously identified no longer required combined with lower costs expensed to the College.
5504 - Elections	3,550.00	3,600.00	98.61%	3,600.00	98.61%	

College of Physiotherapists of Ontario
Statement of Operations - Budget vs. Actual

April 2019 through December 2019

	Q3 YTD			Full Year		Notes for Council
	Apr - Dec 19	Budget	% of Budget	Budget	% of Budget	
5505 - Policy Development	15,903.75	38,326.00	41.50%	38,826.00	40.96%	Based on direction from Council, the Policy team's resources have shifted to supporting the comprehensive review of the bylaws and governance policies. The timing and cost of this work is different than the projects that were originally budgeted for.
Total 5500 - Regulatory Effectiveness	35,210.86	176,375.00	19.96%	177,460.00	19.84%	
5600 - Communications						
5605 - French Language Services	8,623.44	9,000.00	95.82%	11,500.00	74.99%	
5620 - Print Communication	10,082.04	17,875.00	56.40%	20,200.00	49.91%	Materials to be printed in Q4. Anticipate coming in on budget for year end.
5621 - Online Communication	23,450.77	44,045.00	53.24%	55,665.00	42.13%	AODA audit and website work to be completed in Q4.
5622 - In-Person Communication	21,578.16	16,200.00	133.20%	25,200.00	85.63%	Two events outstanding in Q4. Anticipate coming in on budget.
Total 5600 - Communications	63,734.41	87,120.00	73.16%	112,565.00	56.62%	
5700 - Professional fees						
5705 - Additional Services	9,628.00	10,020.00	96.09%	10,020.00	96.09%	
5701 - Audit	18,080.00	18,080.00	100.00%	18,080.00	100.00%	
5702 - Hearing Expenses	10,173.04	6,262.00	162.46%	10,769.00	94.47%	Witness costs for contested hearing exceeded what was anticipated.
5704 - Investigations	53,867.44	17,500.00	307.81%	20,000.00	269.34%	One additional third party investigations completed in the 3rd quarter and an unexpected increase in sexual abuse allegations requiring transcriptions of complainant's statement.
5750 - Legal						
5757 - Legal - Executive Office	1,436.23	6,000.00	23.94%	8,000.00	17.95%	Legal opinions originally budgeted for no longer required.
5751 - Legal - QA	12,943.00	1,500.00	862.87%	2,000.00	647.15%	A decision to invite a legal advisor to learn about QA rules not originally budgeted.
5752 - Legal - Registration	27,846.26	7,750.00	359.31%	9,000.00	309.40%	A registration case requiring ongoing legal support has been appealed to HPARB and it is anticipated that the case will be appealed to Divisional Court.
5753 - Legal - Professional Conduct						
5760 - General Counsel	10,931.02	27,791.15	39.33%	35,791.15	30.54%	Committee did not require as much legal assistance as anticipated
5761 - Independent Legal Advice	75,785.66	88,702.36	85.44%	123,319.73	61.46%	Hearings that were anticipated to take place in Q3 were deferred to Q4.
5762 - Hearing Counsel	100,332.06	108,720.92	92.28%	153,197.66	65.49%	Hearings that were anticipated to take place in Q3 were deferred to Q4.
5763 - Court Proceedings & Appeals	50,000.00	0.00	100.00%	0.00	100.00%	Accrual for court proceedings delayed to 2020.
Total 5753 - Legal - Professional Conduct	237,048.74	225,214.43	105.26%	312,308.54	75.90%	
5754 - Legal - Council Advice	0.00	3,750.00	0.00%	5,000.00	0.00%	No legal advice needed for budgeted miscellaneous legal costs.
5755 - General Legal	7,651.23	1,500.00	510.08%	2,000.00	382.56%	Unanticipated legal fees related to Adoxio/KPMG contract.
Total 5750 - Legal	286,925.46	245,714.43	116.77%	338,308.54	84.81%	
Total 5700 - Professional fees	378,673.94	297,576.43	127.25%	397,177.54	95.34%	
5800 - Programs						
5810 - Quality Program						
5825 - Assessor Remote Assessment	42,499.25	104,210.00	40.78%	134,980.00	31.49%	Extensions in timelines for the QA program following the pilot has resulted in being underspent.
5811 - QA Program Development & Eval.	63,855.15	86,285.50	74.00%	86,285.50	74.00%	Extensions to the timeline of the QA on-site pilot test process resulted in the spending occurring later in the year than budgeted.
5821 - Assessor Travel	0.00	12,650.00	0.00%	18,170.00	0.00%	Travel activities deferred to Q4 due to the change in timelines for the on-site assessment pilot.
5823 - Assessor Training	10,804.98	15,275.00	70.74%	21,385.00	50.53%	Training activities deferred to Q4 due to the change in timelines for the on-site assessment pilot.
5824 - Assessor Onsite Assessment Fee	0.00	24,750.00	0.00%	35,550.00	0.00%	Assessment fees deferred to Q4 due to the change in timelines for the on-site assessment pilot.
Total 5810 - Quality Program	117,159.38	243,170.50	48.18%	296,370.50	39.53%	
5802 - Jurisprudence	13,088.85	13,680.00	95.68%	13,680.00	95.68%	
5870 - Practice Enhancement - QA						

College of Physiotherapists of Ontario
Statement of Operations - Budget vs. Actual

April 2019 through December 2019

	Q3 YTD			Full Year		Notes for Council
	Apr - Dec 19	Budget	% of Budget	Budget	% of Budget	
5871 - QA Practice Enhancement fees	6,562.85	1,900.00	345.41%	1,900.00	345.41%	Pre-existing QA files have extended beyond what was anticipated.
Total 5870 - Practice Enhancement - QA	6,562.85	1,900.00	345.41%	1,900.00	345.41%	
5880 - Remediation - PC	10,995.48	15,299.00	71.87%	22,757.00	48.32%	The need for coaches were less than anticipated.
5890 - Sexual Abuse Therapy	10,482.30	18,750.00	55.91%	27,100.00	38.68%	Fewer applications for funding have been received.
Total 5800 - Programs	158,288.86	292,799.50	54.06%	361,807.50	43.75%	
5900 - Staffing						
5914 - Vacation Pay Adjustment	0.00	0.00	0.00%	15,000.00	0.00%	
5901 - Salaries	2,051,862.93	2,094,669.63	97.96%	2,791,974.65	73.49%	
5902 - Employer Benefits	91,456.81	113,126.47	80.85%	157,948.16	57.90%	Timing of employee hiring and departures resulted in lower benefit costs.
5903 - Employer RRSP Contribution	104,637.21	108,492.05	96.45%	148,728.34	70.36%	
5904 - Consultant fees	255,275.20	346,067.94	73.76%	440,889.42	57.90%	Extensions to the timeline of the QA on-site pilot test process resulted in the spending occurring later in the year than budgeted.
5905 - Staff Development	34,995.84	58,750.00	59.57%	61,500.00	56.90%	Some training deferred to Q4 based on staff needs and course availability. The budgeted amount split evenly across quarters.
5906 - Recruitment	1,155.33	1,200.00	96.28%	1,600.00	72.21%	
5907 - Staff Recognition	11,012.72	11,012.50	100.00%	13,430.00	82.00%	
5911 - CPP - Canadian Pension Plan	54,478.22	46,934.25	116.07%	84,475.34	64.49%	CPP adjustment for former employee was required.
5912 - EI - Employment Insurance	20,759.66	19,184.00	108.21%	34,932.59	59.43%	EI adjustment for former employee was required.
5913 - EHT - Employer Health Tax	48,595.43	43,239.69	112.39%	47,576.26	102.14%	EHT adjustment for former employee was required.
Total 5900 - Staffing	2,674,229.35	2,842,676.53	94.07%	3,798,054.76	70.41%	
Total Expense	4,422,595.56	5,031,636.62	87.90%	6,687,835.40	66.13%	
Net Ordinary Income	231,291.99	-118,398.64	-195.35%	-150,960.42	-153.21%	
Other Income/Expense						
Other Income						
6001 - Amortization	-113,359.12	-121,102.60	93.61%	-161,470.13	70.20%	Purchase of boardroom microphone deferred to Q4 and SAN deferred to Q1 of next fiscal year.
Total Other Income	-113,359.12	-121,102.60	93.61%	-161,470.13	70.20%	
Net Other Income	-113,359.12	-121,102.60	93.61%	-161,470.13	70.20%	
Net Income	117,932.87	-239,501.24	-49.24%	-312,430.55	-37.75%	

Appendix B - Q3 2019 Comparative Balance Sheets

Comparative Balance Sheets

	<u>31 Dec 19</u>	<u>31 Mar 19</u>	<u>31 Dec 18</u>
ASSETS			
Current Assets			
Chequing/Savings			
1000 · Cash on Hand			
1001 · Petty Cash	250.00	250.00	250.00
1002 · Petty Cash (USD)	0.00	0.00	0.00
1003 · CC Clearing - RBC - 100-999-2	925.32	500,458.35	977.96
1005 · Operating - RBC - 102-953-7	63,487.25	79,534.27	63,383.70
1000 · Cash on Hand - Other	0.00	0.00	0.00
Total 1000 · Cash on Hand	<u>64,662.57</u>	<u>580,242.62</u>	<u>64,611.66</u>
1100 · Investments			
1104 · Investments - Long Term	4,204,277.97	4,204,277.97	3,637,498.58
1102 · Investments - Short Term	784,933.90	722,933.90	1,216,653.45
1103 · Savings - RBC - 100-663-4	2,715,047.47	6,455,080.61	3,083,775.72
Total 1100 · Investments	<u>7,704,259.34</u>	<u>11,382,292.48</u>	<u>7,937,927.75</u>
Total Chequing/Savings	<u>7,768,921.91</u>	<u>11,962,535.10</u>	<u>8,002,539.41</u>
Accounts Receivable			
1200 · Accounts Receivable	55,115.16	28,447.91	86,216.01
Total Accounts Receivable	<u>55,115.16</u>	<u>28,447.91</u>	<u>86,216.01</u>
Other Current Assets			
1201 · Allowance for Doubtful Accounts	-36,732.22	-24,582.78	-78,226.51
1400 · Prepaid Expenses			
1411 · Prepaid Rent	41,648.56	42,625.56	41,598.78
1401 · Prepaid Software	526.40	31,298.71	2,777.19
1403 · Prepaid IT services	11,348.48	21,988.85	23,473.39
1405 · Prepaid Insurance	4,495.38	3,302.10	4,842.45
1406 · Prepaid Membership	3,451.96	163,893.94	10,050.14
1408 · Prepaid staff development	0.00	0.00	3,126.66
1410 · Prepaid meetings	6,459.31	11,013.54	980.53
Total 1400 · Prepaid Expenses	<u>67,930.09</u>	<u>274,122.70</u>	<u>86,849.14</u>
Total Other Current Assets	<u>31,197.87</u>	<u>249,539.92</u>	<u>8,622.63</u>
Total Current Assets	<u>7,855,234.94</u>	<u>12,240,522.93</u>	<u>8,097,378.05</u>
Fixed Assets			
1301 · Computer equipment	20,549.92	75,325.10	83,402.04
1302 · Computer Software	0.00	7,940.84	7,940.84
1305 · Computer equipment - Acc dep	-18,748.79	-68,823.12	-67,425.07
1306 · Computer Software - Acc Dep	0.00	-7,940.84	-7,940.84
1310 · Furniture and Equipment	345,134.12	346,853.98	345,102.55
1312 · Furniture & Equipment -Acc Dep	-198,228.40	-151,380.84	-169,225.09
1320 · Leasehold Improvements	793,263.20	782,302.20	758,628.70
1322 · Leasehold Improvements -Acc dep	-205,889.24	-145,798.39	-69,540.96
1325 · Construction Work In Progress	0.00	0.00	0.00
Total Fixed Assets	<u>736,080.81</u>	<u>838,478.93</u>	<u>880,942.17</u>
TOTAL ASSETS	<u><u>8,591,315.75</u></u>	<u><u>13,079,001.86</u></u>	<u><u>8,978,320.22</u></u>

	<u>31 Dec 19</u>	<u>31 Mar 19</u>	<u>31 Dec 18</u>
LIABILITIES & EQUITY			
Liabilities			
Current Liabilities			
Accounts Payable			
2000 - Accounts Payable	63,699.54	216,979.49	99,634.71
Total Accounts Payable	<u>63,699.54</u>	<u>216,979.49</u>	<u>99,634.71</u>
Other Current Liabilities			
2011 - Vacation Accrual	133,507.99	133,507.99	113,525.07
2010 - Accrued Liabilities	701,034.40	952,729.71	779,881.42
2100 - Deferred Revenue			
2101 - Deferred Registration Fees			
2103 - Pro-Rated Fee Revenue	42,522.14	0.00	43,382.99
2102 - Deferred Full Fee Revenue	1,399,737.50	5,600,735.00	1,323,072.91
Total 2101 - Deferred Registration Fees	<u>1,442,259.64</u>	<u>5,600,735.00</u>	<u>1,366,455.90</u>
2110 - Banked refunds	50,902.69	37,539.25	41,806.71
Total 2100 - Deferred Revenue	<u>1,493,162.33</u>	<u>5,638,274.25</u>	<u>1,408,262.61</u>
2150 - Other Payables			
2154 - Citizen's Advisory Group	0.00	20,621.42	20,624.18
2152 - Due to London Life (RRSP)	0.00	14,579.89	25,000.00
Total 2150 - Other Payables	<u>0.00</u>	<u>35,201.31</u>	<u>45,624.18</u>
Total Other Current Liabilities	<u>2,327,704.72</u>	<u>6,759,713.26</u>	<u>2,347,292.12</u>
Total Current Liabilities	<u>2,391,404.26</u>	<u>6,976,692.75</u>	<u>2,446,926.83</u>
Long Term Liabilities			
2125 - Deferred Rent - Tenant Incentiv	198,787.21	219,117.70	246,225.04
Total Long Term Liabilities	<u>198,787.21</u>	<u>219,117.70</u>	<u>246,225.04</u>
Total Liabilities	<u>2,590,191.47</u>	<u>7,195,810.45</u>	<u>2,693,151.87</u>
Equity			
3000 - Unrestricted Net Assets	4,163,830.41	3,962,801.00	3,862,812.95
3001 - Invested in Capital Assets	619,361.00	619,361.00	719,348.58
3010 - Restricted Reserves			
3011 - Professional Conduct Expense / Contingency	1,000,000.00	1,000,000.00	1,000,000.00
3012 - Sexual Abuse Therapy / Fee Stabilization	100,000.00	100,000.00	100,000.00
3013 - Strategic Initiatives	0.00	500,000.00	500,000.00
3014 - IT Improvements	0.00	250,000.00	250,000.00
Total 3010 - Restricted Reserves	<u>1,100,000.00</u>	<u>1,850,000.00</u>	<u>1,850,000.00</u>
3900 - Retained Earnings	0.00	0.00	0.88
Net Income	117,932.87	-548,970.59	-146,994.06
Total Equity	<u>6,001,124.28</u>	<u>5,883,191.41</u>	<u>6,285,168.35</u>
TOTAL LIABILITIES & EQUITY	<u><u>8,591,315.75</u></u>	<u><u>13,079,001.86</u></u>	<u><u>8,978,320.22</u></u>
	0.00	0.00	0.00



COLLEGE OF
PHYSIOTHERAPISTS
of ONTARIO

ORDRE DES
PHYSIOTHÉRAPEUTES
de l'ONTARIO

Motion No.: 9.0

**Council Meeting
September 23, 2020**

Agenda #9 : Approval of 2020-2021 Budget

It is moved by

and seconded by

that:

Council approves the proposed operating and capital budgets of 2020/2021

Meeting Date:	September 23, 2020
Agenda Item #:	9
Issue:	Review of the proposed 2020-2021 Budget
Submitted by:	Rod Hamilton, Registrar

ISSUE

Council is being asked to approve the proposed operating and capital budgets recommended by the Finance Committee and the Executive Committee.

BACKGROUND

The College uses zero-based budgeting to build both the operating and the capital Budgets for the upcoming year. This involves preparation of a fresh budget every year with each item needing to be justified, whether new or not.

Operating Budget

The items included in this budget account for the baseline activities that are required to allow the College to function at its normal service level. These include costs relating to the core program areas, regulatory function and support services needed to maintain the College as is. It also includes high level projects that are already in progress that are on target to be completed.

There are some factors to be aware of when considering the Operating Budget:

- Staff projected an increase in the number of cases anticipated to require discipline hearings. These numbers are based on an analysis of which cases on the current investigation list have the potential to go to Discipline, and whether the resulting hearings will be contested or uncontested. This analysis is difficult to conduct as it is very challenging for staff to anticipate what a committee will do, or how a registrant will respond so the projections are very difficult to get accurate. We have tried to add some rigour to the projections by developing an average cost per referred case however we still are dealing with hard to project numbers for referrals. Ultimately the Finance Committee recommended that \$400,000 be allocated for the Discipline costs and any cost overruns be pulled from the Professional Conduct Reserve, if required. If the reserve funds are accessed the funds used will need to be replenished at the end of the fiscal year to maintain the current approved reserve levels.
- IT Database – While we continue to work on enhancements to modules of this project that have already been implemented, some modules have not yet been implemented.

In order to respond to Council's request to restart the work related to the database development, we are planning to start work again in the new budget year and have allocated resources in the budget for this purpose.

- The reduction in registrant fees which took effect this year will result in a reduction in the College's revenue by approximately \$193,500.00. During the discussion of this proposed fee decrease, it was recognized that the fee decrease would likely cause the College to run larger deficit budgets. This was intentional based on the fact that the College's reserves are larger than required and the larger deficits would serve to reduce those reserves to an acceptable amount.
- Council should note that staff are aware of two court cases related to Discipline appeals that have the potential to be heard in the next budget year. These cases, if they are defended by the College, have the potential to cost approximately \$50,000 each. We have not included these costs in the budget because we are not certain if, or when they will go to court. Should these appeals go to court in the new fiscal year, we suggest that Council be asked to access the Complaints and Discipline reserves to cover the associated costs.
- Some Councillors will recall previous discussions about the Ministry plan to initiate an obligation on College to report to the government on defined performance measures. Work on this initiative will begin this fall however since the budgetary impact on the College was not known when the budget was developed, no resources have been committed to responding to these potential obligations in the current budget.

Capital Budget

This year staff proposed a budget for \$71,598.35 in capital additions.

Due to timing of renewals the new acquisition of a Storage Area Network (SAN) server originally budgeted for in the last fiscal year happened in Q1 of the new fiscal. This decision to defer the purchase of the new SAN server was to avoid any potential technology issues that may impact annual renewal.

Amortization expense is calculated based on the total cost of the asset, divided by the number of years of expected useful life.

Proposed Budget

In February the Finance Committee reviewed a proposed budget for the 2020/21 fiscal year projecting a net deficit of \$314,249.73. This budget also included a capital budget for the fiscal year. Finance Committee endorsed these budgets and recommended to the Executive Committee that they be sent to Council for approval.

In early March, the Executive Committee reviewed the proposed budgets and it approved a recommendation that the budgets be sent to Council for approval.

However, as a result of the Covid 19 pandemic being declared in mid-March, the Council meetings in both March and June were cancelled and as a result, the College budgets have not yet been formally approved by Council.

As noted in the brief on the Q1 financial report, staff undertook considerable work developing projections for the remainder of the budget year based on the Q1 variances and the way that the Covid 19 pandemic had affected College work.

When the Finance Committee reviewed the Q1 financial report, it requested additional work on these projections be done and that these projections to the year end be used to construct an updated projected operating budget.

Staff undertook this work and as noted from the Q1 financial report, it resulted in substantial differences in the projections for income and expenditure for the whole year. The main reasons for these changes are discussed below.

No changes were made to the capital budget.

Amended Operating Budget

The original proposed operating budget for the 2020/21 fiscal year had projected a net deficit of \$314,249.73.

As a result of the changed projections for the remainder of the year for income and spending accounts due to Covid-19, the projected deficit that was reviewed by the Finance Committee in August was reduced substantially to \$62,580.02.

This change was based on amended projections for both the College's income and expense. The major aspects of these changes are summarized below.

Income

The College's income is anticipated to drop from \$6,536,874.98 to \$6,303,837.61 this year.

This projection is based on a review of trends in membership up to the end of the first quarter. However, there is still some uncertainty as to final income because the College renewal deadline was, as a result of the pandemic, extended to September 30.

The major factor resulting in the drop in income is the significant decline in interest rates due to the pandemic, which results in an anticipated substantial drop in the College's investment income. Other areas of decreased revenues include fewer prorated independent practice certificates, less discipline cost orders recovery, fewer application fees, and fewer provisional practice fees.

Some of this income decrease is offset by a small anticipated increase in the numbers of renewals of independent practice certificates and an anticipated increase in the number of people who are late in paying their registration fees, which is anticipated to result more penalty payments.

Expense changes

The College's expenses are expected to drop from \$6,691,698.59 to \$6,366,417.63 this year.

This projection is based on a review of trends in expenses and work activity up to the end of the first quarter however still includes some uncertainty respecting any new unanticipated expenses that may result of the pandemic or other issues.

The major factor resulting in the drop in expenditures is the cancellation of in-person attendance at the office as well as meetings, educations sessions and in person QA assessments. This has affected many expenses including in-person communications, office supplies, staff development, hearing expenses, conferences and travel, and assessor travel. In addition, many other expenses have been affected by the changes resulting from the pandemic. These include adjustments to costs for the fund for therapy and counselling, rent, amortization, discipline per diems, discipline expenses, independent legal advice, hearing counsel, practice enhancement and salaries and benefits.

Some of these expense decreases are offset by additional costs in the areas of additional telephone and internet costs to support offsite work and meetings and additional per diems for the Executive Committee to support its Covid 19 related work.

Finance Committee Recommendation

After considering this proposed revision, the Finance Committee endorsed the operating and capital budgets, and recommended to the Executive Committee that they be sent to Council for approval.

Executive Committee Recommendation

In early September, the Executive Committee reviewed the proposed budgets and the recommendation of the Finance Committee and approved a recommendation that the operating and capital budgets be sent to Council for approval.

The proposed operating budget and capital budget are attached.

Please note that for comparative purposes, the operating budget includes columns for the original proposal considered earlier this year (this is labeled March 20/21 Budget Proposal), for the updated budget from September (this is labeled Final Budget Proposal 2020/21) and for last year's budget (this is labeled as (Budget 2019/20)

Decision

That Council approve the operating and capital budgets recommended for approval by the Finance and Executive Committee.

Attachments

- Appendix A-CPO Master Operating Budget
- Appendix B-Capital Budget and Amortization Schedule

Appendix A-CPO Master Operating Budget

2020-21 CPO Master Operating Budget

Revenue	Q1	Q2	Q3	Q4	March 20/21 Budget Proposal	Final Budget Proposal 2020/21	Budget 2019/20
4011 - Independent Practice \$575	-1,392,937.50	-1,390,062.50	-1,390,062.50	-1,390,062.50	-5,563,125.00	-5,663,175.00	-5,848,255.00
4012 - Independent Practice - Prorated	-45,315.09	-115,180.75	-21,473.78	-24,141.33	-206,110.95	-170,710.67	-181,436.77
4004 - Cost recovery from cost orders	-15,857.46	-27,248.22	-31,848.22	-45,888.22	-120,842.14	-72,922.14	-48,500.00
4015 - Application Fees \$100	-13,200.00	-50,200.00	-24,200.00	-36,600.00	-124,200.00	-90,600.00	-87,000.00
4013 - Prof Corp Fees \$250	-21,000.00	-22,000.00	-25,750.00	-18,500.00	-87,250.00	-87,250.00	-125,000.00
4014 - Provisional Practice Fee \$75	-3,675.00	-14,850.00	-11,700.00	-5,325.00	-35,550.00	-30,900.00	-34,875.00
4016 - Letter of Prof Stand \$50	-2,450.00	-2,100.00	-1,550.00	-2,300.00	-8,400.00	-7,200.00	-10,000.00
4017 - Wall Certificates \$25	-850.00	-875.00	-1,075.00	-775.00	-3,575.00	-2,725.00	-2,000.00
4018 - Late Fee \$225	-1,125.00	-225.00	-225.00	0.00	-1,575.00	-22,950.00	-5,625.00
4019 - Prof Corp Application fee \$700	-6,650.00	-8,750.00	-6,300.00	-14,700.00	-36,400.00	-36,400.00	-21,000.00
4021 - Cross Border Registration Fee \$100	-100.00	-100.00	-100.00	-100.00	-400.00	-400.00	-400.00
4022 - Recovery of Therapy Costs	-2,142.87	0.00	0.00	0.00	-2,142.87	-2,142.87	-2,000.00
4003 - Remediation Chargeback	-7,750.00	-6,750.00	-7,550.00	-9,050.00	-31,100.00	-32,060.64	-22,757.00
4007 - Registration fee credits	14,170.77	15,555.63	12,207.69	0.00	41,934.09	34,848.71	35,823.79
4002 - Interest Income	-57,015.50	-50,715.50	-44,415.50	-46,315.50	-198,462.00	-119,000.00	-183,600.00
4010 - Miscellaneous Income	0.00	-250.00	0.00	0.00	-250.00	-250.00	-250.00
Total Revenue	-1,555,897.65	-1,673,751.34	-1,554,042.31	-1,593,757.55	-6,377,448.86	-6,303,837.61	-6,536,874.98

Expenses	Q1	Q2	Q3	Q4	March 20/21 Budget Proposal	Final Budget Proposal 2020/21	Budget 2019/20
----------	----	----	----	----	-----------------------------------	-------------------------------------	-------------------

Communications							
5504 - Elections	0.00	0.00	3,550.00	0.00	3,550.00	3,550.00	3,600.00
5605 - Translation Services	2,950.00	1,050.00	6,450.00	3,950.00	14,400.00	12,400.00	11,500.00
5620 - Print Communication	550.00	2,250.00	4,910.00	250.00	7,960.00	7,760.00	20,200.00
5621 - Online Communication	12,200.00	22,850.00	18,500.00	24,350.00	77,900.00	81,100.00	55,665.00
5622 - In-person Communication	9,135.00	9,235.00	9,385.00	9,235.00	36,990.00	2,100.00	25,200.00
Total	24,835.00	35,385.00	42,795.00	37,785.00	140,800.00	106,910.00	116,165.00

Compliance Monitoring							
5880 - Remediation	7,750.00	6,350.00	7,750.00	6,750.00	28,600.00	24,316.23	22,757.00
5890 - Funding for Therapy and Counselling	5,835.00	5,835.00	6,735.00	6,735.00	25,140.00	12,570.00	27,100.00
Total	13,585.00	12,185.00	14,485.00	13,485.00	53,740.00	36,886.23	49,857.00

2020-21 CPO Master Operating Budget

Expenses	Q1	Q2	Q3	Q4	March 20/21 Budget Proposal	Final Budget Proposal 2020/21	Budget 2019/20
Corporate Services							
5102 - Software	18,951.19	7,441.03	18,855.83	4,749.83	49,997.87	46,870.47	50,200.00
5200 - Insurance	6,668.18	0.00	3,111.48	0.00	9,779.66	10,343.96	10,800.00
5402 - Bank & Service Charges	5,931.00	8,788.00	6,085.00	143,676.00	164,480.00	161,751.50	157,002.00
5403 - Maintenance & Repairs	755.00	1,755.00	3,005.00	755.00	6,270.00	6,093.00	18,900.00
5405 - Memberships & Publications	7,839.78	3,575.00	10,142.00	1,925.00	23,481.78	23,481.78	22,352.41
5407 - Office & Kitchen supplies	3,600.00	3,600.00	3,600.00	3,600.00	14,400.00	9,400.00	15,893.00
5408 - Postage & Courier	853.38	853.38	853.38	853.38	3,413.52	8,000.00	6,200.00
5409 - Rent	118,132.58	118,132.58	118,132.58	122,147.35	476,545.10	469,806.40	487,692.70
5411 - Printing & Filing services	1,223.19	29,823.19	1,573.19	1,223.19	33,842.76	33,369.57	7,900.00
5412 - Telephone & Internet	8,049.14	8,827.39	8,112.14	8,112.14	33,100.79	39,000.00	36,783.00
5413 - Bad Debt	3,250.00	3,250.00	3,250.00	3,250.00	13,000.00	10,000.00	2,600.00
5755 - General Legal - Corporate Service	2,825.00	2,825.00	565.00	565.00	6,780.00	6,780.00	2,000.00
5905 - Staff Development	20,937.75	20,962.75	16,867.75	14,427.75	73,196.00	51,099.96	61,500.00
6001 - Amortization	41,395.83	43,044.19	43,044.19	43,044.19	170,528.41	163,466.87	161,470.13
Total	240,412.02	252,877.51	237,197.54	348,328.82	1,078,815.89	1,039,463.51	1,041,293.24

Council							
5001 - Chairs meeting - per diem	0.00	3,060.00	0.00	0.00	3,060.00	3,060.00	4,389.00
5051 - Chairs meeting - expenses	0.00	9,923.00	0.00	0.00	9,923.00	9,923.00	8,415.00
5003 - Council - per diem	14,208.00	18,488.00	11,810.00	11,068.00	55,574.00	55,574.00	52,503.00
5053 - Council - expenses	15,573.00	16,822.00	11,154.00	10,024.00	53,573.00	51,814.00	62,268.00
5503 - Council Education	3,133.00	4,002.00	14,977.00	0.00	22,112.00	18,979.00	47,459.00
5754 - Legal - Council Advice	2,260.00	2,260.00	2,260.00	2,260.00	9,040.00	9,040.00	5,000.00
5006 - Executive Committee- per diem	3,704.00	3,704.00	4,204.00	3,704.00	15,316.00	20,898.40	20,553.00
5056 - Executive Committee - expenses	2,160.00	2,160.00	2,160.00	2,160.00	8,640.00	6,480.00	20,431.00
5701 - Audit	0.00	19,492.50	0.00	0.00	19,492.50	19,492.50	18,080.00
Total	41,038.00	79,911.50	46,565.00	29,216.00	196,730.50	195,260.90	239,098.00

Discipline & Fitness to Practice							
5005 - Discipline Committee - per diem	10,000.00	10,000.00	10,000.00	10,000.00	40,000.00	33,104.00	37,795.84
5055 - Discipline Committee - expenses	10,000.00	10,000.00	10,000.00	10,000.00	40,000.00	16,071.00	83,460.00
5702 - Hearing Expenses	7,500.00	7,500.00	7,500.00	7,500.00	30,000.00	12,071.44	10,769.00
5761 - Independent Legal Advice	35,000.00	35,000.00	35,000.00	35,000.00	140,000.00	93,189.48	123,319.73
5762 - Hearing Counsel	37,500.00	37,500.00	37,500.00	37,500.00	150,000.00	132,093.00	153,197.65
Total	100,000.00	100,000.00	100,000.00	100,000.00	400,000.00	286,528.92	408,542.22

2020-21 CPO Master Operating Budget

Expenses	Q1	Q2	Q3	Q4	March 20/21 Budget Proposal	Final Budget Proposal 2020/21	Budget 2019/20
Executive Office							
5017 - Finance Committee - per diem	802.00	3,188.00	3,188.00	3,589.00	10,767.00	10,767.00	7,880.00
5075 - Finance Committee - expenses	0.00	2,816.00	2,336.00	2,816.00	7,968.00	7,968.00	4,000.00
5300 - Networking	2,126.20	1,267.70	3,333.18	786.20	7,513.28	3,224.68	36,322.50
5301 - Conference and Travel	12,522.00	2,818.00	14,457.00	1,635.00	31,432.00	10,000.00	0.00
5705 - Additional Professional Services	4,572.00	6,328.00	0.00	0.00	10,900.00	10,900.00	10,020.00
5757 - Legal - Executive Office	1,500.00	1,500.00	1,500.00	1,500.00	6,000.00	6,000.00	8,000.00
5908 - Registrant education as requested by the Registrar	100.00	100.00	1,970.00	100.00	2,270.00	2,170.00	0.00
5907 - Staff Recognition	2,245.00	2,245.00	7,805.00	2,345.00	14,640.00	13,280.00	13,430.00
Total	23,867.20	20,262.70	34,589.18	12,771.20	91,490.28	64,309.68	79,652.50
Information Technology							
5101 - IT Hardware	21,447.60	4,511.34	4,511.34	4,511.34	34,981.62	34,163.75	25,900.00
5103 - IT Maintenance	21,634.98	21,634.98	21,634.98	21,634.98	86,539.92	86,539.92	84,070.00
5104 - IT Database	61,457.50	117,602.49	6,076.58	59,073.51	244,210.08	244,210.08	298,310.00
Total	104,540.08	143,748.81	32,222.90	85,219.83	365,731.62	364,913.75	408,280.00
Patient Relations							
5010 - Patient Relations Committee - per diem	370.00	0.00	257.00	0.00	627.00	627.00	1,271.81
Total	370.00	0.00	257.00	0.00	627.00	627.00	1,271.81
Policy Development							
5502 - Strategic Operations	21,666.67	30,141.67	21,666.67	0.00	73,475.00	73,475.00	87,575.00
5505 - Policy Development	18,472.00	7,464.00	7,464.00	7,464.00	40,864.00	35,900.00	38,826.00
Total	40,138.67	37,605.67	29,130.67	7,464.00	114,339.00	109,375.00	126,401.00
Professional Conduct							
5002 - ICRC - per diem	6,335.00	5,988.00	6,335.00	4,844.00	23,502.00	23,289.00	20,073.00
5052 - ICRC - expenses	4,346.00	4,346.00	4,346.00	4,346.00	17,384.00	15,466.70	26,258.70
5704 - Investigation Services	27,994.00	7,900.00	7,994.00	7,900.00	51,788.00	51,788.00	20,000.00
5706 - Investigator travel	100.00	100.00	100.00	100.00	400.00	300.00	0.00
5707 - Decision Writing for ICRC & Undercover patient fees	100.00	100.00	100.00	100.00	400.00	3,743.46	0.00
5708 - Peer / expert opinions	7,500.00	1,500.00	7,500.00	1,500.00	18,000.00	18,000.00	0.00
5760 - General Counsel	37,099.64	7,827.24	3,827.24	3,827.24	52,581.36	52,581.36	35,791.15
Total	83,474.64	27,761.24	30,202.24	22,617.24	164,055.36	165,168.52	102,122.85
Quality Assurance							
5011 - QA Committee - per diem	3,528.00	7,148.00	2,694.00	2,694.00	16,064.00	16,404.00	13,744.00

2020-21 CPO Master Operating Budget

Expenses	Q1	Q2	Q3	Q4	March 20/21 Budget Proposal	Final Budget Proposal 2020/21	Budget 2019/20
5062 - QA Committee - expenses	3,163.00	5,122.00	0.00	0.00	8,285.00	5,002.00	12,503.20
5751 - Legal - Quality Assurance	2,940.00	8,400.00	2,520.00	2,520.00	16,380.00	13,440.00	2,000.00
5811 - QA Program Development & Eval.	21,256.06	0.00	0.00	0.00	21,256.06	21,256.06	86,285.50
5821 - Assessor Travel	0.00	0.00	4,936.00	10,365.60	15,301.60	6,869.00	18,170.00
5823 - Assessor Training	4,992.00	74,506.00	4,992.00	4,992.00	89,482.00	86,167.00	21,385.00
5824 - Assessor Onsite Assessment Fee	0.00	0.00	4,500.00	9,450.00	13,950.00	6,300.00	35,550.00
5825 - Assessor Remote Assessment	0.00	5,950.00	35,190.00	29,410.00	70,550.00	70,550.00	134,980.00
5871 - QA Practice Enhancement fees	400.00	600.00	2,400.00	9,600.00	13,000.00	4,400.00	1,900.00
Total	36,279.06	101,726.00	57,232.00	69,031.60	264,268.66	230,388.06	326,517.70

Registration							
5012 - Registration Committee - per diem	1,588.50	2,905.00	1,588.50	3,481.00	9,563.00	9,563.00	4,245.00
5063 - Registration Committee - Expenses	0.00	681.00	0.00	681.00	1,362.00	1,362.00	1,255.00
5406 - CAPR Registration Levy	0.00	0.00	0.00	210,421.32	210,421.32	210,421.32	198,799.44
5752 - Legal - Registration	8,300.00	7,200.00	3,300.00	8,300.00	27,100.00	27,100.00	9,000.00
5802 - Jurisprudence	12,838.57	0.00	0.00	0.00	12,838.57	13,088.85	13,680.00
Total	22,727.07	10,786.00	4,888.50	222,883.32	261,284.89	261,535.17	226,979.44

Staffing							
5901 - Salaries	752,719.78	748,841.32	781,889.37	782,674.21	3,066,124.69	2,977,023.39	2,791,974.64
5902 - Benefits	29,624.24	33,459.14	39,895.23	40,424.26	143,402.86	136,177.68	157,948.16
5903 - RRSP	36,401.98	36,969.36	39,989.29	41,834.22	155,194.84	141,508.24	148,728.35
5904 - Consultant fees	0.00	0.00	0.00	0.00	0.00	58,935.15	440,889.42
5906 - Recruitment	400.00	400.00	400.00	400.00	1,600.00	1,650.00	1,600.00
5911 - CPP	34,003.64	13,058.64	4,462.33	44,733.44	96,258.05	98,411.79	84,475.35
5912 - EI	14,015.60	5,955.22	1,567.67	17,866.92	39,405.41	38,863.35	34,932.58
5913 - EHT	16,576.81	16,501.18	17,145.62	7,605.92	57,829.54	52,481.29	47,576.27
5914 - Vacation Pay Adjustment	0.00	0.00	0.00	0.00	0.00	0.00	15,000.00
Total	883,742.06	855,184.86	885,349.50	935,538.97	3,559,815.39	3,505,050.89	3,723,124.77

Total Expenses	1,615,008.79	1,677,434.28	1,514,914.53	1,884,340.99	6,691,698.59	6,366,417.63	6,849,305.53
-----------------------	---------------------	---------------------	---------------------	---------------------	---------------------	---------------------	---------------------

Net Deficit	59,111.14	3,682.94	- 39,127.78	290,583.43	314,249.73	62,580.02	312,430.55
--------------------	------------------	-----------------	--------------------	-------------------	-------------------	------------------	-------------------

Total Revenue:					-6,377,448.86	-6,303,837.61	-6,536,874.98
Total Expenses:					6,691,698.59	6,366,417.63	6,849,305.53
Net Deficit					314,249.73	62,580.02	312,430.55

Appendix B-Capital Budget and Amortization Schedule

College of Physiotherapists of Ontario

Capital Budget and Amortization Schedule for the year 2020/21

	Asset Class	Cost of Purchase	Amortization Expense	Useful Life	Date of Purchase
New Acquisitions:					
Automated External Defibrillator (AED)	Furniture and Equipment	2,310.00	385.00	5	June 01, 2020
No purchases	Leaseholds	-	-	7	
ClickShare device for Boardroom	Computer Equipment	4,288.35	1,429.45	3	April 01, 2020
Storage Area Network (SAN)	Computer Equipment	65,000.00	19,861.16	3	May 01, 2020
Total New		71,598.35	21,675.61		
Existing Assets:					
Furniture & Equipment		377,261.12	68,335.08	5	Estimated cost
Leaseholds		793,263.20	80,283.52	7	
Computer Equipment		20,549.92	234.20	3	
Total Existing		1,191,074.24	148,852.80		
Total Assets		\$ 1,262,672.59			
Total Amortization Expense for 2020/21			\$ 170,528.41		



Meeting Date:	September 23, 2020
Agenda Item #:	10
Issue:	2020-2021-Q1 Financial Report
Submitted by:	Rod Hamilton, Registrar

Issue:

The Q1 Financial Reports for the fiscal year 2020-21 are attached for information.

Background:

The Q1 Financial Reports are based on the original budget that was approved by Finance Committee and reviewed and sent to Council for approval by the Executive Committee.

However, when considering the Q1 report, you should note that as a result of the cancellation of the Council meetings in both March and June due to the Covid 19 pandemic, the budget was not approved by Council.

The original proposed operating budget for the 2020/21 fiscal year projected a net deficit of \$314,249.73 and the variance reports are based on this originally budgeted number. However, due to the impact of the Covid 19 pandemic on the College’s activities, it was clear that the proposed budget would be affected so projections to the year end were added to the Q1 reports to give a more realistic idea of College financial picture.

The projections resulted in changes to the many of both the income and expense lines on the report and resulted in substantial changes to the College’s financial picture. The College’s projections changed from an originally anticipated deficit of \$314,249.73 to a current projected deficit of \$62,580.02.

These changes will be considered in more depth in the discussion of the College budget for 2020-21.

Financial Statements:

The Financial Statements are presented using the accrual method of accounting. This method records revenue before any cash is received and records expenses with the expectation that cash will be paid in the future. The accrual method smooths out revenue over time since it accounts for all revenues and expenses as they are generated. The accruals are reversed when cash exchanges hands and the increase in cash and decrease in accounts receivable are then recorded.

- In the first quarter, income was at 93.94% of original planned revenue and expenses were at



83.95% of original planned spending. Historically, variances in the first quarter have been quite high however this year you will notice a significant portion of the variances in the financial statements due to Covid-19.

- In Q1, revenue was slightly lower than originally anticipated by 6.06%. Expenses were also lower than the original projections by 16.05%. This resulted in a quarterly net income of \$101,910.08.

Please see the analysis with individual line items for explanations in Appendix A.

Income Statement:

On the income statement we have segregated the administrative fees (i.e. for costs of printing wall certificates and similar things) from the registration fees and have identified specific types of administrative fees. From an oversight perspective, this may be more detail than you need, but we find it helpful in terms of predicting future income in this budget line.

The long-term value of tracking this data will provide a better understanding of where our membership is spending their money with the College. Which will, in turn allow us to plan better for servicing their needs.

We anticipate that over time, more experience will help us become more accurate in these areas.

Membership Revenue was recognized in Q1 for the revenue that has been earned in the amount of \$414,575.00 (721 members)

The analysis with individual line items for explanations is presented as Appendix A.

Balance Sheet:

We have provided you with the year end and the Q1 2020 balance sheets as comparatives to the Q1 2019 statement in Appendix B and may find it is useful to note the change in the balances in the accounts over time.

Accounts Receivable and Deferred Full-Service Revenue:

- 6,491 Independent Practice Members registered and paid their membership by June 30, 2020.
- Total membership is estimated at 9,675 members. We are estimating that 3% of these members will resign and not re-register (290 members).
- The remaining 2,894 members are currently registered and receiving regular services from the College. Therefore, we recorded an accounts receivable and deferred revenue of



\$1,664,050.00 (2,894 members) on June 30, 2020 to accrue the remaining revenue for the year 2020/21.

- Accounts receivable balance will go down and cash balance will increase when payment is received by September 30, 2020.

Accrued Liabilities:

- Accrued liabilities are those expenses that have not yet been paid or logged under accounts payable during an account period. In other words, they are obligations for the College to pay for goods and services that have been provided for which invoices have not yet been received. You will note that Accrued Liabilities balance have been reduced since March 31, 2020.

• Beginning balance, April 01, 2020	= \$731,038.07
Accrual reversals from Q4	= (89,261.48)
Accruals in Q1	= <u>56,141.41</u>
Ending balance, June 30, 2020	= \$697,918.00

You may find it is useful to note the change in the balances in accounts over time.

Individual budget items where spending has not met the target (within 5%):

The items are numbered in accordance with the Statement of Operations for ease of cross reference.

Operating Income:

- 4015 68.18% - The June 2020 PCE Clinical Exam was postponed. Received fewer applications.
- 4016 89.80% - Lower number of online requests received likely due to Covid-19.
- 4017 32.35% - Registrants continued to request this service at a slower pace.
- 4018 No late fees recognized in Q1 since Independent practice membership renewal extended to Q2.
- 4019 157.90% - As a CQI, College completed an audit of PHC and identified PHCs which were expired - these PHCs were required to submit a new application to get re-instated.
- 4007 54.68% - Fewer resignations since the annual renewal deadline was extended to Q2.
- 4004 55.86% - Projected amount of cost recovery was not realized.
- 4025 There were no remediation matters under the authority of the Registrar.



- 4026 53.02% - Statutory committees did not make as many decisions requiring remediation programs.
- 4027 Registration remediation not required.
- 4028 9.38% - Fewer ICRC remediations required.
- 4029 QA remediation not required.
- 4011 97.65% - The fees for the remainder of the renewals (approximately 3000 PTs) will be collected in Q2.
- 4012 11.69% - Due to Covid-19 there were less Independent Practice applications in Q1.
- 4013 152.38% - PTs were able to renew their corporation during Covid-19 and the regulation permits a 60-day extension which was used by most PTs during this time.
- 4014 91.84% - A small number of Provisional Practice applications received later in the year due to Covid-19.
- 4021 No cross-border applications received.
- 4002 58.72% - Interest rate has gone down quite significantly over the past couple of months due to the pandemic from about 1.90% to now at 0.50%.

Operating Expenses:

- 5003 No Council meetings or Council orientation during Covid-19.
- 5005 31.04% - Over-budgeted committee per diems in Q1.
- 5006 250.71% - More meetings than planned due to Covid-19.
- 5010 -25.41% - No applications for funding received and over accrued expense claims from Q4 last fiscal year.
- 5011 28.18% - QAC meetings delayed due to Covid-19.
- 5012 29.84% - Less prep-time for cases and meetings were shorter in length.
- 5017 48.01% - Less per-diems and prep-time for the meetings.
- 5052 55.88% - One in-person meeting held due to Covid-19.
- 5053 No in-person Council meetings and delayed Council orientation.



- 5055 13.22% - Over-budgeted committee expenses in Q1.
- 5056 64.02% - One in-person meeting held due to Covid-19.
- 5062 QA in-person meetings not held in Q1 due to Covid-19.
- 5101 54.05% - IT project deferred to Q2 (Multifactor Authentication project).
- 5102 73.01% - ADP software configuration and installation deferred to Q2.
- 5200 48.82% - Invoice budgeted in Q1, cost allocated equally between quarters. The account will balance to budget by Q4.
- 5300 Networking on hold due to Covid-19.
- 5301 Conferences and Travel not required during Covid-19.
- 5402 251.47% - Bank charges higher due to timing of membership renewal as a result of Covid-19. The account will balance to budget by Q4.
- 5403 89.84% - Projects during weekend not required, security services provision not utilized.
- 5405 62.47% - Subscription to INPTRA Annual Membership not yet paid.
- 5406 Yearly fees paid and allocated quarterly budgeted in Q4. The account will balance to budget by Q4.
- 5407 48.47% - Office and kitchen supplies cost reduced due to office closure during Covid-19.
- 5408 317.78% - Additional courier cost related to off-site work.
- 5411 73.84% - Shredding costs not required because of staff working from home.
- 5412 121.96% - Additional expenses incurred due to staff working from home such as Wi-fi and conferencing costs incurred during Covid-19.
- 5413 -56.40% - Collected AR greater than 90 days that was previously provisioned for bad debts.
- 5502 Deferred Q2 to Q4.
- 5503 Deferred Q2 to Q4.



- 5505 15.30% - Working Group Executive in-person meetings planned in Q1 deferred to future periods.
- 5605 14.74% - Fewer translation requests than anticipated in Q1. E-Learning Module translation pushed from Q1 to Q2.
- 5620 Print projects were delayed due to Covid-19.
- 5621 247.29% - Planned website work related to migration, security and accessibility were completed earlier than planned (Q1 rather than Q2 and Q3).
- 5622 No in-person outreach in Q1 due to Covid-19.
- 5702 9.85% - Contested hearing did not proceed in Q1 as anticipated. As such witness fees, accommodations, court reporter fees and transcripts were not required.
- 5711 -0.02% - Unable to conduct external investigations because of Covid-19 and closure of clinics.
- 5712 206.11% - Two chart reviews in the 1st quarter rather than 1.
- 5713 No cases required a summons.
- 5714 No cases required to secure records.
- 5715 No cases required to obtain a corporate search.
- 5716 No transcribing required.
- 5705 Review of performance evaluation program deferred to Q3.
- 5706 No investigator travel required in Q1.
- 5707 3343.46% - Unanticipated undercover patient fees.
- 5708 No Peer / Expert opinions required in Q1.
- 5751 28.57% - Fewer cases thus lower legal fees required in QA due to Covid-19.
- 5760 17.89% - Only one file required legal consultation. No ICRC meetings in April and May.
- 5761 44.55% - Anticipated contested hearing was deferred.
- 5762 55.05% - Anticipated contested hearing was deferred.



- 5754 No advice sought for Q1.
- 5755 34.58% - Fewer legal matters required in Q1.
- 5757 No legal advice required.
- 5811 29.98% - Benchmarking exercise cost less because it was hosted online, and other activities deferred Q2 to Q4 due to Covid-19.
- 5821 On-site assessment travel fees over-accrued from Q4 2019-2020.
- 5823 Assessor training scheduled in Q1 did not take place due to the delay in completing the on-site assessment pilot. Training will occur in a later quarter.
- 5871 No coaching sessions for QA required in the 1st quarter.
- 5882 No cases in ICRC required remediation in the 1st quarter.
- 5883 No cases in Registration required remediation in the 1st quarter.
- 5884 39.99% - CM programs ended earlier than anticipated and no new programs initiated.
- 5886 There were no remediation matters under the authority of the Registrar.
- 5890 43.19% - Anticipated payouts were not realized.
- 5901 95.39% - Timing of staff departures.
- 5902 91.95% - Canada Life granted a discount due to Covid-19.
- 5904 Covid-19 has resulted in higher practice advice usage requiring additional assistance.
- 5905 21.44% - Staff unable to attend in-person courses due to Covid-19.
- 5907 69.94% - Fewer events to recognize.
- 5908 Registrar & Requested education not required in Q1.
- 5911 83.61% - Two staff members departed, and new policy analyst not hired.
- 5912 83.79% - Two staff members departed, and new policy analyst not hired.
- 5913 90.84% - Two staff members departed, and new policy analyst not hired.
- 6001 93.49% - SAN originally planned for April, amortized starting June due to Covid-19.

College of Physiotherapists of Ontario
 Statement of Operations - Budget vs. Actual

April 2020 through June 2020

	Q1			Full Year		Projections	Notes for Council
	Apr-Jun'20	Budget	% Budget	Budget	% Budget	Budget	
Ordinary Income/Expense							
4008 · Admin Fees							
4015 · Application Fees \$100	9,000.00	13,200.00	68.18%	124,200.00	7.25%	90,600.00	The June 2020 PCE Clinical Exam was postponed. Received fewer applications.
4016 · Letter of Prof Stand \$50	2,200.00	2,450.00	89.80%	8,400.00	26.19%	7,200.00	Lower number of online requests received likely due to Covid-19.
4017 · Wall Certificates \$25	275.00	850.00	32.35%	3,575.00	7.69%	2,725.00	Registrants continued to request this service at a slower pace.
4018 · Late Fees \$225	0.00	1,125.00	0.00%	1,575.00	0.00%	22,950.00	No late fees recognized in Q1 since Independent practice membership renewal extended to Q2.
4019 · Prof Corp Application \$700	10,500.00	6,650.00	157.90%	36,400.00	28.85%	36,400.00	As a CQI, College completed an audit of PHC and identified PHCs which were expired - these PHCs were required to submit a new application to get re-instated.
Total 4008 · Admin Fees	21,975.00	24,275.00	90.53%	174,150.00	12.62%	159,875.00	
4007 · Registration fee credits	(7,749.11)	(14,170.77)	54.68%	(41,934.09)	18.48%	(34,848.71)	Fewer resignations since the annual renewal deadline was extended to Q2.
4004 · Cost recovery from cost orders	8,858.32	15,857.46	55.86%	120,842.14	7.33%	72,922.14	Projected amount of cost recovery was not realized.
4022 · Recovery of Therapy Costs	2,142.84	2,142.87	100.00%	2,142.87	100.00%	2,142.87	
4003 · Remediation Chargeback							
4025 · Office of Registrar Chargeback	0.00	250.00	0.00%	1,000.00	0.00%	1,000.00	There were no remediation matters under the authority of the Registrar.
4026 · Discipline Chargeback	1,643.65	3,100.00	53.02%	14,900.00	11.03%	16,226.80	Statutory committees did not make as many decisions requiring remediation programs.
4027 · Registration Chargeback	0.00	1,000.00	0.00%	2,500.00	0.00%	3,333.84	Registration remediation not required.
4028 · ICRC Remediation Chargeback	300.00	3,200.00	9.38%	9,600.00	3.13%	10,400.00	Fewer ICRC remediations required.
4029 · QA Remediation Chargeback	0.00	200.00	0.00%	3,100.00	0.00%	1,100.00	QA remediation not required.
Total 4003 · Remediation Chargeback	1,943.65	7,750.00	25.08%	31,100.00	6.25%	32,060.64	
4001 · Registration Fees							
4011 · Independent Practice - \$575	1,360,262.56	1,392,937.50	97.65%	5,563,125.00	24.45%	5,663,175.00	The fees for the remainder of the renewals (approximately 3000 PTs) will be collected in Q2.
4012 · Independent Practice - Prorated	5,295.42	45,315.09	11.69%	206,110.95	2.57%	170,710.67	Due to Covid-19 there were fewer Independent Practice applications in Q1
4013 · Prof Corp Fees \$250	32,000.00	21,000.00	152.38%	87,250.00	36.68%	87,250.00	PTs were able to renew their corporation during Covid-19 and the regulation permits a 60-day extension which was used by most PTs during this time.
4014 · Provisional Practice Fees \$75	3,375.00	3,675.00	91.84%	35,550.00	9.49%	30,900.00	A small number of Provisional Practice applications received later in the year due to Covid-19.
4021 · Cross Border Fee \$100	0.00	100.00	0.00%	400.00	0.00%	400.00	No cross border applications received.

College of Physiotherapists of Ontario
Statement of Operations - Budget vs. Actual

April 2020 through June 2020

	Q1			Full Year		Projections	Notes for Council
	Apr-Jun'20	Budget	% Budget	Budget	% Budget	Budget	
Total 4001 - Registration Fees	1,400,932.98	1,463,027.59	95.76%	5,892,435.95	23.78%	5,952,435.67	
4002 - Interest Income	33,480.29	57,015.50	58.72%	198,462.00	16.87%	119,000.00	Interest rate has gone down quite significantly over the past couple of months due to the pandemic from about 1.90% to now at 0.50%.
4010 - Miscellaneous Income	0.00	0.00	0.00%	250.00	0.00%	250.00	
	<u>1,461,583.97</u>	<u>1,555,897.65</u>	<u>93.94%</u>	<u>6,377,448.86</u>	<u>22.92%</u>	<u>6,303,837.61</u>	
	1,461,583.97	1,555,897.65	93.94%	6,377,448.86	22.92%	6,303,837.61	
5302 - Entry to Practice Review	0.00	0.00	0.00%	36,000.00	0.00%	36,000.00	
5301 - Conferences and Travel	0.00	12,522.00	0.00%	31,432.00	0.00%	10,000.00	Conferences and Travel not required during Covid-19.
5000 - Committee Per Diem							
5001 - Chairs meeting - per diem	0.00	0.00	0.00%	3,060.00	0.00%	3,060.00	
5002 - ICRC - per diem	6,061.00	6,335.00	95.68%	23,502.00	25.79%	23,289.00	
5003 - Council - per diem	0.00	14,208.00	0.00%	55,574.00	0.00%	55,574.00	No Council meetings or Council orientation during Covid-19.
5005 - Discipline Committee - per diem	3,104.00	10,000.00	31.04%	40,000.00	7.76%	33,104.00	Over-budgeted committee per diems in Q1.
5006 - Executive - per diem	9,286.42	3,704.00	250.71%	15,316.00	60.63%	20,898.40	More meetings than planned due to Covid-19.
5010 - Patient Relations - per diem	(94.00)	370.00	-25.41%	627.00	-14.99%	627.00	No applications for funding received and over accrued expense claims from Q4 last fiscal year.
5011 - QA Committee - per diem	994.00	3,528.00	28.18%	16,064.00	6.19%	16,404.00	QAC meetings delayed due to Covid-19.
5012 - Registration Com. - per diem	474.00	1,588.50	29.84%	9,563.00	4.96%	9,563.00	Less prep-time for cases and meetings were shorter in length.
5017 - Finance Committee - per diem	385.00	802.00	48.01%	10,767.00	3.58%	10,767.00	Less per-diems and prep-time for the meetings.
Total 5000 - Committee Per Diem	<u>20,210.42</u>	<u>40,535.50</u>	<u>49.86%</u>	<u>174,473.00</u>	<u>11.58%</u>	<u>173,286.40</u>	
5050 - Committee Reimbursed Expenses							
5051 - Chairs meeting - expenses	0.00	0.00	0.00%	9,923.00	0.00%	9,923.00	
5052 - ICRC - expenses	2,428.74	4,346.00	55.88%	17,384.00	13.97%	15,466.70	One in-person meeting held due to Covid-19.
5053 - Council - expenses	0.00	15,573.00	0.00%	53,573.00	0.00%	51,814.00	No in-person Council meetings and delayed Council orientation.
5055 - Discipline Committee - expenses	1,322.10	10,000.00	13.22%	40,000.00	3.31%	16,071.00	Over budgeted committee expenses in Q1.
5056 - Executive Committee - expenses	1,382.79	2,160.00	64.02%	8,640.00	16.01%	6,480.00	One in-person meeting held due to Covid-19.
5062 - QA Committee - expenses	0.00	3,163.00	0.00%	8,285.00	0.00%	5,002.00	QA in-person meetings not held in Q1 due to Covid-19.
5063 - Registration Comm. - expenses	0.00	0.00	0.00%	1,362.00	0.00%	1,362.00	
5075 - Finance Committee - expenses	0.00	0.00	0.00%	7,968.00	0.00%	7,968.00	
Total 5050 - Committee Reimbursed Expenses	<u>5,133.63</u>	<u>35,242.00</u>	<u>14.57%</u>	<u>147,135.00</u>	<u>3.49%</u>	<u>114,086.70</u>	
5100 - Information Management							
5101 - IT Hardware	11,592.72	21,447.60	54.05%	34,981.62	33.14%	34,163.75	IT project deferred to Q2 (Multifactor Authentication)

College of Physiotherapists of Ontario
Statement of Operations - Budget vs. Actual

April 2020 through June 2020

	Q1			Full Year		Projections	Notes for Council
	Apr-Jun'20	Budget	% Budget	Budget	% Budget	Budget	
5102 · Software	13,836.57	18,951.19	73.01%	49,997.87	27.67%	46,870.47	ADP software configuration and installation deferred to Q2.
5103 · IT Maintenance	21,668.98	21,634.98	100.16%	86,539.92	25.04%	86,539.92	
5104 · IT Database	60,899.69	61,457.50	99.09%	244,210.08	24.94%	244,210.08	
Total 5100 · Information Management	107,997.96	123,491.27	87.45%	415,729.50	25.98%	411,784.22	
5200 · Insurance	3,255.12	6,668.18	48.82%	9,779.66	33.29%	10,343.96	Invoice budgeted in Q1, cost allocated equally between quarters. The account will balance to budget by Q4.
5300 · Networking	0.00	2,126.20	0.00%	7,513.28	0.00%	3,224.68	Networking on hold due to Covid-19.
5400 · Office and General							
5402 · Bank & service charges	14,914.67	5,931.00	251.47%	164,480.00	9.07%	161,751.50	Bank charges higher due to timing of membership renewal as a result of Covid-19. The account will balance to budget by Q4.
5403 · Maintenance & repairs	678.30	755.00	89.84%	6,270.00	10.82%	6,093.00	Projects during weekend not required, security services provision not utilized.
5405 · Memberships & publications	4,897.11	7,839.78	62.47%	23,481.78	20.86%	23,481.78	Subscription to INPTRA Annual Membership not yet paid.
5406 · Alliance Registration Levy	52,605.33	0.00	100.00%	210,421.32	25.00%	210,421.32	Yearly fees paid and allocated quarterly budgeted in Q4. The account will balance to budget by Q4.
5407 · Office & kitchen supplies	1,744.91	3,600.00	48.47%	14,400.00	12.12%	9,400.00	Office and kitchen supplies cost reduced due to office closure during Covid-19.
5408 · Postage & courier	2,711.90	853.38	317.78%	3,413.52	79.45%	8,000.00	Additional courier cost related to off-site work
5409 · Rent	118,168.85	118,132.58	100.03%	476,545.10	24.80%	469,806.40	
5411 · Printing, Filing & Stationery	903.24	1,223.19	73.84%	33,842.76	2.67%	33,369.57	Shredding costs not required as a result of staff working from home.
5412 · Telephone & Internet	9,816.69	8,049.14	121.96%	33,100.79	29.66%	39,000.00	Additional expenses incurred due to staff working from home such as Wi-fi and conferencing costs incurred during Covid-19.
5413 · Bad Debt	(1,833.07)	3,250.00	-56.40%	13,000.00	-14.10%	10,000.00	Collected AR greater than 90 days that was previously provisioned for bad debts.
Total 5400 · Office and General	204,607.93	149,634.07	136.74%	978,955.27	20.90%	971,323.57	
5500 · Regulatory Effectiveness							
5502 · Strategic Operations	0.00	21,666.67	0.00%	73,475.00	0.00%	73,475.00	Deferred Q2 to Q4.
5503 · Council Education	0.00	3,133.00	0.00%	22,112.00	0.00%	18,979.00	Deferred Q2 to Q4.
5504 · Elections	0.00	0.00	0.00%	3,550.00	0.00%	3,550.00	
5505 · Policy Development	2,825.79	18,472.00	15.30%	40,864.00	6.92%	35,900.00	Working Group Executive in-person meetings planned in Q1 deferred to future periods.
Total 5500 · Regulatory Effectiveness	2,825.79	43,271.67	6.53%	140,001.00	2.02%	131,904.00	
5600 · Communications							
5605 · French Language Services	434.77	2,950.00	14.74%	14,400.00	3.02%	12,400.00	Fewer translation requests than anticipated in Q1. E-Learning Module translation pushed from Q1 to Q2.

College of Physiotherapists of Ontario
Statement of Operations - Budget vs. Actual

April 2020 through June 2020

	Q1			Full Year		Projections	Notes for Council
	Apr-Jun'20	Budget	% Budget	Budget	% Budget	Budget	
5620 - Print Communication	0.00	550.00	0.00%	7,960.00	0.00%	7,760.00	Print projects were delayed due to Covid-19.
5621 - Online Communication	30,169.05	12,200.00	247.29%	77,900.00	38.73%	81,100.00	Planned website work related to migration, security and accessibility were completed earlier than planned (Q1 rather than Q2 and Q3).
5622 - In-Person Communication	0.00	9,135.00	0.00%	36,990.00	0.00%	2,100.00	No in-person outreach in Q1 due to Covid-19.
Total 5600 - Communications	30,603.82	24,835.00	123.23%	137,250.00	22.30%	103,360.00	
5700 - Professional fees							
5701 - Audit	0.00	0.00	0.00%	19,492.50	0.00%	19,492.50	
5702 - Hearing Expenses	739.02	7,500.00	9.85%	30,000.00	2.46%	12,071.44	Contested hearing did not proceed in Q1 as anticipated. As such witness fees, accommodations, court reporter fees and transcripts were not required.
5704 - Investigation Services							
5711 - External Investigators	(5.00)	25,000.00	-0.02%	40,000.00	-0.01%	40,000.00	Unable to conduct external investigations because of Covid-19 and closure of clinics.
5712 - PC - Chart Review	4,122.24	2,000.00	206.11%	8,000.00	51.53%	8,000.00	Two chart reviews in the 1st quarter rather than 1.
5713 - Summons - Conduct fees	0.00	250.00	0.00%	1,000.00	0.00%	1,000.00	No cases required a summons.
5714 - Fees to Secure Records	0.00	50.00	0.00%	200.00	0.00%	200.00	No cases required to secure records.
5715 - Corporate Searches	0.00	94.00	0.00%	188.00	0.00%	188.00	No cases required to obtain a corporate search.
5716 - Transcripts	0.00	600.00	0.00%	2,400.00	0.00%	2,400.00	No transcribing required.
Total 5704 - Investigation Services	4,117.24	27,994.00	14.71%	51,788.00	7.95%	51,788.00	
5705 - Professional services - Other	0.00	4,572.00	0.00%	10,900.00	0.00%	10,900.00	Review of performance evaluation program deferred to Q3.
5706 - Investigator travel	0.00	100.00	0.00%	400.00	0.00%	300.00	No investigator travel required in Q1.
5707 - Decision Writing & Undercover patient fees	3,343.46	100.00	3343.46%	400.00	835.87%	3,743.46	Unanticipated undercover patient fees.
5708 - Peer / Expert opinions	0.00	7,500.00	0.00%	18,000.00	0.00%	18,000.00	No Peer / Expert opinions required in Q1.
5750 - Legal							
5751 - Legal - QA	840.00	2,940.00	28.57%	16,380.00	5.13%	13,440.00	Fewer cases thus lower legal fees required in QA due to Covid-19.
5752 - Legal - Registration	8,051.20	8,300.00	97.00%	27,100.00	29.71%	27,100.00	
5753 - Legal - Professional Conduct							
5760 - General Counsel	6,635.15	37,099.64	17.89%	52,581.36	12.62%	52,581.36	Only one file required legal consultation. No ICRC meetings in April and May.
5761 - Independent Legal Advice	15,594.01	35,000.00	44.55%	140,000.00	11.14%	93,189.48	Anticipated contested hearing was deferred.
5762 - Hearing Counsel	20,644.59	37,500.00	55.05%	150,000.00	13.76%	132,093.00	Anticipated contested hearing was deferred.
5763 - Court Proceedings & Appeals	0.00	0.00	0.00%	0.00	0.00%	0.00	
Total 5753 - Legal - Professional Conduct	42,873.75	109,599.64	39.12%	342,581.36	12.52%	277,863.84	
5754 - Legal - Council Advice	0.00	2,260.00	0.00%	9,040.00	0.00%	9,040.00	No advice sought for Q1.

College of Physiotherapists of Ontario
Statement of Operations - Budget vs. Actual

April 2020 through June 2020

	Q1			Full Year		Projections	Notes for Council
	Apr-Jun'20	Budget	% Budget	Budget	% Budget	Budget	
5755 · General Legal	976.89	2,825.00	34.58%	6,780.00	14.41%	6,780.00	Fewer legal matters required in Q1.
5757 · Legal - Executive Office	0.00	1,500.00	0.00%	6,000.00	0.00%	6,000.00	No legal advice required.
Total 5750 · Legal	52,741.84	127,424.64	41.39%	407,881.36	12.93%	340,223.84	
Total 5700 · Professional fees	60,941.56	175,190.64	34.79%	538,861.86	11.31%	456,519.24	
5800 · Programs							
5810 · Quality Program							
5811 · QA Program Development & Eval.	6,372.25	21,256.06	29.98%	21,256.06	29.98%	21,256.06	Benchmarking exercise cost less because it was hosted online and other activities deferred Q2 to Q4 due to Covid-19.
5821 · Assessor Travel	(57.87)	0.00	100.00%	15,301.60	-0.38%	6,869.00	On-site assessment travel fees over-accrued from Q4 2019-2020.
5823 · Assessor Training	0.00	4,992.00	0.00%	89,482.00	0.00%	86,167.00	Assessor training scheduled in Q1 did not take place due to the delay in completing the on-site assessment pilot. Training will occur in a later quarter.
5824 · Assessor Onsite Assessment Fee	0.00	0.00	0.00%	13,950.00	0.00%	6,300.00	
5825 · Assessor Remote Assessment	0.00	0.00	0.00%	70,550.00	0.00%	70,550.00	
Total 5810 · Quality Program	6,314.38	26,248.06	24.06%	210,539.66	3.00%	191,142.06	
5802 · Jurisprudence	13,088.85	12,838.57	101.95%	12,838.57	101.95%	13,088.85	
5870 · Practice Enhancement - QA							
5871 · QA Practice Enhancement fees	0.00	400.00	0.00%	13,000.00	0.00%	4,400.00	No coaching sessions for QA required in the 1st quarter.
Total 5870 · Practice Enhancement - QA	0.00	400.00	0.00%	13,000.00	0.00%	4,400.00	
5880 · Remediation							
5882 · Remediation - ICRC	0.00	3,200.00	0.00%	9,600.00	0.00%	7,200.00	No cases in ICRC required remediation in the 1st quarter.
5883 · Remediation - Registration	0.00	1,200.00	0.00%	3,000.00	0.00%	2,589.43	No cases in Registration required remediation in the 1st quarter.
5884 · Remediation - Discipline	1,239.61	3,100.00	39.99%	15,000.00	8.26%	10,326.80	CM programs ended earlier than anticipated and no new programs initiated.
5886 · Remediation - Office+Registrar	0.00	250.00	0.00%	1,000.00	0.00%	1,000.00	There were no remediation matters under the authority of the Registrar.
Total 5880 · Remediation	1,239.61	7,750.00	16.00%	28,600.00	4.33%	21,116.23	
5890 · Therapy and Counselling Fund	2,520.00	5,835.00	43.19%	25,140.00	10.02%	12,570.00	Anticipated payouts were not realized.
Total 5800 · Programs	23,162.84	53,071.63	43.64%	290,118.23	7.98%	242,317.14	
5900 · Staffing							
5901 · Salaries	718,039.80	752,719.78	95.39%	3,066,124.69	23.42%	3,066,124.69	Timing of staff departures.
5902 · Employer Benefits	27,239.68	29,624.24	91.95%	143,402.86	19.00%	139,402.86	Canada Life granted a discount due to Covid-19.
5903 · Employer RRSP Contribution	36,076.01	36,401.98	99.11%	155,194.84	23.25%	155,194.84	
5904 · Consultant fees	19,170.95	0.00	100.00%	0.00	100.00%	58,935.15	Covid-19 has resulted in higher practice advice usage requiring additional assistance.
5905 · Staff Development	4,488.82	20,937.75	21.44%	73,196.00	6.13%	58,099.96	Staff unable to attend in-person courses due to Covid-19.

College of Physiotherapists of Ontario
Statement of Operations - Budget vs. Actual

April 2020 through June 2020

	Q1			Full Year		Projections	Notes for Council
	Apr-Jun'20	Budget	% Budget	Budget	% Budget	Budget	
5906 - Recruitment	414.31	400.00	103.58%	1,600.00	25.89%	1,650.00	
5907 - Staff Recognition	1,570.03	2,245.00	69.94%	14,640.00	10.72%	13,280.00	Fewer events to recognize.
5908 - Registrar & Requested Education	0.00	100.00	0.00%	2,270.00	0.00%	2,170.00	Registrar & Requested education not required in Q1.
5911 - CPP - Canadian Pension Plan	28,431.79	34,003.64	83.61%	96,258.05	29.54%	96,258.03	
5912 - EI - Employment Insurance	11,742.93	14,015.60	83.79%	39,405.41	29.80%	39,405.42	Two staff members departed and new policy analyst not hired.
5913 - EHT - Employer Health Tax	15,058.93	16,576.81	90.84%	57,829.54	26.04%	57,829.55	
Total 5900 - Staffing	862,233.25	907,024.81	95.06%	3,649,921.39	23.62%	3,688,350.50	
	1,320,972.32	1,573,612.96	83.95%	6,557,170.19	20.15%	6,352,500.41	
Net Ordinary Income	140,611.65	(17,715.30)	-793.73%	(179,721.32)	-78.24%	(48,662.80)	
Other Income/Expense							
6001 - Amortization	(38,701.57)	(41,395.83)	93.49%	(170,528.41)	22.70%	(163,466.87)	SAN originally planned for April, amortized starting June due to delay due to Covid-19.
Total Other Income	(38,701.57)	(41,395.83)	93.49%	(170,528.41)	22.70%	(163,466.87)	
Net Other Income	(38,701.57)	(41,395.83)	93.49%	(170,528.41)	22.70%	(163,466.87)	
Net Income	101,910.08	(59,111.14)	-172.40%	(350,249.73)	-29.10%	(212,129.67)	

Appendix B-Q1 Comparative Balance Sheets

Comparative Balance Sheets

	<u>30 Jun 20</u>	<u>31 Mar 20</u>	<u>30 Jun 19</u>
ASSETS			
Current Assets			
Chequing/Savings			
1000 · Cash on Hand			
1001 · Petty Cash	250.00	250.00	250.00
1002 · Petty Cash (USD)	0.00	0.00	0.00
1003 · CC Clearing - RBC - 100-999-2	19,695.63	68,742.19	2,902.34
1005 · Operating - RBC - 102-953-7	109,479.93	76,559.79	154,465.94
1000 · Cash on Hand - Other	0.00	0.00	0.00
Total 1000 · Cash on Hand	<u>129,425.56</u>	<u>145,551.98</u>	<u>157,618.28</u>
1100 · Investments			
1102 · Investments - Short Term	978,365.48	951,365.48	740,933.90
1103 · Savings - RBC - 100-663-4	3,615,191.21	4,352,210.92	5,418,823.64
1104 · Investments - Long Term	4,082,425.14	4,082,425.14	4,204,277.97
Total 1100 · Investments	<u>8,675,981.83</u>	<u>9,386,001.54</u>	<u>10,364,035.51</u>
Total Chequing/Savings	8,805,407.39	9,531,553.52	10,521,653.79
Accounts Receivable			
1200 · Accounts Receivable	1,710,025.89	54,127.87	43,424.97
Total Accounts Receivable	<u>1,710,025.89</u>	<u>54,127.87</u>	<u>43,424.97</u>
Other Current Assets			
1201 · Allowance for Doubtful Accounts	-42,380.78	-44,213.85	-25,232.78
1400 · Prepaid Expenses			
1401 · Prepaid Software	28,674.00	31,557.87	5,749.23
1403 · Prepaid IT services	19,477.55	88,948.62	20,504.31
1405 · Prepaid Insurance	3,111.48	3,255.12	3,685.11
1406 · Prepaid Membership	116,578.64	170,982.47	114,238.22
1408 · Prepaid staff development	253.77	613.77	1,180.80
1410 · Prepaid meetings	0.00	122.42	12,823.87
1411 · Prepaid Rent	41,648.56	41,648.56	42,625.56
Total 1400 · Prepaid Expenses	<u>209,744.00</u>	<u>337,128.83</u>	<u>200,807.10</u>
Total Other Current Assets	<u>167,363.22</u>	<u>292,914.98</u>	<u>175,574.32</u>
Total Current Assets	<u>10,682,796.50</u>	<u>9,878,596.37</u>	<u>10,740,653.08</u>
Fixed Assets			
1301 · Computer equipment	98,546.78	36,046.54	75,325.10
1302 · Computer Software	0.00	0.00	7,940.84
1305 · Computer equipment - Acc dep	-37,901.78	-35,812.34	-68,823.12
1306 · Computer Software - Acc Dep	0.00	0.00	-7,940.84
1310 · Furniture and Equipment	377,049.09	345,134.12	346,853.98
1312 · Furniture & Equipment -Acc Dep	-230,958.41	-214,417.16	-188,842.44
1320 · Leasehold Improvements	793,263.20	793,263.20	782,302.20
1322 · Leasehold Improvements -Acc dep	-245,665.64	-225,594.76	-145,798.39
Total Fixed Assets	<u>754,333.24</u>	<u>698,619.60</u>	<u>801,017.33</u>
TOTAL ASSETS	<u><u>11,437,129.74</u></u>	<u><u>10,577,215.97</u></u>	<u><u>11,541,670.41</u></u>

	<u>30 Jun 20</u>	<u>31 Mar 20</u>	<u>30 Jun 19</u>
LIABILITIES & EQUITY			
Liabilities			
Current Liabilities			
Accounts Payable			
2000 · Accounts Payable	79,827.36	57,849.57	135,371.05
Total Accounts Payable	<u>79,827.36</u>	<u>57,849.57</u>	<u>135,371.05</u>
Other Current Liabilities			
2011 · Vacation Accrual	133,902.98	133,902.98	133,507.99
2010 · Accrued Liabilities	697,918.00	731,038.07	898,585.98
2100 · Deferred Revenue			
2101 · Deferred Registration Fees			
2102 · Deferred Full Fee Revenue	4,048,718.75	3,283,825.00	4,199,212.50
2103 · Pro-Rated Fee Revenue	15,886.25	0.00	19,593.91
Total 2101 · Deferred Registration Fees	<u>4,064,605.00</u>	<u>3,283,825.00</u>	<u>4,218,806.41</u>
2110 · Banked refunds	42,925.77	47,782.97	48,747.00
Total 2100 · Deferred Revenue	<u>4,107,530.77</u>	<u>3,331,607.97</u>	<u>4,267,553.41</u>
2150 · Other Payables			
2154 · Citizen's Advisory Group	0.00	0.00	6,105.94
2152 · Due to London Life (RRSP)	0.00	0.00	350.39
Total 2150 · Other Payables	<u>0.00</u>	<u>0.00</u>	<u>6,456.33</u>
Total Other Current Liabilities	<u>4,939,351.75</u>	<u>4,196,549.02</u>	<u>5,306,103.71</u>
Total Current Liabilities	<u>5,019,179.11</u>	<u>4,254,398.59</u>	<u>5,441,474.76</u>
Long Term Liabilities			
2125 · Deferred Rent - Tenant Incentiv	185,233.55	192,010.38	212,340.87
Total Long Term Liabilities	<u>185,233.55</u>	<u>192,010.38</u>	<u>212,340.87</u>
Total Liabilities	<u>5,204,412.66</u>	<u>4,446,408.97</u>	<u>5,653,815.63</u>
Equity			
3000 · Unrestricted Net Assets	4,411,446.00	4,163,830.41	4,163,830.41
3001 · Invested in Capital Assets	619,361.00	619,361.00	619,361.00
3010 · Restricted Reserves			
3011 · Professional Conduct Expense / Contingency	1,000,000.00	1,000,000.00	1,000,000.00
3012 · Sexual Abuse Therapy / Fee Stabilization	100,000.00	100,000.00	100,000.00
3013 - Strategic Initiatives	0.00	0.00	0.00
3014 - IT Improvements	0.00	0.00	0.00
Total 3010 · Restricted Reserves	<u>1,100,000.00</u>	<u>1,100,000.00</u>	<u>1,100,000.00</u>
3900 · Retained Earnings	0.00	0.00	0.00
Net Income	101,910.08	247,615.59	4,663.37
Total Equity	<u>6,232,717.08</u>	<u>6,130,807.00</u>	<u>5,887,854.78</u>
TOTAL LIABILITIES & EQUITY	<u><u>11,437,129.74</u></u>	<u><u>10,577,215.97</u></u>	<u><u>11,541,670.41</u></u>

Agenda # 11

Registrar's Report

Presentation – no materials



COLLEGE OF
PHYSIOTHERAPISTS
of ONTARIO

ORDRE DES
PHYSIOTHÉRAPEUTES
de l'ONTARIO

Motion No.: 12.0

**Council Meeting
September 23, 2020**

Agenda #12 : Bylaw and Governance Review – Recommended Changes

It is moved by

and seconded by

that:

Council approve the by-laws and governance policies with the Executive Committee's recommended changes in principle.

Meeting Date:	September 23, 2020
Agenda Item #:	12
Issue:	Recommended Changes to By-laws and Governance Policies for Approval in Principle
Submitted by:	Executive Committee

Issue:

In December 2018, Council approved a proposal to conduct an in-depth review of the College's by-laws and governance policies and designated the Executive Committee to act as the working group for the purpose of this review.

The Executive Committee is now bringing forward the by-laws and governance policies with its recommended changes for Council's consideration and approval in principle.

Background:

At their December 2018 meeting, Council approved a proposal to conduct a more in-depth review of the College's by-laws and governance policies than the typical annual review process, and designated the Executive Committee to act as the working group for the purpose of this review.

It was proposed that potential topics for discussion during the review would include, but were not limited to:

- Policies that are inconsistent with Council and operational practices
- Trends in By-law management
- Efficiencies in processes for Council and staff that are defined in the By-laws
- Policies that have an impact on Council-staff relationships

The Executive Committee considered the approach to undertaking this work in summer 2019, and based on the volume of work involved and the importance of this review, it identified the need to hold dedicated meetings for the review work separate from its regular Executive Committee meeting time. To date, the Executive Committee has held eight dedicated meetings to conduct this review.

The Executive Committee also considered and agreed to a process for the review whereby the Committee would review both the by-laws and governance manual section by section to identify recommended changes and issues that required further consideration. Staff would then collect information on the issues identified by conducting environmental scanning and benchmarking, internal and external consultation, and bring back policy options for the Committee's consideration. Once all recommended changes to the by-laws and governance policies had been identified, the documents

would be re-drafted and reviewed by legal counsel, and then the re-drafted documents would go forward to Council for consideration.

In the summer of 2020, the Executive Committee decided to accelerate the pace of the project. To accomplish this, the Committee decided to forgo the remainder of the environmental scanning and benchmarking, internal and external consultation, and delay the legal review and re-drafting steps and decided to review the two documents, identify recommended changes, and present these changes to Council for approval in principle. After approval in principle, the required consultations would occur, and the proposed changes reviewed for legal drafting and consistency purposes.

The Executive Committee recently completed their review and is now bringing forward the by-laws and governance policies with its recommended changes for Council's consideration.

Decision Sought:

That Council approve the by-laws and governance policies with the Executive Committee's recommended changes in principle.

Note that the College is required to circulate by-laws that directly affect registrants for comment before final approval. Also, if approved in principle, the proposed wording of the changes should be considered by legal counsel for consistency and clarity in drafting while the materials are out for consultation.

Attachments

Governance Policies with proposed amendments

By-laws with proposed amendments



COLLEGE OF
PHYSIOTHERAPISTS
of ONTARIO

2017

**Official By-Laws of
The College of Physiotherapists of Ontario/ L'Ordre
des Physiothérapeutes de l'Ontario**

Official By-Laws of The College of Physiotherapists of Ontario/ L'Ordre des Physiothérapeutes de l'Ontario

Approved by Council March 22, 2017, Revised December 14, 2017,
Revised March 20, 2018

Made pursuant to section 94 of the *Health Professions Procedural Code* (being Schedule 2 of the
Regulated Health Professions Act, 1991)

Contents

Official By-Laws of the College of Physiotherapists of Ontario

PART 1—DEFINITIONS	4
DEFINITIONS	4
PART 2—COLLEGE ADMINISTRATION	5
SEAL	5
BANKING	5
BORROWING	6
INVESTMENT	6
CONTRACTS AND EXPENDITURES	6
OTHER DOCUMENTS	6
AUDIT	7
BY-LAWS	7
MEMBERSHIP IN ASSOCIATIONS	8
THE REGISTRAR	8
MANAGEMENT OF COLLEGE PROPERTY	9
RELATIONSHIPS WITH EXTERNAL ORGANIZATIONS	9
PART 3—ELECTION OR APPOINTMENT OF COUNCILLORS	10
ELECTIONS	10
ACADEMIC COUNCILLORS	18
DECLARATION OF OFFICE	20
REMUNERATION OF COUNCILLORS AND COMMITTEE MEMBERS	21
INDEMNIFICATION	21
PART 4—MEETINGS OF COUNCIL AND COMMITTEES	22
COMPOSITION AND DUTIES OF COUNCIL	22
REGULAR MEETINGS	22
SPECIAL MEETINGS	22
NOTICE OF MEETINGS	22
MEETINGS HELD BY TECHNOLOGICAL MEANS	23
WRITTEN RESOLUTIONS	23
MINUTES	23
RULES OF ORDER	24
PART 5 — CONDUCT OF COUNCILLORS AND COMMITTEE MEMBERS	25
CONFLICT OF INTEREST - COUNCIL AND COMMITTEE MEMBERS	25
CODE OF CONDUCT FOR COUNCILLORS AND NON-COUNCIL COMMITTEE MEMBERS	26
SEXUAL ABUSE PREVENTION TRAINING	26
PART 6—ELECTION OF EXECUTIVE COMMITTEE	27
ELECTION OF PRESIDENT AND VICE-PRESIDENT	27
ELECTION OF REMAINING EXECUTIVE COMMITTEE MEMBERS	28

DUTIES AND POWERS OF PRESIDENT AND VICE-PRESIDENT	28
PART 7—STATUTORY AND NON-STATUTORY COMMITTEES	30
STATUTORY COMMITTEES	30
EXECUTIVE DELEGATION	31
NON-STATUTORY COMMITTEES	31
APPOINTMENT OF NON-COUNCIL COMMITTEE MEMBERS	32
SELECTION OF STATUTORY AND NON-STATUTORY COMMITTEES AND COMMITTEE CHAIRS	33
STATUTORY AND NON-STATUTORY COMMITTEE PROCEDURES	33
PART 8 — MEMBERS’ OBLIGATIONS	35
THE REGISTER	35
PROFESSIONAL LIABILITY INSURANCE	40
FEES – REGISTRATION	40
FEES – REINSTATEMENT	43
FEES – GENERAL	43
PART 9 – PROFESSIONAL CORPORATIONS	45
THE REGISTER	45
FEES – PROFESSIONAL CORPORATION	45
PART 10 — COUNCIL APPROVAL	46
COUNCIL APPROVAL	46
APPENDIX A	47
DECLARATION OF OFFICE FOR COUNCILLORS	47
SCHEDULE 1 TO THE DECLARATION OF OFFICE FOR COUNCILLORS – OBJECTS OF THE COLLEGE	48
APPENDIX B	49
REGISTRATION FEES DISCRETION	49
APPENDIX C	51
CODE OF CONDUCT	51

Official By-Laws of the College of Physiotherapists of Ontario

Revised March 22, 2017, Revised December 14, Revised March 20, 2018.

All previous by-laws relating to the administration of the affairs of the College are hereby repealed and replaced with this by-law.

Part 1—Definitions

DEFINITIONS

1.1. In these by-laws, unless otherwise defined or required by the context:

- (a) “Academic Councillor” means a Councillor who is selected from a faculty of physiotherapy or physical therapy of a university in Ontario in accordance with section 3.2 of these By-laws and section 6(1)(c) of the Act;
- (b) “Act” means the *Physiotherapy Act, 1991*;
- (c) “~~Associate-Deputy~~ Registrar” means a senior employee of the College with signing authority as set out in the By-laws and policies of the College;
- (d) “Auditor” means the person or firm appointed under subsection 2.7 (1) of the By-laws;
- (e) “By-laws” means the By-laws of the College;
- (f) “Chair” means the person designated to preside over meetings of Committees or panels of Committees of the College;
- (g) “Code” means the Health Professions Procedural Code, being Schedule 2 to the RHPA;
- (h) “College” means the College of Physiotherapists of Ontario (l’Ordre des Physiothérapeutes de l’Ontario);
- (i) “Committee” means a committee mentioned in Part 7 of these By-laws and includes those committees set out in section 10 of the Code;
- (j) “Council” means the Council of the College established by section 6 of the Act;
- (k) “Councillor” means a member of Council and includes an Elected Councillor, an Academic Councillor and a Publicly-Appointed Councillor;
- (l) “Elected Councillor” means a Councillor who is a Member and who is elected or appointed in accordance with section 3.1 of these By-laws;
- (m) “Fiscal Year” means April 1 to March 31;
- (n) “Mail” means regular postal mail, courier mail, facsimile, or email;
- (o) “Member” means a member of the College as set out in section 13 of the Code;
- (p) “Minister” means the Minister of Health and Long-Term Care;
- (q) “Non-Council Committee Member” means a person who is not a Councillor and who is appointed to serve on a Committee in accordance with section 7.5 of these By-laws;

- (r) “Place of Practice” means any location where the Member practises physiotherapy;
- (s) “President” means the President of Council and Chair of the Executive Committee;
- (t) “Publicly-Appointed Councillor” means a Councillor who is appointed by the Lieutenant Governor in Council in accordance with section 6(1)(b) of the Act;
- (u) “Registrar” means the Registrar of the College as required by the Code and as further described in section 2.10 of these By-laws;
- (v) “Regulations” mean the regulations under the RHPA and the Act;
- (w) “RHPA” means the *Regulated Health Professions Act, 1991*, and includes the Code;
- (x) “Signing Officer” means the Registrar, ~~Associate Deputy~~ Registrar(s), President and Vice-President; and
- (y) “Vice-President” means the Vice-President of Council.

Part 2—College Administration

SEAL



- 2.1. The seal depicted on the right is the seal of the College.

BANKING

- 2.2. (1) Council shall appoint one or more Canadian banks chartered under the Bank Act (Canada) for the use of the College.

- (2) All money belonging to the College shall be deposited in the name of the College, at such banks without deduction for any purpose whatsoever.
- (3) A staff member designated by a Signing Officer of the College may endorse a negotiable instrument for collection on account of the College through the bank or for deposit to the credit of the College with the bank.

BORROWING

- 2.3. (1) ~~When authorized by resolution of Council, The President or Vice-President~~, together with the Registrar and such other officer or person ~~as may be authorized by resolution of Council~~, may:
- (a) borrow money on the credit of the College;
 - (b) limit or increase the amount or amounts that may be borrowed;
 - (c) issue, sell or pledge debt obligations of the College, including without limitation bonds, debentures, notes or similar obligations of the College, whether secured or unsecured; and
 - (d) charge, mortgage, hypothecate or pledge all or any currently owned or subsequently acquired real or personal, moveable or immovable property of the College, including book debts, rights, powers, franchises and undertakings, to secure any such debt obligations or any money borrowed or other debt or liability of the College.

INVESTMENT

- 2.4 The Registrar may invest or reinvest funds of the College in keeping with the financial policies of the College.

CONTRACTS AND EXPENDITURES

- 2.5. (1) Council shall approve annually,
- (a) an operating budget for the College for each Fiscal Year; and
 - (b) a capital budget for the College for each Fiscal Year.
- (2) One or more Signing Officers may obtain services for the benefit of the College as set out in the financial policies of the College.
 - (3) One or more Signing Officers may authorize the purchase or lease of capital goods for the benefit of the College as set out in the financial policies of the College.
 - (4) One or more Signing Officers may sign or authorize a cheque, electronic funds transfer or other document with financial implications for the College as set out in the College's financial policies as approved by Council.
 - (5) A Signing Officer of the College must conduct ~~his or her~~their duties as set out in the College's financial policies as approved by Council.

OTHER DOCUMENTS

- 2.6. (1) A Signing Officer may impress the seal of the College upon a document if the seal is required.
- (2) The Registrar, or ~~one of the College's Associate Registrars~~ the Deputy Registrar when designated by the Registrar, may sign notices and other documents on behalf of any Committee of the College, except where otherwise provided by law.
- (3) No person shall sign or seal a document affecting the College unless authorized by the Act, the Regulations or these By-laws.

AUDIT

- 2.7. (1) Council shall appoint annually one or more Auditors who are licensed under the *Public Accounting Act, 2004* to audit the College's financial statements.
- (2) Financial statements for the College shall be prepared at the close of each Fiscal Year and audited financial statements, together with the Auditor's report, shall be presented annually to Council.
- (3) The Auditor shall serve for a term of one year, but if an appointment is not made the Auditor shall continue to serve until a successor is appointed.
- (4) The Auditor may be re-appointed provided that the Auditor does not serve for more than five consecutive one-year terms.
- (5) If the Auditor is unable to continue ~~his or her~~ their duties or in the event Council is dissatisfied with the Auditor, Council may appoint a new Auditor. At a minimum, the College will issue tenders for audit services every five years, which does not preclude the current audit firm from submitting a proposal.
- (6) Council shall cause the performance of the Auditor to be evaluated on an annual basis and shall take such evaluation into account when considering the re-appointment of the Auditor.
- (7) Council shall ~~set the remuneration of the Auditor and~~ confirm the appointment and remuneration of the Auditor in writing.
- (8) The Auditor has a right of access at all reasonable times to all records, documents, books, accounts and vouchers of the College and is entitled to require from the Councillors, officers and employees and relevant payees of the College such information as in ~~his or her~~ their opinion is necessary to enable ~~him or her~~ them to report as required by law or under this section.
- (9) The Auditor is entitled to attend any meeting of Council and to be heard at any such meeting that ~~he or she~~ they attends on any part of the business of the meeting that concerns ~~him or her~~ them as Auditor. The Registrar shall provide reasonable notice of every Council meeting to the Auditor for this purpose.

BY-LAWS

- 2.8. (1) The making, amending or revoking of a by-law shall be determined by a majority vote of the Councillors present and voting. Advance notice is required for all motions or resolutions applying to the making, amending or revoking of a by-law.

- (2) Proposed By-laws made under the authority of clauses (l.2), (l.3), (s), (t), (v), (w) or (y) of subsection 94 (1) of the Code shall be circulated to every Member at least 60 days before they are approved by Council.
- (3) Every by-law shall be signed by the President ~~or Vice-President~~ and by the Registrar.
- (4) Every by-law, including every amendment and revocation, shall be maintained in the College's records.
- (5) The College shall ~~provide copies of~~ make the By-laws available to the Minister and each Member and make them available to the public during normal business hours as set out in section 94 of the Code.

MEMBERSHIP ~~IN ASSOCIATIONS~~ WITH EXTERNAL ORGANIZATIONS

- 2.9.** (1) The College shall maintain membership in the Canadian Alliance of Physiotherapy Regulators (CAPR) to ensure opportunity for networking and issue development related to national physiotherapy regulatory matters. This shall include,
- (a) payment of the annual or other fees,
 - (b) regular representation at business meetings by a person designated in accordance with the governance policies of the College, and
 - (c) representation on working groups and at meetings by College members, College staff and Councillors as permitted by the by-laws of ~~the Alliance~~ CAPR and in keeping with conflict of interest provisions.
- (2) The membership referred to in subsection (1) shall not include representation on the Evaluation Services Committee or any related subcommittees.
 - (3) The College may maintain memberships in any organizations that are of benefit to the College, and shall pay the annual fees and other fees required for the memberships.

THE REGISTRAR

- 2.10.** (1) The Registrar is the chief executive officer of the College.
- (2) The Registrar is subject to the direction of Council and between meetings, the ~~related guidance of the Executive Committee and~~ direction of the President.
 - (3) If the office of the Registrar becomes vacant, Council or the Executive Committee shall immediately appoint ~~an employee of the College~~ a person to act as interim Registrar, ~~and that person cannot be a sitting Councillor.~~
 - (4) In circumstances where Council or the Executive Committee is not able to meet promptly to make the appointment referred to in subsection (3) the President may appoint ~~an employee of the College~~ a person to act as interim Registrar, ~~and that person cannot be a sitting Councillor.~~ This appointment is subject to the ratification of Council or the Executive Committee.
 - ~~(5) During absences, the Registrar may appoint, in writing, a senior employee of the College to act as the interim Registrar.~~
 - ~~(6)~~ (5) The Registrar has the ~~powers and responsibilities and shall~~ authority and responsibility to perform the duties set out in the RHPA, the Act, the Regulations and the By-laws and the policies approved by Council.

~~(7)~~(6) An interim Registrar has all of the ~~powers authority~~ and responsibilities and shall perform all of the duties of the Registrar.

MANAGEMENT OF COLLEGE PROPERTY

2.11. The Registrar shall maintain responsibility for the management and maintenance of all College property.

~~RELATIONSHIPS WITH EXTERNAL ORGANIZATIONS~~

- ~~**2.12.** (1) Any proposal for a relationship with an external organization, grant proposal or funding request made by the College shall be consistent with the RHPA, the Act, the Regulations and the By-laws and the policies approved by Council.~~
- ~~(2) The Registrar shall assume responsibility for monitoring relationships with external organizations and for the use of any grant or other money received.~~

Part 3—Election or Appointment of Councillors

ELECTIONS

Electoral Districts

- 3.1.** (1) The following electoral districts are established for the purpose of the election of members to Council:
- (a) Electoral district 1 (the south western electoral district): composed of the counties of Bruce, Elgin, Essex, Grey, Huron, Lambton, Middlesex, ~~and~~ Oxford and Perth, and the municipality of Chatham-Kent.
 - (b) Electoral district 2 (the central western electoral district): composed of the counties of Dufferin and Wellington, the regional municipalities of Niagara and Waterloo, and the municipalities of the City of Hamilton, Haldimand County, Norfolk County, the County of Brant, and [the City of Brantford](#).
 - (c) Electoral district 3 (the central eastern electoral district): composed of the counties of Haliburton, Northumberland and Peterborough, the regional municipalities of Durham and York, and the municipality of the City of Kawartha Lakes.
 - (d) Electoral district 4 (the eastern electoral district): composed of the counties of Frontenac, Hastings, Lanark, Lennox and Addington, Renfrew, Leeds and Grenville, Prescott and Russell and Stormont, Dundas and Glengarry, and the municipalities of the City of Ottawa and Prince Edward County.
 - (e) Electoral district 5 (the northern electoral district): composed of ~~the city of Greater Sudbury~~, the districts of Algoma, Cochrane, Kenora, Manitoulin, Nipissing, Parry Sound, Rainy River, Sudbury, Thunder Bay and Timiskaming and the District Municipality of Muskoka.
 - (f) Electoral district 6 (the Toronto west electoral district): composed of the City of Toronto to the west of the centre of Yonge Street.
 - (g) Electoral district 7 (the Toronto east electoral district): composed of the City of Toronto to the east of the centre of Yonge Street.
 - (h) Electoral district 8 (the central electoral district): composed of the county of Simcoe and the regional municipalities of Halton and Peel.
- (2) If it is unclear to which electoral district a Member should be assigned, the Registrar may assign the Member to one of the electoral districts.
- (3) The counties, regional municipalities, districts, district municipalities, and single-tier municipalities described in this section are those that existed as of ~~October 19, 2016~~[August 13, 2020](#) and the geographical territory of each electoral district shall be interpreted to ensure that all parts of Ontario fall into one of the above counties, united counties, regional municipalities, district municipalities, cities and districts. For greater certainty, separated

municipalities found within the geographical territory of counties will fall within the electoral district of the county.

Entitlement to Vote

- (4) A Member is entitled to vote in an election if, 90 days before the election:
- (a) the Member is registered with the College;
 - (b) the Member practises or resides in Ontario; and
 - (c) the Member's home address registered with the College is in the electoral district for which an election is being held or, if the Member resides outside Ontario, the Member's primary business address is in the electoral district for which an election is being held.

Number of Members Elected

- (5) One Member shall be elected to Council for each electoral district.

Term of Office

- (6) The term of office of an Elected Councillor is approximately three years, commencing with the first regular Council meeting after the election and expiring when ~~his or her~~their successor takes office at the first regular Council meeting after the next election in ~~his or her~~their electoral district, unless the Councillor resigns, dies, is disqualified as set out in subsection (25) or is removed from office in accordance with the Code of Conduct in Appendix C.

Election Date

- (7) (a) There shall be an election,
- ~~(i) for south western and central western electoral districts, in 2019 and every third year thereafter,~~
 - ~~(ii)~~(i) for central, eastern and northern electoral districts, in 2017-2020 and every third year thereafter, and
 - ~~(ii)~~ for central eastern and Toronto east and west electoral districts, in 2018-2021 and every third year thereafter.
 - ~~(iii)~~ for south western and central western electoral districts, in 2022 and every third year thereafter
- (b) An election shall be held on the third Wednesday in April.
- (c) If there is an interruption ~~in Mail service or~~ in access to the electronic voting system during a nomination or election, the Registrar shall extend the holding of nominations and the election for such minimum period of time as the Registrar considers necessary to compensate for the interruption.

Eligibility for Election

- (8) A Member is eligible for election to Council for an electoral district if:

- (a) the Member is entitled to vote in an election in accordance with subsection (4);
- (b) at all times between the 90th day before the election and the date of the election:
 - (i) the Member continues to be registered with the College
 - ~~(ii) the Member continues to for~~ practise or reside in Ontario;
 - ~~(ii)(iii)~~ the Member's home address registered with the College continues to be in the electoral district for which the election is being held or, if the Member resides outside Ontario, the Member's primary business address is in the electoral district for which an election is being held;
 - ~~(iii)(iv)~~ the Member is not in default of any obligation to the College under the Regulations or the By-laws; and
 - ~~(iv)(v)~~ the Member is not the subject of Discipline or Fitness to Practise proceedings;
- (c) the Member has not been found guilty of professional misconduct, to be incompetent, or to be incapacitated in the six years before the election;
- (d) ~~the Member's certificate of registration has not been revoked or suspended for professional misconduct, incompetence or incapacity at any time in the six years immediately before the election;~~
- (e) the Member has not been found to be mentally incompetent under the *Substitute Decisions Act, 1992*, or the *Mental Health Act*;
- (f) the Member's certificate of registration has not been subject to a term, condition or limitation other than a term, condition or limitation prescribed by the Regulations in the six years before the election;
- (g) the Member has not been found guilty of an offence under the *Criminal Code* or the *Health Insurance Act* that is relevant to the Member's suitability to serve as a Councillor, unless a pardon or record suspension has been granted with respect to the finding;
- (h) the Member has not been disqualified or removed from Council in the three years before the election;
- (i) the Member is not and has not been in the 12 months before the election, a director, officer, committee member, employee, or holder of any position of decision-making influence of any organization of physiotherapists that has as its primary mandate the promotion of the physiotherapy profession;
- (j) the Member does not hold and has not held in the 12 months before the election, a responsible position with any organization or group whose mandate or interests conflict with the mandate of the College;
- (k) the Member is not a participant (other than on behalf of the College) in a legal action or application against the College;
- (l) the Member does not have a current notation on the register of an interim order, caution, undertaking or specified continuing education or remediation program directed by the Inquiries, Complaints or Reports Committee;
- (m) the Member is not and has not been in the 12 months before the election an employee of the College; and

- (n) the Member discloses all potential conflicts of interest in writing to the Registrar within five business days of being nominated and either does not have a conflict of interest to serve as a Councillor or has agreed to remove any such conflict of interest before taking office.
- (9) Any disputes about a person's eligibility for election shall be determined by the Executive Committee. If the Executive Committee determines that a Member is ineligible for election, the Member may appeal that decision to Council and Council's determination shall be final, without appeal.

Notice of Election and Nominations

- (10) At least 90 days before the date of an election, the Registrar shall send by Mail to every Member entitled to vote in an election a notification that an election will be held to elect a Councillor and detailed instructions about the nomination procedure.

Nomination Procedure

- (11) (a) A Member who is eligible for election to Council may be nominated for election in an electoral district if the Member:
 - (i) is nominated by a Member who is entitled to vote in the election and if the nomination is:
 - (A) in the form and manner required by the Registrar; and
 - (B) received by the Registrar no later than two o'clock in the afternoon Eastern Standard Time on the date set by the Registrar; and
 - (ii) consents to the nomination.
- (b) A candidate in an election may withdraw ~~his or her~~their candidacy by notifying the Registrar of the withdrawal in writing no later than two business days before voting starts, within ten days of the date set by the Registrar.
- (12) (a) At the close of the nomination period, if no candidates eligible to be nominated in an electoral district have been nominated, the Registrar shall establish a new election schedule, including, where necessary, a new date for the election.
 - (b) The new election schedule may permit two additional calls for nomination, after which time the office of the Councillor will be declared vacant in accordance with subsection (23).

Acclamation

- (13) If only one eligible candidate is nominated for election in an electoral district the Registrar shall declare the candidate elected by acclamation.

Administration

- (14) (a) The Registrar shall supervise the nomination and election of Elected Councillors.
 - (b) The Registrar shall appoint an independent electronic voting organization to administer the voting process and the counting of electronic ballots.

- (c) All questions arising in the counting of ballots, the recording of results or the determination of the result shall be decided by the Registrar.
- (d) When a candidate withdraws from the election during the voting period, the Registrar shall inform all voters of the withdrawal and the option to re-cast their votes.
- ~~(d)~~(e) Where the By-laws do not address an issue, the Registrar shall use his or her~~their~~ best judgment to ensure that the election is fair and democratic.

Voting

- (15) (a) Except for an election in which the Registrar has declared a candidate elected to Council by acclamation, the Registrar shall, at least 30 days before the date of an election, send by Mail to every Member entitled to vote in the election:
 - (i) access to an electronic ballot listing all eligible candidates;
 - (ii) instructions for voting, including information on the electronic voting process; and
 - (iii) suitable biographical information about each candidate and any statement from each candidate in accordance with the College's governance policies as approved by Council.
- (b) The electronic ballot shall contain the name of each candidate in random order.
- (c) A Member entitled to vote in the election and who does not, for any reason, obtain access to an electronic ballot may ask the Registrar for replacement access to an electronic ballot and the Registrar shall provide the Member with such access provided the request is received at least 48 hours before the election day.
- (16) A Member may cast only one vote in an election for the electoral district in which the Member is entitled to vote.
- (17) Only electronic ballots cast by two o'clock in the afternoon Eastern ~~Standard~~ Time shall be counted.

Counting Votes

- (18) (a) The electronic voting organization appointed by the Registrar shall accept electronic ballots until two o'clock in the afternoon Eastern Standard Time on the election day and, promptly after that time, shall:
 - (i) count and record the total number of votes cast and the number of votes cast for each candidate in each election;
 - (ii) subject to paragraph (b), determine the candidates who received the highest number of votes in each election; and
 - (iii) provide a report of the voting results to the Registrar.
- (b) If two or more candidates receive the same number of votes in an election, the Registrar shall have the votes recounted.
- (c) The counting of the electronic votes shall be secret and conducted so that no person knows for whom any Member voted.

By-election Where a Tie Occurs

- (19) (a) If following the recount in subsection (18) (b), two or more candidates have received the same number of votes in an election, the Registrar will hold a by-election in the electoral district in which the tie occurred.
- (b) The candidates in the by-election shall be only those candidates who were tied.
- (c) The by-election shall be held in accordance with the procedures for a general election, with necessary modifications as determined by the Registrar.
- (d) In the event that the by-election results in a tie, the Registrar and the President shall select by random draw one name from the names of the candidates who were tied and the Registrar shall declare that person to be elected.

Documentation and Notification of Results

- (20) (a) Promptly after receiving the report of the voting results from the electronic voting organization, the Registrar shall:
- (i) sign a copy of the report and retain the report in the College’s records;
- (ii) declare the name of the candidate elected in each election; and
- (iii) inform:
- (A) The President of the results of the election;
- ~~(A)(B)~~ The elected candidate and other ~~each~~ candidates of the results of the election and the right to seek a review of the validity of the voting and counting process report from the electronic voting organization in accordance with subsection (21);
- ~~(B)(C)~~ Council and the Members of the results of the election; and
- ~~(C)(D)~~ each elected candidate of the time and place of the first regular Council meeting following the election.
- (b) ~~For each election, the Registrar shall require the electronic voting organization to retain an electronic record of all electronic ballots.~~
- (c) Unless the results of an election are challenged, the Registrar shall require the electronic voting organization to retain an electronic record of all electronic ballots ~~direct the electronic voting organization to destroy all ballots~~ and other material from the election until 31 days after the election.

Validity of Election and Inquiries

- (21) (a) The Registrar shall provide to all candidates a report of the results of the election as reported by the electronic voting organization.
- (b) Within 30 days of being notified of the results of the election, a candidate may make a written request to the Registrar, ~~together with a payment of \$150 to the College, to obtain a report from the electronic voting organization~~ to review the validity of the voting and counting process.

- (c) The Registrar shall report to Council at its first meeting following any request for a [report review](#) under paragraph (ab), and Council shall,
 - (i) if satisfied with the results, take no further action; or
 - (ii) decide to hold an inquiry under subsection (22).
- (22) (a) If Council is of the opinion that there is a reasonable ground for doubt or dispute as to the validity of the election of any Councillor, Council shall hold an inquiry and decide whether the election of the Councillor is valid and, if an election is found to be invalid, Council shall direct another election to be held.
- (b) No election is invalid merely because a person has not strictly complied with a requirement of this by-law.

Vacancies

- (23) (a) If an Elected Councillor dies, resigns, is disqualified or is otherwise removed from Council, the President shall declare the office of the Councillor to be vacant.
- (b) If, during an election for Council, no candidates eligible for nomination in an electoral district have been nominated after two additional calls for nominations, despite subsection (7) (d), the President shall declare the office of the Councillor to be vacant.

Filling Vacancies

- (24) (a) If the office of an Elected Councillor is declared to be vacant and the remainder of that Councillor's term is less than one year, Council shall:
 - (i) leave the office vacant; or
 - (ii) appoint a successor from among the Members who would be eligible for election if an election were held.
- (b) If the office of an Elected Councillor is declared to be vacant as a result of [lack of nominations during an election as described in](#) subsection (23) (b), Council shall appoint a successor from among the Members who would be eligible for election if an election were held.
- (c) If the office of an Elected Councillor is declared to be vacant [as a result of when an elected Councillor dies, resigns, is disqualified or is otherwise removed from Council as described in](#) subsection (23) (a) and the remainder of the term of the Councillor whose office became vacant is more than one year, the Registrar shall hold a by-election for the electoral district.
- (d) A by-election to fill a vacancy on Council shall be held on a date set by the Registrar and the President.
- (e) A by-election shall be held in accordance with the procedures for a general election, with necessary modifications as determined by the Registrar.

Disqualifications

- (25) (a) [The following are grounds for disqualification for an Elected Councillor sitting on Council](#)~~An Elected Councillor is disqualified from sitting on Council if the Councillor:~~

- (i) ceases to be a Member;
 - (ii) no longer practises physiotherapy in Ontario ~~or~~ and is no longer a resident of Ontario;
 - (iii) is in default of any obligation to the College under the Regulations or the By-laws for over 60 days;
 - ~~(iv)~~ becomes the subject of Discipline or Fitness to Practise proceedings;
 - ~~(v)~~ (iv) is found guilty of professional misconduct, to be incompetent, or to be incapacitated;
 - ~~(vi)~~ (v) is found guilty of an offence under the *Criminal Code* or the *Health Insurance Act* that is relevant to the Elected Councillor’s suitability to serve as a Councillor, unless a pardon or record suspension has been granted with respect to the finding;
 - ~~(vii)~~ (vi) ~~remains or~~ becomes a director, officer, committee member, employee, or holder of any position of decision-making influence of any organization of physiotherapists that has as its primary mandate the promotion of the physiotherapy profession;
 - ~~(viii)~~ (vii) is found to be mentally incompetent under the *Substitute Decisions Act, 1992* or *Mental Health Act*;
 - ~~(ix)~~ (viii) ~~continues to hold or~~ assumes a responsible position with any organization or group whose mandate or interests conflict with the mandate of the College;
 - ~~(x)~~ (ix) becomes a participant (other than on behalf of the College) in a legal action or application against the College;
 - ~~(xi)~~ (x) has a notation posted on the register of an interim order, caution, undertaking or specified continuing education or remediation program directed by the Inquiries, Complaints or Reports Committee;
 - ~~(xii)~~ (xi) fails to attend two consecutive regular meetings of Council without good reason in the opinion of Council; or
 - ~~(xiii)~~ (xii) fails, in the opinion of Council, to discharge properly or honestly any office to which ~~he or she has~~ they have been elected or appointed.
- (b) An Elected Councillor does not become disqualified from sitting on Council merely because ~~his or her~~ their home address registered with the College ceases to be in the electoral district for which ~~he or she was~~ they were elected.
 - (c) Subsections (25) (a) (i), (iv), (v), (vi), (vi), (vii) and ~~(viii), and (ix)~~ shall result in automatic disqualification.
 - (d) Subsections (25) (a) (ii), (iii), ~~(vii), (ix), (x), (x),~~ (xi), and (xii) and ~~(xiii)~~ shall result in a vote by Council regarding disqualification of the Councillor.

Suspension

- (26) If an Elected Councillor sitting on Council becomes the subject of Discipline or Fitness to Practise proceedings, they shall be suspended from sitting on Council until the matter is resolved.

ACADEMIC COUNCILLORS

- 3.2. (1) For the purposes of section 6 (1) (c) of the Act, two Members who are members of a faculty of physiotherapy or physical therapy of a university in Ontario shall be selected in accordance with this section to serve on Council as Academic Councillors.
- (2) A Member is eligible to serve on Council as an Academic Councillor if:
- (a) the Member holds a certificate of registration authorizing independent practice;
 - (b) the Member is not in default of any obligation to the College under the Regulations or the By-laws;
 - (c) the Member is not the subject of a Discipline or Fitness to Practise proceeding;
 - (d) the Member has not been found guilty of professional misconduct, to be incompetent, or to be incapacitated at any time in the six years before the date of the selection;
 - (e) the Member's certificate of registration has not been revoked or suspended for professional misconduct, incompetence or incapacity at any time in the six years immediately before the selection;
 - (f) the Member has not been found to be mentally incompetent under the *Substitute Decisions Act, 1992* or the *Mental Health Act*;
 - (g) in the six years before the selection, the Member's certificate of registration has not been subject to a term, condition or limitation other than one prescribed by regulation;
 - (h) the Member has not been found guilty of an offence under the Criminal Code or the Health Insurance Act that is relevant to the Member's suitability to serve as a Councillor, unless a pardon or record suspension has been granted with respect to the finding;
 - (i) the Member has not been disqualified or removed from Council in the three years before the selection;
 - (j) the Member is not and has not been in the last 12 months before the appointment a director, officer, committee member, employee or holder of any position of decision-making influence of any organization of physiotherapists that has as its primary mandate the promotion of the physiotherapy profession;
 - ~~(j.1) the Member does not hold and has not held in the last 12 months before the appointment, a responsible position with any organization or group whose mandate or interests conflict with the mandate of the College;~~
 - (k) the Member is not a participant (other than on behalf of the College) in a legal action or application against the College;
 - (l) the Member does not have a current notation on the register of an interim order, caution, undertaking or specified continuing education or remediation program directed by the Inquiries, Complaints or Reports Committee;
 - (m) the Member does not hold and has not held in the last 12 months before the appointment a ~~responsible~~ position with any organization or group whose mandate or interests conflict with the mandate of the College; and

- (n) the Member discloses all potential conflicts of interest in writing to the Registrar within five business days of being nominated and either does not have a conflict of interest to serve as a Councillor or has agreed to remove any such conflict of interest before taking office.
- (3) One Member shall be selected from a university mentioned in Column 1 of the following Table in the corresponding years indicated in Column 2:

Column 1	Column 2
University of Toronto	2020 and thereafter every 8-7 and 7-8 years alternatively
University of Western Ontario Western University	2014-2021 and thereafter every 7-8 and 8-7 years alternatively
McMaster University	2015-2023 and thereafter every 8-7 and 7-8 years alternatively
Queen's University	2017-2024 and thereafter every 7-8 and 8-7 years alternatively
University of Ottawa	2018-2026 and thereafter every 8-7 and 7-8 years alternatively

- (4) An Academic Councillor shall be selected by Council in accordance with the above schedule at the first regular Council meeting following an election of Council and the Academic Councillor shall serve for a three-year term of office.
- (5) In a selection year for a university, the physical therapy or physiotherapy faculty at that university shall submit for Council approval the name of a Member who is willing and eligible to serve as a Councillor. The candidate may be any member of the physical therapy or physiotherapy faculty. If the university does not submit a name of an eligible candidate for Council's approval in accordance with this section, Council may nevertheless select a Member that meets the above eligibility requirements from any faculty of physiotherapy or physical therapy of a university in Ontario. [The College encourages universities to consider applicants who are tenured faculty, and who are a member of one of the employment equity groups \(women, aboriginal peoples, persons with disabilities, and members of visible minorities\).](#)
- (6) If an Academic Councillor dies, resigns, is disqualified or otherwise removed from Council, an eligible replacement shall be selected to serve the remainder of the term of office from among the members of the faculty of physiotherapy or physical therapy from which the former Academic Councillor was selected.
- (7) ~~An Academic Councillor selected under this section is disqualified from sitting on Council if the Academic Councillor~~ [The following are grounds for disqualification for an Academic Councillor sitting on Council:](#)
- ceases to be a Member with a certificate of registration authorizing independent practice;
 - no longer is a member of the faculty of physiotherapy or physical therapy from which ~~he or she was~~ they were selected;
 - is in default of any obligation to the College under the Regulations or the By-laws for over 60 days;

- ~~(d)~~ becomes the subject of a Discipline or Fitness to Practise proceeding;
- ~~(e)~~(d) is found guilty of professional misconduct, to be incompetent, or to be incapacitated;
- ~~(f)~~(e) is found guilty of an offence under the *Criminal Code* or the *Health Insurance Act* that is relevant to the Academic Member's suitability to serve as a Councillor, unless a pardon or record suspension has been granted with respect to the finding;
- ~~(g)~~(f) ~~remains or~~ becomes a director, officer, committee member, employee or holder of any position of decision-making influence of any organization of physiotherapists that has as its primary mandate the promotion of the physiotherapy profession;
- ~~(h)~~(g) is found to be mentally incompetent under the *Substitute Decisions Act, 1992*, or the *Mental Health Act*;
- ~~(i)~~(h) ~~continues to hold or~~ assumes a responsible position with any organization or group whose mandate or interests conflict with the mandate of the College;
- ~~(j)~~(i) becomes a participant (other than on behalf of the College) in a legal action or application against the College;
- ~~(k)~~(j) has a notation posted on the register of an interim order, caution, undertaking or specified continuing education or remediation program directed by the Inquiries, Complaints or Reports Committee;
- ~~(l)~~(k) fails to attend two consecutive regular meetings of Council without good reason in the opinion of Council; or
- ~~(m)~~(l) fails, in the opinion of Council, to discharge properly or honestly any office to which ~~he or she has~~ they have been selected or appointed.
- (8) Subsections (7)(a), (b), (d), (e), (f), (g), ~~and~~ (h), and (i) shall result in automatic disqualification.
- (9) Subsections (7)(c), (g), ~~(i)~~, ~~(j)~~, ~~(j)~~, (k), and (l) ~~and (m)~~ shall result in a vote by Council regarding the disqualification of the Councillor.

Suspension

- (10) If an Academic Councillor sitting on Council becomes the subject of Discipline or Fitness to Practise proceedings, they shall be suspended from sitting on Council until the matter is resolved.

DECLARATION OF OFFICE

- 3.3 (1) A person elected, appointed or selected to be a Councillor or non-Council Committee member must sign for the records of the College a declaration of office in the form attached as Appendix A.
- (2) A person cannot act as a Councillor or non-Council Committee member unless and until ~~he or she~~ they signs the declaration of office.

- (3) Any suspected or actual breach by a Councillor ~~or non-Council Committee member~~ of the declaration of office shall be addressed in the same manner as the College addresses a breach or suspected breach of the Code of Conduct.

REMUNERATION OF COUNCILLORS AND COMMITTEE MEMBERS

- 3.4.** (1) Councillors and Committee members, other than Publicly-Appointed Councillors, may be paid for hours spent for preparation time, meeting time and travel time in accordance with the College's governance policies as approved by Council.
- (2) Councillors and Committee members, other than Publicly-Appointed Councillors, may be reimbursed for reasonable expenses in accordance the College's governance policies as approved by Council.

INDEMNIFICATION

- 3.5.** (1) Every Councillor, Committee member, officer, ~~and~~ employee, ~~agent and appointee of the College, including assessors, investigators and inspectors,~~ and each of ~~his or her~~ their heirs, executors and administrators and estate, respectively, shall from time to time and at all times be indemnified and saved harmless out of the funds of the College from and against:
- (a) all costs, charges, expenses, awards and damages whatsoever that ~~he or she~~ they sustains or incurs in any action, suit or proceeding that is brought, commenced or prosecuted against ~~him or her~~ them, for or in respect of any act, deed, omission, matter or thing whatsoever, made done or permitted by ~~him or her~~ them, in the execution of the duties of ~~his or her~~ their office; and
- (b) all other reasonable costs, charges, expenses, awards and damages that ~~he or she~~ they sustains or incurs in or in relation to the affairs of the College, except such costs, charges, expenses, awards or damages as are occasioned by ~~his or her~~ their own wilful neglect or default.
- (2) The College will purchase and maintain insurance to protect itself and its Councillors, Committee members, officers, ~~and~~ employees, ~~agents or appointees~~ and to provide coverage for the indemnity referred to in subsection (1).

Part 4—Meetings of Council and Committees

COMPOSITION AND DUTIES OF COUNCIL

- 4.1. (1) Council shall be composed of the Elected Councillors elected in accordance with section 3.1, the Academic Councillors selected in accordance with section 3.2, and the Publicly-Appointed Councillors appointed by the Lieutenant Governor in Council pursuant to section 6 of the Act.
- (2) Council has the duties set out in section 2.1 of the Code and as set out in these By-laws and the policies of the College.

REGULAR MEETINGS

- 4.2. (1) Council shall hold at least four regular meetings in each Fiscal Year.
- (2) A regular meeting of Council shall be called by the President.
- (3) At a regular meeting, Council may only consider or transact:
- (a) matters brought by the Executive Committee;
 - ~~(b)~~ recommendations and reports by Committees;
 - ~~(e)~~(b) motions or matters where notice was given by a Councillor at the preceding Council meeting or in writing to the Registrar at least 14 days before the meeting;
 - ~~(d)~~(c) matters which Council agrees to consider by a majority of those in attendance and voting; and
 - ~~(e)~~(d) routine and procedural matters in accordance with the rules of order.

SPECIAL MEETINGS

- 4.3. (1) A special meeting of Council may be called by the President or the majority of Councillors by submitting to the Registrar ~~a written request~~ direction for the meeting containing the matter or matters for decision at the meeting.
- (2) At a special meeting, Council may only consider or transact the specific matter or matters referred to in subsection (1).

NOTICE OF MEETINGS

- 4.4. (1) The Registrar shall provide notice ~~by Mail~~ to all Councillors at least 30 days before a regular meeting of Council.
- (2) The Registrar shall provide notice ~~by Mail~~ to all Councillors at least five days before a special meeting of Council.
- (3) The notice of any meeting of Council shall state the date, time, and location of the meeting, and the nature of the matter or matters to be considered at the meeting. Where the meeting is held by technological means, the notice shall include details on how to access the meeting.

- (4) A College employee involved in the activity of a Committee shall make reasonable efforts to notify all the Committee members of every Committee meeting and to arrange the meeting date and time based on the availability of the Committee members.
- (5) The date of notice shall be the date on which the notice was sent ~~if it was sent by email or five days after the notice was sent if it was sent by regular mail.~~
- (6) Reasonable notice of every meeting of Council shall be given to the Members, the Minister and the public as set out in section 7 of the Code.
- (7) Council meetings shall be open to the public except as provided in section 7 (2) of the Code.
- (8) No Council or Committee meeting shall be made void because of an inadvertent or accidental error or omission in giving notice. In addition, any Councillor may waive notice of a meeting and ratify, approve and confirm any proceedings taken at the meeting.

MEETINGS HELD BY TECHNOLOGICAL MEANS

- 4.5.**
- (1) Any meeting of Council or of a Committee or of a panel of a Committee may be held in any manner that allows all the persons participating to communicate with each other simultaneously and instantaneously. Meetings may be held wholly or partly by technological means.
 - (2) Persons participating in the meeting by such means are deemed to be present at the meeting.
 - (3) A vote called at a meeting under subsection (1) shall be taken in such a manner as determined by the President or Chair unless a member of Council, Committee or panel requests a roll call vote, in which case, a roll call vote shall be taken.
 - (4) ~~This section does not apply to hearings before a Committee or a panel of a Committee.~~

WRITTEN RESOLUTIONS

- 4.6.** A resolution in writing, signed by all persons entitled to vote on that resolution at a meeting of Council or a Committee, is as valid as if it had been passed at a meeting. This section does not apply to hearings before a Committee or a panel of a Committee.

MINUTES

- 4.7.**
- (1) The President shall cause the proceedings of Council meetings to be recorded. The Chair shall cause the proceedings of Committee meetings to be recorded.
 - (2) The written record of the proceedings of Council or Committee meetings when approved at a subsequent Council or Committee meeting, subject to any corrections made at a subsequent meeting, is conclusive proof of the accuracy of the contents of every such record.
 - (3) After its approval, the written record of every Council or Committee meeting shall be retained in keeping with College policies.

RULES OF ORDER

- 4.8. Kerr and King's Procedures for Meetings and Organizations, Third Edition, are the rules of order for meetings of Council and form part of these By-laws.

Part 5 — Conduct of Councillors and Committee Members

CONFLICT OF INTEREST - COUNCIL AND COMMITTEE MEMBERS

- 5.1. (1) A conflict of interest exists where a reasonable person would conclude that a Councillor or Committee member’s personal or financial interest may affect ~~his or her~~their judgment or the discharge of ~~his or her~~their duties to the College. A conflict of interest may be real or perceived, actual or potential, or direct or indirect.
- (2) All Councillors and Committee members have a duty to carry out their responsibilities in a manner that serves and protects the interest of the public. As such, they must not engage in any activities or in decision-making concerning any matters where they have a direct or indirect personal or financial interest. All Councillors and Committee members have a duty to uphold and further the intent of the Act to regulate the practice and profession of physiotherapy in Ontario, and not to represent the views of advocacy or special interest groups.
- (3) Without limiting the generality of subsection (1), a Councillor or Committee member’s personal or financial interests include the interests of the Councillor or Committee member’s ~~spouse or relative~~. For the purposes of this section, ~~the term “spouse” includes a person with whom the Councillor or Committee member has cohabited for at least one year and the term “relative” includes a person to whom the Councillor or Committee member is related by blood, marriage or adoption~~ a “relative” is a person who is related to another person in one of the following ways: spouse or common-law partner, parent, child, sibling, through marriage, or through adoption. ~~“Common-law partners” are people who have lived together as a couple for at least one year, or who have a child together, or who have entered into a cohabitation agreement.~~
- (4) Without limiting the generality of subsection (1), a Councillor or Committee member shall be perceived to have a conflict of interest in a matter and shall not serve on Council or its Committees at all if ~~he or she is~~they are a director, officer, committee member, employee or holder of any position of decision-making influence of any organization of physiotherapists that has as its primary mandate the promotion of the physiotherapy profession.
- (5) Without limiting the generality of subsection (1), a Councillor or Committee member shall be perceived to have a conflict of interest in a matter and should refrain from participating in any discussion or voting on that matter if ~~he or she is~~they are a director, officer, committee member, employee or holder of any position of decision-making influence of an organization where ~~his or her~~their duties may be seen by a reasonable person as influencing ~~his or her~~their judgment in the matter under consideration by Council or the Committee.
- (6) An individual who has a conflict of interest in a matter before Council or a Committee shall:
- (i) declare the conflict to the President, Registrar, Committee Chair or Chair of the panel at the time the individual identifies the conflict;
 - (ii) not participate in the discussion, consideration or voting on the matter;

- (iii) withdraw from the meeting or portion of the meeting when the matter is being considered; and
 - (iv) not attempt in any way to influence the voting or do anything that may be perceived as attempting to influence the decision of other Councillors or Committee members on the matter.
- (7) Every declaration of a conflict of interest shall be recorded in the minutes of the meeting.

CODE OF CONDUCT FOR COUNCILLORS AND NON-COUNCIL COMMITTEE MEMBERS

- 5.2. (1) Councillors and Non-Council Committee Members shall abide by the Code of Conduct for Councillors and Non-Council Committee Members that is attached as Appendix C and forms part of these By-laws.
- (2) Councillors and Non-Council Committee Members may be sanctioned in accordance with the procedures set out in the Code of Conduct.

~~SEXUAL ABUSE PREVENTION~~ COUNCILLOR ORIENTATION AND TRAINING

- 5.3. (1) All Councillors and Non-Council Committee Members shall participate in the required orientation and training, including sexual abuse prevention training, as set out in the College's governance policies approved by Council.

Part 6—Election of Executive Committee

ELECTION OF PRESIDENT AND VICE-PRESIDENT

- 6.1. (1) Council shall annually elect a President, a Vice-President and the three remaining members of the Executive Committee, who shall take office at the first regular Council meeting in the Fiscal Year and hold office until their successors take office.
- (2) Only Councillors are eligible to be elected to the Executive Committee.
- (3) The Registrar shall preside over the elections to the Executive Committee.
- (4) The election of the President and Vice-President shall be conducted in the following manner:
- (a) The Registrar shall call for nominations for the position of President.
 - (b) If only one candidate is nominated for the position of President, the Registrar shall declare that candidate elected by acclamation.
 - (c) If more than one candidate is nominated for the position of President, the Registrar shall conduct an election by secret ballot, which may be done electronically, as follows:
 - (i) Councillors will vote by ranking the candidates in order of preference, i.e., by marking a 1 for their first choice, a 2 for their second choice, and progressively higher numbers for each of their subsequent choices.
 - (ii) The Registrar will ~~ensure that~~ tabulate the scores given to each of the candidates ~~are tabulated~~.
 - (iii) The Registrar will declare the candidate with the lowest total score (i.e., the highest level of support) to be elected.
 - (iv) In the event of a tie for the lowest total score, a second vote will be conducted. The second vote shall only include the names of the candidates who tied for lowest total score. In the event of a tie following a second vote, the Registrar shall determine the election by a random draw from the names of the candidates who tied for lowest total score.
 - (d) Once the President has been elected, the process set out in paragraphs ~~(a), (b), and (c)~~ shall be followed for the election of the Vice-President.
- (5) If the office of the President becomes vacant, the Vice-President shall become the President for the remainder of the term of the office and the office of the Vice-President becomes vacant.
- (6) Council shall fill any vacancy in the office of Vice-President at a special meeting that the President shall call for that purpose as soon as possible after the vacancy is declared.
- ~~(7)~~ (8) The office of President or Vice-President becomes vacant if the holder of the office dies, resigns, ceases to be a Councillor, or is removed from office.
- ~~(7)~~ (8) If the President or Vice-President who is elected fails to be re-elected or appointed to Council and is therefore unable to serve as President or Vice-President, their position will be declared vacant and be filled at the first successive meeting of the Council in a manner consistent with the College by-laws.

ELECTION OF REMAINING EXECUTIVE COMMITTEE MEMBERS

- 6.2. (1) Upon completing the election of the President and Vice-President, the Registrar will call for nominations for the remaining members of the Executive Committee. The election of the members of the Executive Committee shall be conducted in the following manner:
- (a) If only three candidates are nominated for the remaining positions of the Executive Committee and the candidates meet the composition requirements set out in these By-laws, the Registrar shall declare those candidates elected by acclamation.
 - (b) If the candidates do not meet the composition requirements, the Registrar shall call for additional nominations.
 - (c) If more than three candidates are nominated for the remaining positions of the Executive Committee, then the Registrar shall conduct an election by secret ballot, which may be done electronically, as follows:
 - (i) Councillors will vote by ranking the candidates in order of preference, i.e., by marking a 1 for their first choice, a 2 for their second choice, a 3 for their third choice, and progressively higher numbers for each of their subsequent choices.
 - (ii) The Registrar will ensure that ~~tabulate~~ the scores given to each of the candidates are tabulated.
 - (iii) The Registrar will declare the three candidates with the lowest total scores (i.e., the highest levels of support) to be elected to the remaining positions of the Executive Committee, unless the composition requirements set out in these By-laws are not met in which case the Registrar shall declare the candidate with the next lowest score who meets the composition requirements to be elected.
 - (iv) Subject to the composition requirements set out in these By-laws, in the event of a tie for one of the three lowest scores, a second vote will be conducted but the second vote will only include the names of the candidates who tied. In the event of a tie following a second vote, the Registrar shall determine the election by a random draw from the names of the candidates who tied for lowest total score.
- (2) If a member of the Executive Committee who is elected fails to be re-elected or appointed to Council and is therefore unable to serve as a member of the Executive Committee, their position will be declared vacant and be filled at the first successive meeting of the Council in a manner consistent with the College by-laws.

DUTIES AND POWERS OF PRESIDENT AND VICE-PRESIDENT

- 6.3. (1) The duties of the President are to:
- (a) be cognisant of the affairs of the College;
 - (b) give or cause to be given notice of all meetings of Council and the Executive Committee;
 - (c) preside or ensure that a designate presides at all meetings of Council and meetings of the Executive Committee;

- (d) ensure that the College is represented at all relevant meetings;
 - (e) oversee the implementation of all orders and resolutions of the Executive Committee and Council;
 - (f) act as a liaison between the College and other professional organizations as appropriate; and
 - (g) perform other duties as outlined in the College’s governance policies as approved by Council.
- (2) The duties of the Vice-President are to,
- (a) act on behalf of the President in the President’s absence; and
 - (b) perform other duties as outlined in the College’s governance policies as approved by Council.
- (3) The President is the most senior official and representative of the College and the Vice-President shall assist the President in the discharge of the President’s duties.

Part 7—Statutory and Non-statutory Committees

STATUTORY COMMITTEES

The Executive Committee

- 7.1. (1) (a) The Executive Committee shall be composed of five persons of whom:
- (i) at least three are Councillors who are Members; and
 - (ii) at least one and not more than two are Publicly-Appointed Councillors.
- (b) In a manner consistent with subsection (1) (a), the President and Vice-President of the College shall be included in the membership of the Executive Committee.
- (c) The President of Council shall be the Chair of the Executive Committee.

The Registration Committee

- (2) (a) The Registration Committee shall be composed of at least five persons of whom:
- (i) at least one is an Elected Councillor;
 - (ii) at least one is an Academic Councillor;
 - (iii) at least two are Publicly-Appointed Councillors; and
 - (iv) at least one is a Non-Council Committee Member.
- (b) Quorum for panels of the Registration Committee is set out in subsection 17(3) of the Code.

The Inquiries, Complaints and Reports Committee

- (3) (a) The Inquiries, Complaints and Reports Committee shall be composed of at least ~~six~~five persons of whom:
- (i) at least two are Councillors who are Members;
 - (ii) at least two are Publicly-Appointed Councillors; and
 - (iii) at least one is a Non-Council Committee Member.
- (b) Quorum for panels of the Inquiries, Complaints and Reports Committee is set out in subsection 25 (3) of the Code.

The Discipline Committee

- (4) (a) The Discipline Committee shall be composed of at least 10 persons of whom:
- (i) at least two but no more than seven are Councillors who are Members;
 - (ii) at least three are Publicly-Appointed Councillors; and

- (iii) at least one is a Non-Council Committee Member.
- (b) Quorum for panels of the Discipline Committee is indicated in set out in subsection 38 (5) of the Code.

The Fitness to Practise Committee

- (5) (a) The Fitness to Practise Committee shall be composed of at least 10 persons of whom:
 - (i) at least two but no more than seven are Councillors who are Members;
 - (ii) at least three are Publicly-Appointed Councillors; and
 - (iii) at least one is a Non-Council Committee Member.
- (b) Quorum for panels of the Fitness to Practise Committee is set out in subsection 64 (3) of the Code.

The Quality Assurance Committee

- (6) The Quality Assurance Committee shall be composed of at least ~~six~~five persons of whom:
 - (a) at least two are Councillors who are Members;
 - (b) at least two are Publicly-Appointed Councillors; and
 - (c) at least ~~two are~~one is a Non-Council Committee Members.

The Patient Relations Committee

- (7) The Patient Relations Committee shall be composed of at least ~~four~~three persons of whom:
 - (a) at least ~~two are~~one is a Councillors who ~~are~~is a Members;
 - (b) at least one is a Publicly-Appointed Councillor; and
 - (c) at least one is a Non-Council Committee Member.

EXECUTIVE DELEGATION

- 7.2.** ~~Between the meetings of the Council, the Executive Committee has all the powers of the Council with respect to any matter that, in the Committee's opinion, requires immediate attention, other than the power to make, amend or revoke a regulation or by-law. The Executive Committee may exercise all the powers and duties of Council with respect to any matter that, in the opinion of the Executive Committee, requires attention between meetings of Council except to make, amend or revoke a regulation or by-law or unless the Executive Committee is otherwise restricted by the Executive Committee limitations established in the College's governance policies as approved by Council.~~

NON-STATUTORY COMMITTEES

The Finance Committee

- 7.3.** (1) The Finance Committee shall be composed of at least five Councillors, being:
- (a) the President and Vice-President; and

- (b) at least three other Councillors, at least one whom shall be a Publicly-Appointed Member.
 - (2) The Finance Committee shall have the duties set out in the College’s governance policies as approved by Council.
- 7.4. Council may, by resolution, establish non-statutory committees, [task forces and advisory groups](#). For each non-statutory committee, [task force or advisory group](#), Council shall specify in the resolution the duties and responsibilities of the committee, its composition and its termination date or event.

APPOINTMENT OF NON-COUNCIL COMMITTEE MEMBERS

- 7.5. (1) Council may appoint persons who are not Councillors to serve on both statutory and non-statutory Committees.
- (2) A Member is eligible for appointment to a Committee under this section if, on the date of the appointment, the Member meets the eligibility requirements set out in section 3.1.(8) of these By-laws and any other criteria set out in the governance policies as approved by Council.
 - (3) A person who is not a Member is eligible for appointment to a Committee under this section if, on the date of the appointment:
 - (a) the person resides in Ontario;
 - (b) the person is not the subject of a discipline or fitness to practise proceeding before any regulator;
 - (c) the person has not been found guilty of professional misconduct, to be incompetent or to be incapacitated by any regulator in the preceding six years;
 - ~~(d)~~ ~~the person has not had a certificate of registration revoked or suspended for professional misconduct, incompetence or incapacity at any time in the six years immediately before the appointment;~~
 - ~~(e)~~(d) the person has not been found to be mentally incompetent under the *Substitute Decisions Act, 1992*, or the *Mental Health Act*;
 - ~~(f)~~(e) the person has not been found guilty of an offence under the *Criminal Code* or the *Health Insurance Act* that is relevant to the person’s suitability to serve as a Committee member, unless a pardon or record suspension has been granted with respect to the finding;
 - ~~(g)~~(f) the person has not been disqualified or removed from Council or a Committee in the preceding three years;
 - ~~(h)~~(g) the person is not [and has not been in the 12 months before the appointment](#), a director, officer, committee member, employee or holder of any position of decision-making influence of any organization of physiotherapists that has as its primary mandate the promotion of the physiotherapy profession;
 - ~~(i)~~(h) the person does not hold [and has not held in the 12 months before the appointment](#), a responsible position with any organization or group whose mandate or interests conflict with the mandate of the College;
 - ~~(j)~~(i) the person is not an employee of the College;

- ~~(k)(j)~~ the person is not a participant (other than on behalf of the College) in a legal action or application against the College; and
- ~~(k)~~(k) the person meets any other criteria set out in the governance policies as approved by Council.
- (4) A Non-Council Committee Member who is a member is disqualified from serving on a Committee based on the grounds for disqualification as set out in section 3.1 (25).
- (5) A Non-Council Committee Member who is not a Member is disqualified from serving on a Committee if the person:
- (a) ceases to meet the requirements in subsection (2) or (3) (c), (d), (e), (g), (h), or (j), above, which shall result in automatic disqualification or if the person;
- ~~(a)~~(b) ceases to meet the requirements in subsection (3) (a), (i), or (k) above, which shall result in a vote by Council regarding disqualification of the Non-Council Committee Member;
- ~~(b)~~(c) fails to attend two consecutive meetings of the Committee without good reason in the opinion of Council; or
- ~~(c)~~(d) fails, in the opinion of Council, to discharge properly or honestly any office to which ~~he or she has~~they have been appointed.
- (56) If a Non-Council Committee Member who is not a Member becomes the subject of a discipline or fitness to practise proceeding before any regulator, they shall be suspended from serving on a Committee until the matter is resolved.
- (7) The determination of Council as to whether a person is eligible for appointment or becomes disqualified under this section is final and without appeal.

SELECTION OF STATUTORY AND NON-STATUTORY COMMITTEES AND COMMITTEE CHAIRS

- 7.6. (1) As soon as possible after the annual election of the President, the Vice-President and the Executive Committee, Council shall appoint the Chair and members of each Committee in accordance with the College's governance policies as approved by Council.
- (2) If any vacancies occur in the Chair or membership of any Committee, Council ~~or the Executive Committee~~ may appoint a replacement Chair or Committee member in accordance with the College's governance policies as approved by Council.
- (3) Where the Chair of a Committee is unable to act for a matter or a period of time, ~~he or she~~they shall appoint from the Committee a person to act on ~~his or her~~their behalf, ~~failing which the President shall appoint an acting Chair from the Committee. Where the Chair of a Committee is unable to act for more than two consecutive meetings, Council shall appoint a new Chair.~~

STATUTORY AND NON-STATUTORY COMMITTEE PROCEDURES

- 7.7. (1) Each Committee shall meet from time to time at the direction of Council ~~or the Executive Committee~~ or at the call of the Chair at a place in Ontario and at a date and time set by the Chair.

- (2) Subject to subsection (3), unless otherwise provided in the RHPA, the Act or the Regulations, a majority of members of a Committee, or of a panel of a Committee, including at least one Publicly-Appointed Councillor constitutes a quorum.
- (3) Unless otherwise provided in the RHPA, the Act or the Regulations, in exceptional circumstances, the Chair of a Committee may determine that a Committee meeting may proceed without the presence of at least one Publicly-Appointed Councillor.
- (4) The Chair or a designate shall preside over meetings of the Committee.
- (5) Every question which comes before the Committee may be decided by a majority of the votes cast at the meeting (including the Chair's) and, if there is an equality of votes on a question, the question shall be deemed to have been decided in the negative.
- (6) Every appointment to a Committee shall be made in accordance with the College's governance policies as approved by Council.
- (7) A Non-Council Committee Member is eligible for re-appointment to a Committee annually, except that a Non-Council Committee Member may not serve for more than nine consecutive years.
- (8) Where one or more vacancies occur in the membership of a Committee, the Committee members remaining in office constitute the Committee as long as any composition or quorum requirements in the RHPA, the Act or the Regulations are satisfied.
- (9) In addition to other provisions in these By-laws that permit the removal of a Committee member in specific circumstances, any Committee member may be removed from the Committee, with or without cause, by a two-thirds majority vote of the Councillors present at a Council meeting duly called for that purpose.

Part 8 — Members' Obligations

THE REGISTER

- 8.1. (1) (a) A Member's name in the register shall be the Member's full name and shall be consistent with the documentary evidence of the Member's training.
- (b) The Registrar may direct a Member's name in the register to be different than the documentary evidence of the Member's training if the Member applies and satisfies the Registrar that the Member has validly changed [his or her/their](#) name since [his or her/their](#) training and that the use of the newer name is not for an improper purpose.
- (c) The Registrar may give a direction under paragraph (b) before or after the initial entry of the Member's name in the register.
- (2) In addition to the information referred to in subsection 23 (2) of the Code, the following information shall be kept in the register:
- (a) the Member's name and any changes in the Member's name since [his or her/their](#) training;
- (b) the [last two digits of the](#) Member's registration number;
- (c) if the Member ceases to be a Member or has died, a notation of the reason the registration terminated or a notation that the Member has died and the date of death if known;
- (d) information on a former Member that was on the register just before the registration terminated (including due to death);
- (e) the name of the school from which the Member received [his or her/their](#) degree or diploma in physiotherapy and the date the Member received the degree or diploma;
- (f) all classes of certificate of registration held by the Member and the dates that each started and terminated;
- (g) the name, business address, and business telephone number of each current and previous Place of Practice of the Member [on or after April 1, 2018](#);
- (g.1) whether each current Place of Practice of the Member is barrier free;
- (h) a notation of which business address is the Member's primary Place of Practice;
- (i) *Rescinded March 20, 2018*;
- (j) for every matter that has been referred by the Inquiries, Complaints and Reports Committee to the Fitness to Practise Committee under section 61 of the Code and has not been finally resolved, until the matter has been resolved:
- (i) a notation of that fact, including the date of the referral; and
- (ii) the status of the Fitness to Practise hearing;
- (k) a notation of the fact and status of any appeal from a decision of the Discipline Committee or the Fitness to Practise Committee and the anticipated date of the hearing, if the date has been set;

- (l) any information jointly agreed to be placed on the register by the College and the Member;
- (m) where the Member’s certificate is subject to an interim order under section 25.4 or section 62 of the Code, a notation of that fact, the nature of the order and date that the order took effect;
- (n) where the Member’s certificate of registration is subject to a suspension for failure to pay a fee, the reason for the suspension and the date of the suspension in addition to the fact of the suspension;
- (o) *Rescinded, March 20, 2018;*
- (p) the Member’s name as used in their Place(s) of Practice;
- (q) the language(s) in which the Member is able to provide physiotherapy services;
- (r) the Member’s area(s) of practice and categories of patients seen;
- (s) ~~details of~~ the controlled acts (except performing the controlled act of communicating a diagnosis) and other statutorily authorized acts (such as procedures described in subsection 6 (2) of the *Healing Arts Radiation Protection Act* and procedures authorized to Members in regulations made under the *Laboratory and Specimen Collection Centre Licensing Act*) that the Member performs in the course of practising physiotherapy;
- (t) where there have been charges laid against a Member under the *Criminal Code* or the *Health Insurance Act*, made on or after July 1, 2015, or the *Controlled Drugs and Substances Act* made on or after May 1, 2018, and if the person against whom the charges were laid was a Member at the time of the charges, and if the charges are known to the College, a brief summary of:
 - (i) the charges;
 - (ii) the date the charges were laid; and
 - (iii) the status of the proceedings against the Member where known to the College;

provided that any such summary shall be removed upon the written request of the Member if the charges do not result in a finding of guilt against the Member;
- (u) a summary of any existing restriction imposed on or after July 1, 2015, on a Member by a court or other lawful authority and of which the College is aware that, in the reasonable discretion of the Registrar, may restrict or otherwise impact the Member’s right or ability to practise, may prompt a regulatory action on the part of the College or is connected to an existing or ongoing regulatory action by the College. The summary shall include the name of the court or other lawful authority that imposed the restriction and the date on which it was imposed;
- (v) where there has been a finding of guilt against a Member under the *Criminal Code* or the *Health Insurance Act*, made on or after July 1, 2015, or the *Controlled Drugs and Substances Act* made on or after May 1, 2018, if the person against whom the finding was made was a Member at the time of the finding, and if the finding is known to the College, a brief summary of:
 - (i) the finding;
 - (ii) the sentence, if any;

- (iii) where the finding is under appeal, a notation that it is under appeal until the appeal is finally disposed of; and
- (iv) the dates of (i) – (iii), where known to the College;
provided that any such summary shall be removed upon the written request of the Member if the finding is reversed on appeal or if the Member receives a pardon or record suspension;
- (w) whether, on or after July 1, 2015, the Member uses the services of physiotherapist assistants (whether employees or independent contractors) in the course of practising physiotherapy;
- (x) on or after July 1, 2015, information about the Member’s registration with any other regulated professions inside or outside of Ontario;
- (y) on or after July 1, 2015, information about the Member’s registration in any other jurisdictions as a physiotherapist or physical therapist;
- (z) where the College is aware, on or after July 1, 2015, that a finding of professional misconduct or incompetence or similar finding has been made against the Member by a body that governs a profession, inside or outside of Ontario, and that finding has not been reversed on appeal:
 - (i) information on the finding;
 - (ii) the name of the governing body that made the finding;
 - (iii) a brief summary of the facts on which the finding was based;
 - (iv) the penalty and any other orders made relative to the finding;
 - (v) the date the finding was made; and
 - (vi) information regarding any appeals of the finding;

provided that where a decision referred to in paragraph (z) is no longer available to the public in the originating jurisdiction, the information on the finding under paragraph (z) shall be removed from the register upon the written request of the Member.
- (aa) when a decision of the Inquiries, Complaints and Reports Committee, relating to a complaint or report made against the Member on or after July 1, 2015, includes or is contingent upon an undertaking to perform certain obligations given by the Member (except for an undertaking relating to the Member’s capacity):
 - (i) the undertaking;
 - (ii) a summary of the decision; and
 - (iii) where applicable, a notation that the decision has been appealed;

provided that where a decision referred to in paragraph (aa) is overturned on appeal or review, the summary under paragraph (aa) shall be removed from the register.
- (bb) when a decision of the Inquiries, Complaints and Reports Committee, relating to a complaint or report made against the Member on or after July 1, 2015, includes a caution:
 - (i) a summary of the decision; and

- (ii) where applicable, a notation that the decision has been appealed;
provided that where a decision referred to in paragraph (bb) is overturned on appeal or review, the summary under paragraph (bb) shall be removed from the register.
- (cc) when a decision of the Inquiries, Complaints and Reports Committee, relating to a complaint or report made against the Member on or after July 1, 2015, includes a requirement that the Member participate in a specified continuing education or remediation program:
 - (i) a summary of that decision;
 - (ii) where applicable, a notation that the decision has been appealed; and
 - (iii) a notation, if and when applicable, that the requirements of the specified continuing education or remediation program have been fulfilled or completed by the Member;
 provided that where a decision referred to in paragraph (cc) is overturned on appeal or review, the summary under paragraph (cc) shall be removed from the register.
- (3) All the information contained in the register is designated as public for the purposes of subsection 23 (5) of the Code.
- (4) (a) The Registrar may give any information contained in the register that is designated as public to any person in printed or oral form.
- (b) The Registrar may refuse to allow a person to obtain some or all of the information contained in the register that is designated as public if the Registrar has reasonable grounds to believe that the disclosure of the information may jeopardize the Member's safety.

INFORMATION TO BE PROVIDED BY MEMBERS

- 8.2.** (1) A Member shall provide the following to the College when requested to do so by the Registrar:
- (a) information required to be contained in the register by subsection 23 (2) of the Code;
 - (b) information required to be contained in the register by section 8.1 of these By-laws;
 - (c) information that the College is required to collect for the purpose of health human resource planning by the Minister by section 36.1 of the RHPA;
 - ~~(e)~~(d) [information that members are required to report under sections 85.6.1, 85.6.2, 85.6.3, and 85.6.4 of the Code;](#)
 - (e) the Member's date of birth;
 - ~~(e)~~(f) [the Member's gender](#)
 - ~~(e)~~ [the Member's electoral district;](#)
 - ~~(f)~~(g) the Member's home address;
 - ~~(g)~~(h) the Member's home telephone number, if available;
 - ~~(h)~~(i) the Member's mobile telephone number, if available;
 - ~~(i)~~(j) an email address for the Member that is distinct from the email address of any other Member;

- ~~(j)~~(k) the mailing address, and if different, the street address of each current and previous Place of Practice of the Member (provided that no client home address is required where the Member provides home care) and if available, the business facsimile number of each current Place of Practice;
- ~~(k)~~(l) the Member's employment information including the name and business address (including the email address) of the Member's employer, the name and business address (including the email address) of the Member's direct supervisor, the Member's job title, the Member's area and focus of practice, the Member's sector of practice, the Member's employment status (such as full or part-time status), and a description of the Member's place(s) of employment;
- ~~(k)~~.1 the street address of any location or facility where records related to the Member's practice are located;
- ~~(h)~~(m) the Member's practice hours, including the percentage of time spent in each area of practice;
- ~~(m)~~(n) whether the Member's preferred language of communication with the College is English or French;
- ~~(n)~~(o) the following information about any finding of professional misconduct or incapacity or similar finding that has been made against the Member by a body that governs a profession, inside or outside of Ontario, provided that the finding has not been reversed on appeal:
- (i) information on the finding;
 - (ii) the name of the governing body that made the finding;
 - (iii) the date the finding was made;
 - (iv) a summary of any order made; and
 - (v) information regarding any appeals of the finding;
- ~~(o)~~(p) whether the Member successfully completed the examination required for registration and if so, the date;
- ~~(p)~~(q) information required under section 85.6.1 of the Code about any finding of guilt of any offence against the Member made after June 3, 2009;
- ~~(q)~~(r) information required under section 85.6.2 of the Code about any finding of professional negligence or malpractice by a court against the Member made after June 3, 2009; and
- ~~(r)~~(s) information about any post-secondary education (full or partial degree, certificate or program courses) the Member has completed through a college or university, together with evidence of completion.
- ~~(s)~~(t) the following information about charges laid against the Member under the *Criminal Code* or the *Health Insurance Act*:
- (i) the charges;
 - (ii) the date the charges were laid; and
 - (iii) the status of the proceedings against the Member;

~~(t)~~(u) the following information about any restriction imposed on the Member by a court or other lawful authority:

- (i) the name of the court or other lawful authority that imposed the restriction;
- (ii) the date on which it was imposed;

~~(t)~~(v) the following information about a finding of guilt against the Member under the *Criminal Code*, or the *Health Insurance Act*, or the *Controlled Drugs and Substances Act*:

- (i) the finding;
- (ii) the sentence, if any;
- (iii) where the finding is under appeal, a notation that it is under appeal until the appeal is finally disposed of; and
- (iv) the dates of (i) – (iii), where known to the College;

- (2) A Member shall notify the Registrar in writing of any change to any previously provided information within 30 days of the change.

PROFESSIONAL LIABILITY INSURANCE

- 8.3.**
- (1) All Members who provide patient care in the practice of physiotherapy, whether in a paid or volunteer capacity, must hold professional liability insurance in accordance with this section.
 - (2) The professional liability insurance coverage referred to in subsection (1) may be obtained by the Member directly or may be provided through the policy of an employing agency so long as it covers the Member's entire practice of physiotherapy.
 - (3) The professional liability insurance referred to in subsection (1) must have:
 - (a) a liability limit of at least \$5,000,000 for any one incident; and
 - (b) a \$5,000,000 minimum for the annual policy period for each insured individual.
 - (4) The professional liability insurance referred to in subsection (1) must not be subject to a deductible.
 - (5) The professional liability insurance referred to in subsection (1) must provide coverage for incidents that occurred during the Member's physiotherapy practice and must provide coverage for claims made up to 10 years after the Member ceases practice.
 - (6) The professional liability insurance referred to in subsection (1) shall be subject only to such exclusions and conditions and terms as are consistent with standard insurance industry practices.
 - (7) Within 30 days of any request by the College, a Member required to hold the professional liability insurance referred to in subsection (1) shall provide current documentary proof, acceptable to the Registrar, that ~~his or her~~their professional liability insurance coverage complies with the requirements set out in this section.

FEES – REGISTRATION

- 8.4. (1) (a) Upon application for registration, every applicant shall pay a non-refundable application fee and a non-refundable registration fee.
- (b) The application and registration fees are as follows:

Application fee	For an initial application or re-application	\$100.00
Certificate of Registration Authorizing Independent Practice	For a certificate issued until the next March 31 (the College may in its discretion pro-rate registration fees for part year certificates or may bank registration fees for the future credit of a Member for part year certificates in accordance with Appendix B)	\$575.00
Certificate of Registration Authorizing Provisional Practice		\$ 75.00

- (2) (a) Every Member with a certificate of registration authorizing independent practice shall pay a non-refundable renewal fee as follows:

Certificate of Registration Authorizing Independent Practice	For a certificate issued until the next March 31 (the College may in its discretion pro-rate renewal fees for part year certificates or may bank renewal fees for the future credit of a Member for part year certificates in accordance with Appendix B)	\$575.00
--	---	----------

- (3) (a) The renewal fee is due on or before March 31 in each membership year.
- (b) If a Member holding a certificate of registration authorizing independent practice fails to pay a renewal fee on or before the day on which the fee is due, the Member shall pay a penalty in addition to the renewal fee, as follows:

Certificate of Registration Authorizing Independent Practice – Penalty	\$225.00
--	----------

- (4) If the Registrar suspends a Member’s certificate of registration for failure to pay a prescribed fee in accordance with section 24 of the Code, the Registrar shall terminate the suspension on:
 - (a) completion of a new application form (in the form of an initial application form) and payment of a new initial application fee; and
 - (b) payment of:
 - (i) all outstanding amounts owing to the College, including the current renewal fee; and
 - (ii) any applicable penalties relating to such outstanding amounts.
- (5) In addition to the amounts set out in subsections (1), (2) and (3), any outstanding fees owing to the College in respect of any decisions made by a Committee and any fees payable under these By-laws will be added to and included in the annual renewal fees.

FEES – REINSTATEMENT

- 8.5.** A person whose certificate of registration was suspended or revoked by a panel of the Discipline Committee or the Fitness to Practise Committee and who applies for reinstatement of his or her/their certificate of registration pursuant to section 72 of the Code shall pay:
- (a) if the person’s certificate of registration was suspended or revoked by a panel of the Discipline Committee, at the time the person makes the first such application, a fee of 1.5 times the fee for a certificate of registration authorizing independent practice;
 - ~~(a)~~(b) if the person’s certificate of registration was suspended or revoked by a panel of the Fitness to Practise Committee, at the time the person makes the first such application, the fee for a certificate of registration authorizing independent practice; and
 - ~~(b)~~(c) at the time the person makes the second or any subsequent application, a fee of 3 times the fee for a certificate of registration authorizing independent practice.

FEES – GENERAL

- 8.6.** (1) The Registrar may charge a fee for anything he or she is/they are required or authorized to do under the RHPA, the Code, the Act, the Regulations or the By-laws.
- (a) The fees for anything the Registrar is required or authorized to do, except for the fees for those things that are set out in these By-laws, are the fees set by the Registrar.
 - (b) ~~The fee for a report regarding the results of a Council election from the electronic voting organization is \$150.00.~~
 - (c) The fee for a copy of any College information or documents required to be provided under sections 3.1(2) or 23(12) of the Code shall be the actual costs to the College of providing the copies.
 - (d) The fee for a letter of Professional Standing is \$50.00.
 - (e) The fee for a returned cheque is \$50.00.
 - (f) The fee for an official certificate of registration with embossed gold logo (also known as a “wall certificate”) is \$25.00.

- (2) The Registrar may charge Members a fee for anything that a Committee is required or authorized to do under the RHPA, the Code, the Act, the Regulations or the By-laws.
- (a) The fees for the following programs or services that Committees are:
- (i) for the College Review Program – the actual cost of the program to a maximum of \$500.00;
 - (ii) for an Onsite Assessment – the actual costs of the assessment to a maximum of ~~\$500.00~~\$1000 (this does not apply to those Members who are ~~randomly~~ selected or volunteer for the annual Quality Assurance Program Competency Assessment process, or who are at the completion of a first cycle of remediation or enhancement at the direction of the Quality Assurance Committee);
 - (iii) for the first ten hours of the first cycle of any specified continuing education or remediation ~~or enhancement~~ program that a Member volunteers for or undertakes at the direction of the Quality Assurance Committee – no charge. All successive hours are billed at the rate of \$100.00 per hour;
 - (iv) for any course or program the College provides to a Member pursuant to an order of the Discipline Committee, Fitness to Practise Committee or Registration Committee – the cost associated with providing the program to the Member;
 - (v) for a specified continuing education or remediation program as required by the Inquiries, Complaints and Reports Committee – the cost associated with providing the program to the Member, and
 - (vi) for fees that the Member agrees to pay in relation to an Acknowledgement & Undertaking– the cost specified in the written agreement.

Part 9 – Professional Corporations

THE REGISTER

- 9.1.** (1) In addition to the information referred to in subsection 23 (2) of the Code, the following information shall be kept in the register,
- (a) the name of the professional corporation as registered with the Ministry of Government and Consumer Services;
 - (b) any business names used by the professional corporation,
 - (c) the name, as set out in the register, and registration number of each shareholder of the professional corporation;
 - (d) the name, as set out in the register, of each officer and director of the professional corporation, and the title or office held by each officer and director;
 - (e) the primary business address, telephone number, and email address of the professional corporation, and if available, the facsimile number;
 - (f) the address and telephone number of all other locations, other than residences of clients, at which the professional services offered by the professional corporation are provided; and
 - (g) a brief description of the professional activities carried out by the professional corporation.
- (2) The information specified in subsection (1) is designated as public for the purposes of subsection 23 (5) of the Code.
- (3) Every Member of the College shall, for every professional corporation of which the Member is a shareholder, provide in writing the information required for the register in subsection (1) on the application and annual renewal forms for a certificate of authorization, upon the written request of the Registrar within 30 days and upon any change in the information within 30 days of the change.

FEES – PROFESSIONAL CORPORATION

- 9.2.** (1) The application fee for a certificate of authorization, including on any reinstatement of a certificate of authorization, for a professional corporation is \$700.00.
- (2) The fee for the annual renewal of a certificate of authorization is \$250.00.
- (3) [The fee for an official certificate of authorization with embossed gold logo is \\$25.00.](#)

Part 10 — Council Approval

COUNCIL APPROVAL

APPROVED BY COUNCIL ON March 22, 2017 as confirmed by the signatures of the President and Vice-President of the College.

President

Vice-President

Appendix A

DECLARATION OF OFFICE FOR COUNCILLORS

I, _____, (Name of Councillor) hereby agree that I will:

- Accept the office as a duly elected, selected or appointed Councillor or non-Council Committee member of the College of Physiotherapists of Ontario;
- Act at all times, while serving as a Councillor or non-Council Committee member, to fulfil the statutory duty of the Colleges “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” (Section 2.1 of the Health Professions Procedural Code, being Schedule 2 to the *Regulated Health Professions Act, 1991*);
- Act at all times, while serving as a Councillor or non-Council Committee member, to fulfil the statutory duty of the College to serve and protect the public interest while carrying out the objects of the College (Section 3 of the Health Professions Procedural Code, being Schedule 2 to the *Regulated Health Professions Act, 1991*. A copy of the objects are set out in Schedule 1 to this Declaration);
- Comply with the College’s Code of Conduct, as amended by Council from time to time, including the confidentiality obligations contained therein; and
- Comply with the other policies of the College applicable to Councillors and non-Council Committee members, as amended by Council from time to time.

[Councillor Signature]

Witness Signature

Date

Name of Witness

SCHEDULE 1 TO THE DECLARATION OF OFFICE FOR COUNCILLORS – OBJECTS OF THE COLLEGE

The College has the following objects:

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

Appendix B

REGISTRATION FEES DISCRETION

Pro-Rated Fees

- Physiotherapists who register in the independent practice category after April 1 will only pay for the number of days remaining until the end of the renewal year (March 31), in which they register with the College.

Fee Credits - Effective April 1, 2014

- Physiotherapists who resign more than three months before the end of the registration year (that is a resignation that occurs prior to December 31st in any registration year) will be eligible to receive a fee credit if they are resigning for any of the following reasons:
 - Education leave;
 - Health-related leave;
 - Compassionate/Bereavement/Family-related leave;
 - Maternity/Parental leave
 - Individuals who retire and then re-apply within one year
 - Moving out of province.
- The fee credit is based on the number of days not used in the registration year.
- The fee credit can be applied to the following fees, up to one year from the date of resignation or 18 months in the case of a maternity or parental leave:
 - Fees for online requests (letters of professional standing and wall certificates)
 - Renewal fee
 - application fee
 - initial registration fee
 - late renewal fee.
- Physiotherapists resigning in the final three months of the registration year are not eligible for a fee credit.
- The minimum period of leave to be eligible to receive a fee credit is three months.
- Fee credits will expire one year after the date of resignation if the resignation was for any of the following reasons:
 - Education leave;
 - Health-related leave;
 - Compassionate/Bereavement/Family-related leave;
 - Individuals who retire and then re-apply within one year;
 - Moving out of province; and
 - 18 months in the case of Maternity/Parental leave.

- Fee credits are transferable into the next registration year.
- There are no fee refunds.

Appendix C

CODE OF CONDUCT

Title:	Code of Conduct
Applicable to	Members of Council and Council Committees
Date approved:	December 2003
Date revised:	June 2006, March 2008, June 2010, February 2013, June 2014, March 2017

Purpose

Councillors and Committee members make decisions in the public interest, balancing this responsibility with an understanding of the profession and the settings in which it practices. They establish the College's goals and policies within its statutory mandate.

All Councillors and members of College committees are expected to exhibit conduct that is ethical, civil and lawful, in a manner that is consistent with the nature of the responsibilities of Council and the confidence bestowed on Council by the public and its registrants. The role of a non-Council committee member is considered comparable to that of a Councillor due to their direct participation in the committees that assist Council in fulfilling its statutory duties. Further, Councillors and members of Council committees are expected to aspire to excellence in their roles as governors.

This Code of Conduct serves to provide Council, and its Committees with high standard of conduct to guide and support their work in the best interests of the College, its legislative mandate, and the public. Each individual, and the group as a whole, is accountable for its conduct and performance.

Performance Expectations

In performing his/her role, each Councillor and Committee member will:

1. Promote the public interest in his/her contributions and in all discussions and decision-making.
2. Direct all activities toward fulfilling the College's objects as specified in the legislation.
3. Comply with the provisions of the Regulated Health Professions Act, the Physiotherapy Act, the regulations made under these acts and the by-laws of the College.
4. Conduct him/herself in a manner that respects the integrity of the College by striving to be fair, impartial and unbiased in his/her decision making.
5. Refrain from engaging in any discussion with other Council or committee members that takes place outside the formal Council or committee decision making process and that is intended to influence the decisions that the Council or a committee makes on matters that come before it.
6. Respect the power, authority and influence associated with his/her role and not misuse this for personal gain.

7. Recognize, understand and respect the roles and responsibilities of Council, committees and staff and maintain respectful working relationships with other Council members, committee members and staff members. This includes acknowledging the appropriate authorities of the Registrar and the President.
8. Acquire, apply and maintain knowledge of Council and committee policies, procedures, relevant legislation, College functions and current issues facing the College and the committees he/she participates in.
9. When personal circumstances may affect his/her ability to function objectively in his/her role, address the conflict situation by complying with the College by-laws that govern conduct in this situation by, as a minimum, declaring the conflict, abstaining from discussing or voting on the matter and removing oneself from the meeting.
10. Maintain the confidentiality of information coming into his/her possession in keeping with the provisions set out in the RHPA and the confidentiality policies of the College.
11. Maintain appropriate decorum during all Council and committee meetings by adhering to the rules of order adopted by the Council.
12. Review and consider the information provided for Council and committee meetings and identify any information to enhance effective Council and committee decision-making as needed.
13. Respect the views and the expertise of other Council and Committee members and appreciate the opportunity for varied viewpoints to be brought forward, considered and resolved through robust discussion.
14. Publicly uphold and support the decisions of Council and respect the President's role as Council spokesperson.
15. Attend meetings to the best of his/her ability and be available to mentor and assist new members.
16. Regularly evaluate his/her individual performance, and that of the collective to assure continuous improvement.
17. Promote general interest in the physiotherapy community for Council and non-Council positions.

Sanctions

1. All concerns related to the conduct or performance of a Councillor or of a Council committee member should be brought to the attention of the President of the College.
2. All concerns must be documented, specifically the questionable conduct or performance, in sufficient detail to enable it to be understood. The document should identify the element (s) of the Code that is of concern and include, where relevant, any supporting evidence.
3. After review of the material and dependent on the issue, the President has the discretion to either meet with the Councillor or Committee member and provide individual coaching, or to raise the matter for Council's consideration. At any time the President may seek advice from the Executive Committee and/or the Registrar. All decisions taken are to be recorded and kept in the member's corporate file.
4. When the President identifies that an alleged breach of this Code of Conduct may have occurred and raises it for Council's consideration, Council shall adopt a process to deal with the alleged breach that is consistent with the rules of order of Council and that provides the person whose conduct has been called into question with an opportunity to explain his/her actions.

5. When Council determines that a breach of the Code of Conduct did take place, the Council may, on the basis of a resolution that has been properly moved, seconded and assented to by two thirds of Councillors, impose a sanction that may include one or more of the following:
 - a. Requesting a change in the behaviour of the person;
 - b. Requesting that the person apologize for his/her behaviour;
 - c. Censuring the person for his/her behaviour;
 - d. Declining to appoint a person to any committee or to a specific committee;
 - e. Declining to provide confidential information to the person, in circumstances where concern over breach of confidentiality has occurred;
 - f. Requesting the person's resignation from the Council, committee or other activity in which he/she had been acting on behalf of the College;
 - g. Removing an Elected Councillor or Academic Councillor from the Council, committee or other activity in which he/she had been acting on behalf of the College in accordance with the by-laws;
 - h. Removing a Publicly-Appointed Councillor appointed by the Lieutenant Governor from the committee or other activity that he/she had been acting on, on behalf of the College in accordance with the by-laws; or
 - i. Requesting that the Minister remove a Publicly-Appointed Councillor from the Council.
6. If the Council removes an Elected Councillor it shall treat the circumstances as if the vacancy was a result of the resignation of the Councillor.

Procedural and Other Safeguards

1. In determining whether to impose a sanction, and which sanction to impose, Council shall be mindful of the general principle that sanctions are to be remediative not punitive.
2. Council shall not consider whether to impose a sanction without first providing the person with an opportunity to address Council personally or through legal counsel.
3. A resolution of at least two thirds of the Councillors at a meeting duly called for that purpose shall be required to sanction a member.
4. A Councillor whose conduct or performance is the subject of concern may attend but shall not take part in any Council deliberation respecting his/her conduct or performance and if the person is the subject of a vote taken under this Code of Conduct, he/she shall not vote on the matter.
5. A Councillor whose conduct or performance is the subject of concern shall be excluded from other Council deliberations pending the decision on [his or her/their](#) conduct.
6. Any deliberation or vote taken under this Code of Conduct shall be public except in circumstances where information presented during the deliberation may be detrimental to the person whose conduct or performance is the subject of concern (e.g. information on [his or her/their](#) health status is presented).
7. The College will not be responsible for any costs of the Councillor or Committee member whose conduct is being examined.



COLLEGE OF
PHYSIOTHERAPISTS
of ONTARIO

2018

Governance Manual



Governance Manual

March 2018

INDEX

Section 1.0 Roles & Responsibilities

- 1.1 [Role of Council](#)
- 1.2 [Role of a Council member](#)
- 1.3 [Role of a Committee Chairperson](#)
- 1.4 [Role of a Non-Council Committee member](#)
- 1.5 [Role of President](#)
- 1.6 [Role of Vice President](#)
- 1.7 [Role of Registrar](#)
- 1.8 [Role of Canadian Alliance of Physiotherapy Regulators \(CAPR\) Board Nominee/Director](#)

STATUS¹

Confirmed, December 2011
Revised, February 2013
Revised, February 2013
Revised, February 2013
Revised, March 2014
Revised, March 2014
Revised, February 2013
Approved, March 20, 2018

Section 2.0

~~2.1~~

~~Rescinded, September 2017~~

Section 32.0 Terms of Reference

- ~~23.1~~ [Inquiries, Complaints and Reports Committee – Statutory](#)
- ~~23.2~~ [Discipline Committee – Statutory](#)
- ~~23.3~~ [Executive Committee – Statutory](#)
- ~~23.4~~ [Fitness to Practise Committee – Statutory](#)
- ~~23.5~~ [Patient Relations Committee – Statutory](#)
- ~~32.6~~ [Quality ~~Management Assurance~~ Committee – Statutory](#)
- ~~32.7~~ [Registration Committee – Statutory](#)
- ~~32.8~~ [Finance Committee – Non-Statutory](#)
- ~~32.9~~

Revised, September 2013
Revised, September 2013
Revised, March 2015
Revised, September 2013
Revised, September 2013
Revised, September 2013
Revised, September 2013
Revised, September 2013
Revised, September 2013
Rescinded, February 2013

Section 43.0 Confidentiality

- ~~43.1~~ [Confidentiality – General](#)
- ~~4.2~~
- ~~4.3~~ ~~2~~ [College Privacy Code – Request for Access or Corrections and Compliance Concerns](#)
- ~~4.4~~

Revised, February 2013
~~Rescinded, February 2013~~
Approved, September 2010
~~Rescinded, February 2013~~

Section 54.0 Finance

- ~~54.1~~ [Honoraria and Expenses](#)
- ~~5.2~~
- ~~5.34.2~~ [Signing Officers](#)
- ~~5.44.3~~ [Investments and Investment Strategy](#)
- ~~5.54.4~~ [Insurance](#)
- ~~5.6~~
- ~~5.74.5~~ [Capital Assets](#)
- ~~5.8~~ [Strategic Planning Cycle](#)

Revised, December 2017
~~Rescinded, February, 2013~~
Revised, March 2014
Confirmed, September 2011
Confirmed, December 2011
~~Rescinded, February 2013~~
Confirmed, September 2011
~~Revised, February 2013~~

¹ This refers to the date of the most recent approval or revision or whether it is under review



Section 65.0 Policy

6.1		Rescinded, February, 2012
6.25.1	<u>College Policy Review Schedule</u>	Revised, March 2014
6.35.2	<u>Approval of Official Documents Positions</u>	Revised, September 2010
6.4	<u>Partnerships in Advancing Public Policy</u>	Approved, March 2012
6.4.15.3	<u>Elected Officers</u>	Approved, February 2013

Section 76.0 Stakeholders

7.1		Rescinded, February, 2013
7.26.1	<u>Intellectual Property and Related Uses</u>	Revised, March 2011

Section 87.0 General

7.1	<u>Strategic Planning Cycle</u>	Revised, February 2013
8.1	<u>Orientation Program</u>	Revised, February 2013
8.1.1-7.2	<u>Succession Planning</u>	Revised, March 2014
8.27.3	<u>Public Member Representation on College</u>	Confirmed, September 2010
8.37.4	<u>Public Member Attendance at Committee Meetings</u>	Revised, September 2010
8.47.5	<u>Selection of Individuals to Committees, Task Forces and Advisory Groups</u>	Revised, March 2014
8.57.6	<u>Performance Review Process for Registrar</u>	Revised, March 2015
8.67.7	<u>Emergency Management Plan</u>	Approved, March 2011
8.77.8	<u>Election Campaign</u>	Revised, February 2013
8.8		Rescinded, March 2015
8.97.9	<u>External Award Program</u>	Revised, March 2014
8.107.10	<u>Council Education</u>	Revised, March 2013
8.117.11	<u>Council – Staff Relations</u>	Revised, March 2014
8.127.12	<u>Appointment of a Task Force and/or an Advisory Group</u>	Approved, March 2010
8.13		Rescinded, February 2013
8.14		Rescinded, February 2013
8.157.13	<u>Specialty Designation</u>	Approved, March 2012
7.14	<u>Council In Camera Minutes – Storage and Access</u>	<u>Proposed</u>

Section 98.0 Evaluation

98.1	<u>Measurement and Reporting</u>	Revised, March 2015
------	----------------------------------	---------------------



Summary of changes:

- Update the “Primary Function” section to align with the mandate of the College and duties of Council as defined in the Health Professions Procedural Code.
- Other changes for clarity and to align with current practice.

Section:	Roles & Responsibilities	Policy #1.1
Title:	Role of Council	
Date approved:	June 2002	
Date revised:	June 2006, June 2007, December 2009	
Date confirmed:	December 2011	

Legislative References

1. Physiotherapy Act: 6
2. Health Professions Procedural Code: [2.1, 3](#), 4, 5, 6, 7, 8, 9, 10
3. Regulated Health Professions Act, 1991: 2, 3, 4, 5, 6

Definition

The Council of the College is its board of directors and consists of ~~seventeen~~ appointed and elected members as defined in the Physiotherapy Act.

Primary Function

~~The Council is accountable for providing strategic leadership to the College within its statutory mandate and with a view to regulating within the Ontario health system. The Council aims for governance excellence in the monitoring and directing of the affairs of the College in an effort to instill public confidence and trust.~~

~~Council is the College’s board of directors who manages and administers its affairs.~~

~~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.~~

~~The College’s objects are defined in s. 3 of the Code.~~

Specific Responsibilities

In carrying out its role, the College Council will:



1. Fulfill the legislated responsibilities in the *Regulated Health Professions Act*, the *Code* and the *Physiotherapy Act* and ensure that all other statutory responsibilities of the College, its committees and its employees are upheld.
2. Understand the objects of the College and ~~the Council's definition of their direction~~ ensure that it achieves them.
3. Establish rules of order for use during Council and committee meetings.
4. Review and approve College governance policies, regulations, by-laws, standards, ~~guidelines and position statements,~~ Council policies and Committee policies.
5. Establish and promote the College's mission, vision and values.
6. Develop and approve the strategic direction of the College and monitor the work of Council and its committees to ensure ~~goal~~ achievement of goals.
7. Use the College's strategic plan to direct its activities and allocate its resources by setting ~~broad~~ budget priorities, and approve budgets based on these priorities.
8. Receive reports from all statutory committees, non-statutory committees, task forces, the President and the Registrar.
9. Consider and recommend the legislative changes necessary for the College to meet its mandate.
10. Appoint the College Registrar and receive ~~an annual~~ regular reports on the Registrar's performance.
11. Appoint the College auditor.
12. Annually elect the ~~College directors and officers~~ President, Vice President, and members of the Executive Committee, and appoint ~~its~~ the Chair and members of each College committees.
13. Establish non-statutory committees and task forces.
14. Develop, monitor and evaluate the governance, financial management and reporting frameworks of the College.
15. ~~Measure-Monitor~~ and evaluate on an ongoing basis whether the College is meeting its statutory mandate ~~the College's performance related to its mandate and assess the College's achievement of stated goals and directions.~~
16. Make decisions respecting the appropriate sanctions for violation of the College's Code of Conduct.

Summary of changes:



- Added the requirement to be available to mentor and assist new Council member, based on the Working Group's earlier recommendation to move that content from the Code of Conduct into the governance policies.
- Removed the section related to conflict of interest as that is already addressed in detail in By-law 5.1.
- Removed the reference to committee term limits. Instead, the Working Group suggested that term limits be included in the Terms of Reference for each Committee.

Section:	Roles & Responsibilities	Policy #1.2
Title:	Role of a Council Member	
Date approved:	June 2002	
Date revised:	June 2006, June 2007, September 2009, February 2013	

By-law references:

1. By-law sections 3, 5, Appendix A, Appendix C

Definition

Council members are either physiotherapists or members of the public. Physiotherapists are elected by their peers through district elections for the purpose of carrying out the self-regulatory function. Two academic members are selected by the academic community. Public members are appointed by the Lieutenant Governor in Council to bring the public perspective to Council discussions.

Primary Function

Council members are committed to the mandate of the College and bring individual perspective to collective decision making in the public interest. A council member is responsible for contributing fully to debates and decisions of Council and those committees on which they serve.

Specific Responsibilities

1. Serve on Council and at least one statutory committee to which they are appointed.
2. Serve on additional committees or task forces as required.
- ~~2.~~3. Attend required orientation(s).
- ~~3.~~4. Review all materials sent in advance for Council and Committee meetings and demonstrate a reasonably comprehensive knowledge of it.
- ~~4.~~5. Acquire and apply a working knowledge of the statutory requirements and policies related to their specific Statutory Committee(s).
- ~~5.~~6. Develop and maintain knowledge of the regulatory framework of the College and current issues facing Council.



- 7. Be available for meetings and attend them.
- ~~6-8. Be available to mentor and assist new Council members.~~
- ~~7-9.~~ Contribute to Council and Committee discussions.
- ~~8-10.~~ Raise issues in a respectful manner that encourages open discussion.
- ~~9-11.~~ Demonstrate independent judgment through ~~his or her~~their willingness to voice concerns, take an independent stand or espouse an unpopular or controversial idea.
- ~~10-12.~~ Understand, respect and adhere to the rules of order and the Code of Conduct as prescribed by Council.
- ~~11-13.~~ Acquire a working knowledge of health system issues and financial issues relevant to the role of a Council member.
- ~~12-14.~~ Raise matters arising in the broader environment for Council consideration for action.
- ~~13-15.~~ Publicly support the decisions of Council providing rationale as requested.
- ~~14-16.~~ Redirect matters to ~~college staff~~the President as appropriate.
- ~~15. If subject to a complaint that is relevant to their Council or Committee activity, declare a conflict of interest and, subject to the receipt of advice from legal counsel, the President, or the Registrar, withdraw from Council or committee participation until the matter has been disposed of.~~

Terms of Office

1. Elected Council members are eligible to serve a maximum of ~~three years in one term, three consecutive three year terms~~ to a maximum of nine consecutive years.
2. The appointment of Academic Council members is determined by By-law 3.2(4).
3. Public appointees serve terms as approved by the Lieutenant Governor.
4. Appointment to a statutory committee is one year renewable annually ~~in June to a maximum of nine times on any one Committee, except for the Executive Committee, which has a maximum of five, one year terms during any period of consecutive service on Council.~~



Summary of changes:

- Various changes for clarity and to align with current practice.

Section:	Roles & Responsibilities	Policy #1.3
Title:	Role of a Committee Chairperson	
Date approved:	June 2002	
Date revised:	June 2006, September 2007, September 2009, February 2013	

By-law references:

1. By-law sections 7.6, 7.7

Primary Function

The Committee Chairperson is a member of a statutory Committee, non-statutory Committee or task force and is appointed by Council to serve as Chairperson.

The Chairperson provides leadership and direction to the Committee or task force to ensure it fulfills its mandate. The Chairperson is accountable to Council through regular reporting on Committee activity and progress. The Chairperson collaborates with an identified senior staff person to facilitate the ongoing management of the Committee's work.

Specific Responsibilities

Committee or Task Force Chairpersons are expected to:

1. Provide direction and guidance to the Committee in keeping with its Council approved terms of reference and any related legislative responsibilities.
2. Utilize the Council selected rules of order, approved by-laws, ~~and~~ code of conduct and governance policies in overseeing Committee meetings.
3. Collaborate with appropriate staff to:
 - a. orient new Committee members;
 - b. develop the agenda;
 - c. identify policy issues for consideration by Council where appropriate;
 - d. prepare Committee reports and recommendations for presentation to Council;
 - e. develop objectives and long range plans for Committee consideration; and
 - f. identify budget and business plan implications for the Registrar.
4. Encourage broad respectful debate amongst members in achieving decisions or direction on Committee matters.



5. Manage Committee function and introduce strategies to resolve conflicts when they arise. When the issues are not manageable, consult with the President. Manage circumstances where Committee function is less than optimum, including introducing strategies to resolve conflicts which may arise. In such circumstances, consultation with the President may be of assistance.
6. Act as the principal spokesperson for the Committee in reporting to Council at all ~~general and annual~~ meetings.
7. Raise matters arising in the broader environment related to committee mandate for Council consideration for action.
8. Conduct regular evaluation of Committee members and processes to ensure high levels of performance.
9. Where a committee chair identifies a performance issue or concern with a committee member, inform the President in order to facilitate the ability of the President to manage the issue or concern appropriately.
10. Attend required orientation(s).
11. Be available to mentor and assist new Committee members.
- 9.12. To authorize a committee member to claim additional preparation time above what is allowed in the Honoraria and Expenses Policy.

Terms of Office

1. Committee Chairs are nominated by the Executive Committee and appointed annually by Council members at the ~~June annual general~~ meeting. The number of times a Council member can be appointed as a Chair to any particular Committee, ~~other than the Executive Committee,~~ is nine times.
2. Committee members may serve as Chair when it is in the best interest of the continuity of the ongoing work of the Committee.



Summary of changes:

- Changes to create consistency with Policy 1.2 (Role of a Council member).
- Change to Item 9 in recognition that not all matters discussed and decided at Committee are confidential in nature.

Section:	Roles & Responsibilities	Policy #1.4
Title:	Responsibility of a Non-Council Committee Member / Member of a Task Force and Advisory Groups	
Date approved:	June 2002	
Date revised:	June 2006, June 2007, March 2010, February 2013	

By-law references:

1. By-law section 7.5

Definition

Committee members and members of a Task Force or an Advisory Group are appointed in accordance with College By-laws and established selection criteria.

Primary Function

Committee members and members of a Task Force or an Advisory Group are working participants of Council statutory committees, task forces and advisory groups and facilitate the achievement of desired outcomes as approved by the Council.

Specific Responsibilities

1. Serve on the Committee, Task Force or Advisory Group to which they are appointed.
2. Attend ~~specific required~~ orientation-(s).
3. Review all materials sent in advance of meetings.
4. Acquire and apply a working knowledge of the statutory requirements, terms of reference, and policies related to the Committee, Task Force or Advisory Group.
- ~~5.~~ Be available for meetings and attend them.
- ~~5-6.~~ Be available to mentor and assist new Committee members.
- ~~6-7.~~ Raise issues in a respectful manner that encourages open discussion.
- ~~7-8.~~ Demonstrate independent judgment through ~~his or her~~their willingness to voice concerns, take an independent stand or espouse an unpopular or controversial idea.
- ~~8-9.~~ Understand, respect, and adhere to the rules of order and the Code of Conduct.



~~9.10.~~ 9.10. Maintain confidentiality of ~~all~~ matters discussed and ~~all~~ decisions made at Committee that are confidential in nature.

~~10. If subject to a complaint that is relevant to their Committee activity, declare a conflict of interest and, subject to the receipt of advice from legal counsel, the President, or the Registrar, withdraw from Council or committee participation until the matter has been disposed of.~~



Summary of changes:

- Several changes to the President’s duties to reflect their role as the senior most official of the College, and corresponding changes to how the President will work together with the Registrar.
- The Working Group suggested that the President’s role in nominating a person to serve as a director of the CAPR board be incorporated into this policy.
- In the Working Group’s discussion about Policy 8.2: Succession Planning, it was noted that a President can reach out to a past President for information and advice, the past President does not need to be a member of Council or Executive Committee for that to happen. The option to reach out to a past President should be articulated in the policy about the Role of the President.

Section:	Roles & Responsibilities	Policy #1.5
Title:	Role of President	
Date approved:	June 2002	
Date revised:	June 2006, June 2007, December 2009, December 2011, February 2013, March 2014	

Primary Function

The President is elected by Council to serve as its most senior officer in facilitating governance effectiveness and alignment with the mission and vision. For greater clarity, the President is the senior most official of the College. The President works effectively with the Registrar, acts as a key representative in public forums, and highlights Council’s stewardship role in the self-regulation of the profession.

Term

The President serves a one year term and is elected annually in March and takes office at the Annual General Meeting. An individual may hold this office twice during any period of consecutive service on Council. These appointments may be consecutive.

Specific Responsibilities

In addition to duties outlined in By-law 6.3(1), the President shall:

1. Provide direction to the Registrar on behalf of Council in between meetings of Council.
- ~~1.2.~~ Promote, in conjunction with Registrar, the establishment and evaluation of the College’s strategic plan.
- ~~2.3.~~ Collaborate-In coordination with the Registrar, to identify issues, develop objectives and establish priorities to be deliberated by the Council and oversee the planning, chairing and evaluation of all Council meetings including the annual meeting.



- ~~3.4.~~ Act as a signing authority for by-laws, regulations, contracts and cheques on behalf of the College as required.
- ~~4.5.~~ Serve as the Chair of the Executive Committee and participate on other Committees and Task Forces as directed by Council.
- ~~5.6.~~ Serve as a member of the Finance Committee.
- ~~7.~~ In ~~conjunction~~ coordination with the Registrar, represent the College at public functions and official liaison opportunities to promote the development of beneficial relationships with other organizations.
- ~~6.8.~~ Act as the key spokesperson of the College.
- ~~7.9.~~ Represent the College on external committees or representational opportunities or appoint a member of the Council to represent the Council in keeping with the by-laws or as directed by Council.
- ~~8.10.~~ _____ Receive all matters directed to the attention of Executive Committee and Council and review and determine, with the Executive Committee as appropriate, a best course of action on such matters related to the performance of committees or Councillors.
- ~~9.11.~~ _____ To develop the Council agenda and identify matters that should be discussed in camera.
- ~~10.12.~~ _____ Maintain awareness of activities and of issues facing the Council, external and internal to the College; and ~~in conjunction with the Registrar, including acting~~ as a key spokesperson on Council matters ~~as required~~ and the College.
- ~~11.13.~~ _____ On behalf of Council and in accordance with policy, negotiate the Registrar's contract and ~~coordinate~~ lead the Registrar's annual performance review.
- ~~12.14.~~ _____ Advise Councillors or committee members on issues relating to conflicts of interest in consultation with the ~~R~~Registrar and legal counsel as required.
- ~~15.~~ Establish an ongoing Councillor and non-council committee performance management system which includes providing individual Council members with performance feedback on an annual basis and managing any performance issues or concerns in accordance with the College's code of Conduct.
- ~~16.~~ Each year the College President, in consultation with the members of the Executive Committee, will nominate a person to serve as a director of the CAPR board.
- ~~17.~~ Monitor and manage all risk-related matters and periodically reports this information to Council.
- ~~18.~~ The President's duties also include other duties as defined in the College by-laws and these governance policies.
- ~~19.~~ In fulfilling these duties, the President may contact a past President for information, advice and guidance as needed.



Summary of changes:

- Changes to the Vice President's duties to correspond to proposed changes to the President's duties in Policy 1.5.

Section:	Roles & Responsibilities	Policy #1.6
Title:	Role of Vice President	
Date approved:	June 2002	
Date revised:	June 2006, June 2007, December 2011, February 2013, March 2014	

Primary Function

The Vice President is elected by Council to serve as an officer of the College and to assist and collaborate with the President in his/her role.

Term

The Vice President serves a one year term and is elected annually in March and takes office at the Annual General Meeting. An individual may hold this office twice during any period of consecutive service on Council. These appointments may be consecutive.

Subject to the election process, incumbents in the Vice President's role will typically take over the role of the President when the President has completed ~~his or her~~their term(s).

Responsibilities

In addition to duties outlined in By-law 6.3(2), the Vice-President shall:

1. In the absence of the President, perform the President's duties including:
 - ~~a.~~ provide direction to the Registrar on behalf of Council in between meetings of Council;
 - ~~a.b.~~ set the agenda and chairing Council and Executive Committee meetings;
 - ~~b.c.~~ acting as a signing officer of the College;
 - ~~d.~~ receiving and reviewing all matters directed to the attention of the Council
 - ~~e.~~ act as the key spokesperson of the College;
 - ~~e.f.~~ monitor and manage all risk-related matters and periodically report this information to Council; and
 - ~~d.g.~~ representing the College at public functions and official liaison opportunities.
2. Serve as a member of the Executive Committee and participate on other Committees and Task Forces as directed by Council.
3. Serve as a member of the Finance Committee.



4. As advised by the President ~~and the Registrar~~, develop ~~his or her~~their personal knowledge of the role and duties of the President in order to prepare to undertake this role.
5. Chair an appeal process where the Registrar has concerns or disagrees with the performance review process or the outcome. (Policy # 8.5– Registrar’s Performance Review).
6. Assist and advise the President ~~as requested~~in performing their duties.



Summary of changes:

- Changes to articulate the Registrar's accountability relationship to Council and who will provide direction to the Registrar.
- Changes to the Registrar's duties to correspond to changes to the President's duties in Policy 1.5, such that the Registrar's role is to support the President in fulfilling their role as the senior most official of the College

Section:	Roles & Responsibilities	Policy #1.7
Title:	Role of Registrar	
Date approved:	June 2002	
Date revised:	June 2006, March 2007, February 2013	

Definition

The Registrar is the principal staff member retained by Council to act as the College's Chief Executive Officer.

Primary Function

The Registrar is the only employee of the Council, and reports to the President and to Council through and with approval of the President. If the Registrar and the President disagree about what should be reported to Council, the Registrar can consult the Vice President. The Registrar is subject to direction from Council and in between meetings, the direction from the President. The Registrar acts as a collaborative leader in the development and implementation of the College's vision, mission, values and strategic goals. The Registrar is responsible for directing and managing the day to day operations of the College within ~~set~~ financial targets as set by Council. The Registrar hires and maintains an effective staff organization which includes providing timely and relevant policy and program information and recommendations to Council and its Committees. The Registrar fulfills the statutory mandate of the role and assists Council in meeting its governance and legislative obligations.

Specific Responsibilities

The Registrar is accountable for the following subsets of responsibilities:

1. Executive Leadership/Organizational Management
 - a. Plans and directs the organization's activities to achieve stated/agreed targets and standards for legislative adherence, financial performance and culture.
 - b. Develops and implements strategy for operational management of the organization.
 - c. Implements processes to ensure continuous quality improvement of the organization and its activities.
 - d. Meets statutory obligations as defined by the Regulated Health Profession Act.



2. Financial, Risk and Facilities Management

- a. Recommends yearly budget for Council approval and prudently manages the College's resources within those budget guidelines according to current laws and regulations.
- b. Provides relevant, timely and complete financial information to facilitate informed decision making by Council.
- c. Sets risk assessment strategy with Council to ensure financial controls and compliance mechanisms are managed and monitored.
- d. Establishes a risk analysis and mitigation framework.
- e. Identifies, contains and resolves any issues where consequences could result in liability and damage to the organization.
- f. In coordination with the President, Monitors and manages all risk related matters and assists the President in preparing risk periodically reports ~~this information~~ to Council.
- g. Creates a safe and efficient work environment that supports the effective utilization of all resources.

3. Governance and Strategy

- a. Facilitates the coordination and implementation of regular review of strategic objectives of the organization including its vision, missions, values and goals.
- b. ~~With Assists~~ the President in their role to, enables the Council to fulfill its governance function.
- c. Supports operations and administration of the Council including advising and informing Council members, interfacing between Council and staff (through the President).
- d. ~~Collaborates with~~Provides support to the President in preparing Council and Executive Committee agendas, background information and materials.
- e. Collaborates with the President in identifying issues and trends relevant for Council consideration and potential action, including policy recommendations.
- f. Collaborates with the President to identify the skills that the Vice President requires to improve their capacity to serve as President and assists the Vice President to gain these skills in advance of their normal appointment as President.
- g. ~~Develops and i~~mplements a tactical plan to facilitate accomplishing defined strategic objectives and reports to Council on progress.
- h. Ensures operational systems support reporting (i.e. the Dashboard or other measures) and monitoring

4. Human Resource Management



- a. Effectively manages the human resources of the College according to personnel policies and procedures that fully conform to current laws and regulations.
- b. Develops and maintains an effective staff organization and structure which provides appropriate policy and program recommendations for consideration by the Council and its committees, and which delivers services, programs and information consistent with the legislative framework and regulations that govern the College's functions.

5. Public Relations

- ~~a.~~ Supports the President in their role as the key spokesperson for the College ~~in collaboration with the President.~~
- ~~a.b.~~ Ensures that any public statement and College communications that references Council's position is consistent with the official position of Council.
- ~~b.c.~~ Maintains and develops organizational culture, values and reputation (always consistent with the direction of the President and Council) with the public, government, staff, registrants, stakeholders, partners and regulatory peers.

6. Other

- a. The Registrar must notify the President when they appoint a senior employee of the College to act as the interim Registrar during absences.



Summary of changes:

- The Working Group recommended removing this policy, except the process to annually nominate a person to serve as a director of the CAPR board, which should be incorporated into Policy 1.5 (Role of the President).

<u>Section:</u>	Roles & Responsibilities	Policy #1.8
Title:	Role of Canadian Alliance of Physiotherapy Regulators (CAPR) Board Nominee/Director	
Date approved:	March 20, 2018	
Date revised:		

~~By-law Reference~~

~~2.9—Membership in Associations~~

~~Primary Function~~

~~The CAPR director works with other members of the CAPR board by providing information and input on operational and regulatory matters in order to make decisions on CAPR’s services and operations.~~

~~Specific Responsibilities~~

~~The CAPR director will, in conjunction with other members of the CAPR board:~~

- ~~1.—Develop industry standards and undertake projects on national and international issues related to physiotherapy.~~
- ~~2.—Support CAPR’s role as a contract provider of evaluation services by providing guidance on operational issues relating to evaluation services.~~
- ~~3.—Support CAPR’s coordinating role in regulatory standard and research services by providing regulatory advice and input into the process.~~
- ~~4.—Assist in decision making about how CAPR runs its own business.~~
- ~~5.—Provide guidance and strategic advice to assist CAPR fulfill its role.~~
- ~~6.—Provide information on operational and regulatory matters that are of importance to the College.~~

~~The CAPR director will understand their fiduciary duties and the potential for conflict of interest in their role and have the ability to set aside their personal and professional interests and manage any real, potential or perceived conflict of interest.~~



~~The CAPR director will have the relevant practical, operational and regulatory knowledge required to fulfil the role.~~

~~The CAPR director will accept that each regulator belonging to CAPR may make different contributions to its business.~~

~~The CAPR director will ensure that Council receives a regular report on non-confidential aspects of CAPR's activities.~~

Term of Office

~~Each year the College President, in consultation with the members of the Executive Committee, will nominate a person to serve as a director of the CAPR board.~~

~~The person nominated to serve as the director of the CAPR board will be chosen on the basis of:~~

- ~~• the skills and competencies required for the role by CAPR, and~~
- ~~• the person's ability to fulfil the responsibilities associated with the role.~~

~~The CAPR Board nominee must be approved by the CAPR board to serve as a member of the CAPR Board~~

~~Once approved, the CAPR director serves for a period of one year with the term being renewable.~~

~~The CAPR director will be reimbursed for honoraria and expenses as per relevant College policies.~~



Summary of changes:

- Changes to various duties to reflect current practice and statutory requirements.
- The Working Group suggested that term limits for Committees be removed from Policy 1.2 (Role of a Council Member) and be included in the Terms of Reference of each individual Committee.
- Removed sections in the document that duplicate content in the Code.

Section:	Terms of Reference	Policy #32.1
Title:	Inquiries, Complaints and Reports Committee	
Date approved:	March 2009	
Date revised:	June 2010, February 2013, September 2013	

Type

Statutory

Legislative / By-law References

1. Health Professions Procedural Code: 10, 11, 25, 25.1, 25.2, 26, 27, 28, 28.1, 29, 36, ~~37~~, 38, 54, 57, 58, 59, 60, 61, 62, 63, 64, 79
2. By-laws: 7.1(3)

Role

The role of the Inquiries, Complaints and Reports Committee (ICRC) is to investigate complaints and consider reports as per section 79 of the Code related to the conduct or action, competencies or capacity of registrants as it relates to their practicing the profession.

Accountability

Council

Duties

1. To investigate complaints, reports and inquiries filed with the Registrar regarding the conduct or actions of a registrant in accordance with the requirements of the legislation.
- ~~2.—To consider available prior decisions involving the registrant unless its decision was that the matter was frivolous and vexatious.~~
- ~~3.~~2. To consider investigation reports provided by the Registrar as per section 79 of the Code. Reports of this nature are generated by Registrar’s inquiries, mandatory reports or referrals from the Quality Management Committee.
- ~~4.~~3. To make inquiries as to whether a registrant may be incapacitated as per sections 58 and 59 of the Code.



~~5.—To refer concerns about incapacity to the Fitness to Practise Committee.~~

~~6.4.~~ To dispose of complaints in accordance ~~within to~~ the timelines prescribed in the Code.

~~7.—To dispose of investigation reports in keeping with the guidelines established by the Council.~~

~~8.5.~~ To consider the need for interim orders and emergency appointments of an investigator where required.

~~9.6.~~ To dispose of complaints and investigation reports (mandatory reports, Registrar's Inquiries) in accordance with the Committee's powers as specified in the Code.

~~10. To issue to the parties a written decision with reasons.~~

~~11. To issue to the parties a notice of the right to request a review of the decision through the Health Professions Appeal and Review Board.~~

~~12.7. _____ To consider the feedback provided, where available, To deliberate on matters returned from the Health Professions Appeal and Review Board as related to decisions of the ICRC or its predecessor.~~

~~13. To prepare regular reports to Council.~~

~~8.~~ To monitor environmental trends that are relevant to the mandate of the committee and inform Council of issues that are relevant.

~~14.9. _____ When needed, to develop policies on matters outside of the Committee's legislative decision-making authority and recommend them to the Executive Committee and Council for consideration and approval.~~

Composition

1. Committee

Composition of the Committee is determined by Section 7.1(3) of the College by-laws.

2. Panel

~~a.—Composition: The Chair may select a panel to review and decide complaint matters or reports received from the Registrar as per section 79 of the Code. The Chair may select a member of the Committee to act as lead of a panel.~~

Quorum: Quorum for panels of the Inquiries, Complaints and Reports Committee is indicated in section 25 (3) of the Code.

Term of Office

Appointment to the Inquiries, Complaints and Reports Committee is one year renewable annually to a maximum of nine consecutive times.



Summary of changes:

- Changes to various duties to reflect current practice and legislative requirements.
- Changes to improve clarity.
- The Working Group suggested that term limits for Committees be removed from Policy 1.2 (Role of a Council Member) and be included in the Terms of Reference of each individual Committee.
- Removed sections in the document that duplicate content in the Code.

Section:	Terms of Reference	Policy #32.2
Title:	Discipline Committee	
Date approved:	May 1995	
Date revised:	December 2003, December 2008, June 2010, September 2013	

Type

Statutory

Legislative / By-law References

1. Health Professions Procedural Code: 10, 11, 36 to 56, 70, 71, 71.1, 71.2, 73
2. By-laws: 7.1(4)

Role

The role of the Discipline Committee is to, through panels, hold hearings related to specified allegations concerning a registrant's conduct or competence and to determine whether the registrant has committed an act(s) of professional misconduct or is incompetent as defined in the legislation and/or regulation.

Accountability

Courts and Council

Duties

1. To hold hearings, by way of panels, on specified allegations of a registrant's conduct and/or competence referred by the Investigations, Complaints and Reports Committee, in accordance with the requirements of the legislation.
- ~~2. To issue to the parties a written decision with reasons at the conclusion of the proceedings.~~
- ~~3.2.~~ To consider applications from persons who are not parties to the hearing to participate in the hearing according to the circumstances defined in section 41.1 of the Code and to determine the extent of the participation.



- 4.3. To make orders excluding the public from a hearing or a part of a hearing in accordance with the circumstances defined in section 45 of the Code.
- 5.4. To make orders preventing public disclosure of matters discussed at the hearing in accordance with section 45 of the Code.
- 6.5. To, ~~upon request of a witness in a sexual abuse case,~~ make an order, upon request of a witness in a sexual abuse case, that no person shall publish the identity of the witness in accordance with section 47 of the Code.
6. To make an order(s) for penalty and/or costs, when a registrant has been found to have committed an act of professional misconduct or to be incompetent, ~~make an order(s) for penalty or costs~~ in accordance with section 51, 54, 53, and 53.1 of the Code.
7. To consider the need for interim orders where required.
8. When needed, to develop policies on matters outside of the Committee's legislative decision-making authority and recommend them to the Executive Committee and Council for consideration and approval.
9. ~~To have decisions and reasons, or a summary of decisions and reasons published in the College's annual report.~~
10. ~~To monitor environmental trends that are relevant to the mandate of the committee and inform Council of issues that are relevant.~~
11. ~~To prepare regular reports to Council.~~

Composition

1. Committee

Composition of the Committee is determined by Section 7.1(4) of the College by-laws.

2. Panel

The Chair of the Discipline Committee shall select a panel from among the members of the Committee to hold a hearing of any matter referred to the Committee.

- a. Composition: In the event that the Chair selects a five member panel, at least two of the members shall be persons appointed to the Council by the Lieutenant Governor in Council and at least one member shall be a professional member on the College Council.
- b. Quorum: Quorum for panels of the Discipline Committee is indicated in subsection 38 (5) of the Code.



Term of Office

Appointment to the Discipline Committee is one year renewable annually to a maximum of nine consecutive times.



Summary of changes:

- Changes to various duties to reflect current practice and statutory requirements.
- Changes to improve clarity.
- Change to the term of office.

Section:

Terms of Reference

Policy #32.3

Title:

Executive Committee

Date approved:

February 2002

Date revised:

June 2003, June 2006, September 2007, March 4, 2009 in effect June 2009, June 2010, September 2010, September 2011, October 2012, February 2013, September 2013, March 2014, March 2015

Type

Statutory

Legislative / By-law References

1. Health Professions Procedural Code: 10, 11, 12
2. By-laws: 7.1(1)

Role

The role of the Executive Committee is to provide leadership to Council, to promote governance excellence at all levels, to facilitate effective functioning of the College, to act on behalf of Council between meetings with respect to matters that, in the Committee's opinion, require immediate attention, and when required, to reconstitute itself as the College Privacy Committee to deal with appeals regarding the manner in which personal information is managed by the College.

Accountability

Council

Duties

1. Governance Excellence
 - a. To regularly monitor, evaluate and recommend practices that will promote and enhance overall governance excellence at both the level of Council and Committee.
 - ~~a.b.~~ To provide oversight on individual and general education of Council and Committee members.
 - ~~b.~~ To determine which Councillors should be encouraged to participate in educational opportunities.



- ~~c. To determine which Councillors should be funded to attend the educational conferences that the College targets for Councillor's attendance each year by assessing applications for funding.~~
2. Administrative Matters
- a. Without unduly exercising Council's authority, to exercise all the powers of Council between Council meetings with respect to matters that, in the Committee's opinion, require immediate attention. Exceptions include the power to make, amend or revoke regulations or by-laws, or where policy dictates limitations.
- b. To report to Council on all decisions in which the Committee exercised the Council's authority.
- c. To ~~regularly~~ review by-laws, governance policies, and the College's official documents to ensure currency and the need for Council review.
- d. To recommend the Committee, task force or advisory group slate for presentation and approval by Council.
- e. To provide direction and support to committees and Council as requested.
- ~~e.f.~~ To act as the advisory panel to the President.
- ~~f.~~ To seek candidates for the annual College awards program and consider all applications/nominations for recommendation to Council.
3. Policy Development
- a. To maintain current awareness of issues that affect the College's mandate and strategic direction and to provide recommendations and advice to Council on such matters.
- ~~b.~~ To direct the College's strategic planning process and monitor related College and committee activities to ensure consistency with the stated direction.
- ~~e.b.~~ To provide guidance and support, as requested, to policy development or operational projects at staff, task force or committee level and to make recommendations to Council with respect to policy direction, as required.
4. Working with the Registrar
- a. To provide guidance and support to the Registrar.
- ~~a.b.~~ To provide direction to the Registrar on matters that require immediate attention in between meetings of Council.
- ~~b.c.~~ To receive and adjudicate grievances of staff reporting to the Registrar.
- ~~e.d.~~ To ensure that the Registrar is involved in the annual performance review of the Registrar ~~is completed~~.



- ~~d.e.~~ To ensure the employment contract of the Registrar and any related amendments are confirmed by Council.
5. College Privacy Committee
 - a. To reconstitute itself as the College Privacy Committee to deal with appeals regarding the manner in which personal information is managed by the College, including concerns regarding an individual's request for access to ~~his or her~~their personal information.
 6. Registrar's Performance Review Panel
 - a. To reconstitute itself as the Registrar's Performance Review Panel in order to gather and assemble feedback about the Registrar's performance and to provide a recommendation to Council as to the outcome of the Registrar's annual performance ~~assessment~~review.

Composition

Composition of the Committee is determined by Section 7.1(1) of the College by-laws.

Term of Office

Appointment to the Executive Committee is one year renewable annually ~~in June to a maximum of five times in any period of consecutive service on Council.~~



Summary of changes:

- Changes to various duties to reflect current practice.
- The Working Group suggested that term limits for Committees be removed from Policy 1.2 (Role of a Council Member) and be included in the Terms of Reference of each individual Committee.

Section:	Terms of Reference	Policy #<u>32</u>.4
Title:	Fitness to Practise Committee	
Date approved:	September 1995	
Date revised:	December 2003, December 4, 2008, March 4, 2009, in effect June 2009, June 2010, September 2013	

Type

Statutory

Legislative / By-law References

1. Health Professions Procedural Code: 10, 11, 61, 62, 64, 65, 66, 67, 68, 69, 70, 71, 72 and 73
2. By-laws: 7.1(5)

Role

The role of the Fitness to Practise Committee is, through panels, to hold hearings related to specified allegations concerning a registrant's capacity to practice the profession and to determine whether the registrant is an incapacitated member of the profession as defined in the legislation.

Accountability

Courts and Council

Duties

1. To hold hearings, by way of panels, on specified allegations concerning a registrant's capacity to practice the profession as referred by the Investigations, Complaints and Reports Committee.
2. ~~To, if~~ When a panel finds a registrant to be an incapacitated registrant, make orders in accordance with section 69 of the Code.
3. To issue to the parties a written decision with reasons at the conclusion of the proceedings.
4. When needed, to develop policies on matters outside of the Committee's legislative decision-making authority and recommend them to the Executive Committee and Council for consideration and approval.
5. ~~To monitor environmental trends that are relevant to the mandate of the committee and inform Council of issues that are relevant.~~



~~6.—To prepare regular reports to Council.~~

Composition

1. Committee

Composition of the Committee is determined by section 7.1(5) of the College by-laws.

2. Panel

The Chair of the Fitness to Practise Committee shall select a panel from among the members of the Committee to hold a hearing of any matter referred to the Committee by the Investigations, Complaints and Reports Committee.

- a. Composition: A panel shall be composed of at least three persons, at least one of whom shall be a person appointed to the Council by the Lieutenant Governor in Council.
- b. Quorum: Quorum for panels of the Fitness to Practise Committee is indicated in subsection 64 (3) of the Code.

Term of Office

Appointment to the Fitness to Practise Committee is one year renewable annually to a maximum of nine consecutive times.



Summary of changes:

- Changes to the list of duties to reflect current practice.
- The Working Group suggested that term limits for Committees be removed from Policy 1.2 (Role of a Council Member) and be included in the Terms of Reference of each individual Committee.

Section:	Terms of Reference	Policy #32.5
Title:	Patient Relations Committee	
Date approved:	August 1994	
Date revised:	September 2002, December 2008, December 2010, September 2013	

Type

Statutory

Legislative / By-law References

1. Health Professions Procedural Code: 10, 11, 84, 85, 85.7
2. By-laws: 7.1(7)

Role

The role of the Patient Relations Committee is to advise Council with respect to the patient relations program and to administer the program to provide funding for therapy and counseling.

Accountability

Council

Duties

1. To develop, implement, and evaluate measures for preventing and dealing with the sexual abuse of patients as defined in the RHPA, Section 84(3). These measures include:
 - a. educational requirements for registrants; and
 - b. guidelines for the conduct of registrants with their patients;~~;~~
 - ~~c. training for the College's staff, Council and non-Council members; and~~
 - ~~d. provision of information to the public.~~
- ~~2. To develop, implement and evaluate College policy and resources related to the prevention of other forms of abuse including physical, verbal, emotional and financial and maintenance of professional boundaries, as directed by Council.~~



~~3.2.~~ To review applications for funding for therapy and counseling from sexual abuse victims and determine eligibility.

~~4.3.~~ To administer the Therapy and Counseling Fund.

~~5.4.~~ To ~~monitor and~~ advise Council with respect to the College's Patient Relations Program.

~~6.5.~~ When needed, to develop policies on matters outside of the Committee's legislative decision-making authority and recommend them to the Executive Committee and Council for consideration and approval.

~~7.~~ To monitor environmental trends that are relevant to the mandate of the committee and inform Council of issues that are relevant.

~~8.~~ To prepare regular reports to Council.

Composition

Composition of the Committee is determined by section 7.1(7) in the College's by-laws.

Term of Office

Appointment to the Patient Relations Committee is one year renewable annually to a maximum of nine consecutive times.



Summary of changes:

- Change to the Committee's name and role description to align with the Code.
- Changes to the list of duties to reflect current practice.
- The Working Group suggested that term limits for Committees be removed from Policy 1.2 (Role of a Council Member) and be included in the Terms of Reference of each individual Committee.
- Removed sections in the document that duplicate content in the Code.

Section:	Terms of Reference	Policy #32.6
Title:	Quality Management Assurance Committee	
Date approved:	October 1994	
Date revised:	January 2003, June 2006, July 2008, March 2009, September 2013	
Date confirmed:	June 2011	

Type

Statutory

Legislative / By-law References

1. Health Professions Procedural Code: 10, 11, 80, 80.1, 80.2, 81, 82, 83, 83.1
2. By-laws: 7.1(6)

Role

The role of the Quality ~~Management Assurance~~ Committee is to administer the College's Quality ~~Management Assurance~~ program as defined in section 80.1 of the Code ~~that is intended to assure the quality and safety of professional practice and promote continuing competence among the registrants.~~

Accountability

Council

Duties

1. To administer the Quality ~~Management Assurance~~ Program as defined in Section 80.1 of the Code ~~that is intended to assure the quality and safety of professional practice and promote continuing competence among the registrants.~~
2. To evaluate and recommend improvements to the Quality ~~Management Assurance~~ Program for Council consideration.
3. To appoint assessors ~~and Practice Enhancement coaches~~ to assess a member's practice and prepare a report for submission to the Committee.



4. To make decisions regarding registrants who participate in the Quality Management Assurance Program in accordance with section 80.2 of the Code.
- ~~5. To direct the Registrar to impose terms, conditions or limitations for a period to be determined by the Committee on the certificate of registration of a member in accordance with the legislation and the program's framework.~~
- ~~6. To direct the Registrar to remove terms, conditions or limitations before the end of the specified period, if the Committee is satisfied that the member's knowledge, skill and judgment are satisfactory.~~
- ~~7.5.~~ To monitor environmental trends that are relevant to the mandate of the committee and inform Council of issues that are relevant.
- ~~8.6.~~ To prepare regular reports to Council.
- ~~9.7.~~ When needed, to develop policies on matters outside of the Committee's legislative decision-making authority and recommend them to the Executive Committee and Council for consideration and approval.

Composition

Composition of the Quality Management Assurance Committee is defined by Section 7.1(6) of the College's by-laws.

Term of Office

Appointment to the Quality Assurance Committee is one year renewable annually to a maximum of nine consecutive times.



Summary of changes:

- The Working Group suggested that term limits for Committees be removed from Policy 1.2 (Role of a Council Member) and be included in the Terms of Reference of each individual Committee.
- Removed sections in the document that duplicate content in the Code.

Section:	Terms of Reference	Policy #32.7
Title:	Registration Committee	
Date approved:	April 1996	
Date revised:	June 2003, June 2006, June 2008, June 2010, September 2013	

Type

Statutory

Legislative / By-law Reference

1. Health Professions Procedural Code: 10, 11, 15, 17, 18, 19, 20, 21, 22, 23
2. By-laws: 7.1(2)

Role

The role of the Registration Committee is to make decisions on registration applications that do not meet the criteria for issuance of a certificate of registration by the Registrar and to ensure that processes related to entry are fair, transparent and objective.

Accountability

Council

Duties

1. To consider applications referred to it by the Registrar, ~~when the Registrar:~~
 - ~~a. has doubts on reasonable grounds, about whether the applicant fulfills the registration requirements;~~
 - ~~b. is of the opinion that terms, conditions or limitations should be imposed on a certificate of registration of the applicant and the applicant does not consent to the imposition; or~~
 - ~~c. proposes to refuse the application.~~
2. To review applications from registrants who apply for removal or modification of any term, condition or limitation imposed on their certificate.
3. To make decision regarding applications in accordance with the Committee's powers as specified in the Code.



- ~~3. To issue written orders/reasons for decision regarding all applications referred to it and ensure that applicants are apprised of their right to a review or hearing by the Health Professions Appeal and Review Board.~~
4. To monitor environmental trends that are relevant to the mandate of the committee and inform Council of issues that are relevant.
5. To monitor and advise Council with respect to the College's registration program.
6. To prepare regular reports to Council.
7. When needed, to develop policies on matters outside of the Committee's legislative decision-making authority and recommend them to the Executive Committee and Council for consideration and approval.

Composition

1. Committee:

Composition of the Registration Committee is defined by Section 7.1(2) of the College by-laws.

2. Panel:

- a. Composition: Composition of a panel of the Registration Committee is defined by Section 17 (2) of the Code.
- b. Quorum: Quorum for a panel of the Registration Committee is defined by Section 17 (3) of the Code.

Term of Office

Appointment to the Registration Committee is one year renewable annually to a maximum of nine consecutive times.



Summary of changes:

- Changes to improve clarity.
- The Working Group suggested that term limits for Committees be removed from Policy 1.2 (Role of a Council Member) and be included in the Terms of Reference of each individual Committee.
- Previously there was no term limit defined for appointment to the Finance Committee; the Working Group agreed to use the same term limit as statutory committees for consistency.

Section:	Terms of Reference	Policy #32.8
Title:	Finance Committee	
Date approved:	December 2010	
Date revised:	September 2011, October 2012, February 2013, September 2013	

Type

Non-Statutory

Legislative/By-law References

By-laws 7.3(1)

Role

The role of the Finance Committee is to monitor ~~significant~~ financial planning, management and reporting matters of the College, to make recommendations and deliver reports to Council, and to serve as the College's audit committee.

Accountability

Council

Duties

1. To make recommendations for Council approval and/or deliver reports to Council in the following areas:
 - a. Annual operating and capital budget;
 - b. Annual audited financial statements;
 - c. Appointment of auditors; and
 - d. Policies related to financial management.
2. To report to Council at each Council meeting on:
 - a. ~~Significant~~ Financial planning, management and reporting issues;



- b. Interim financial reports;
 - c. Reports from auditors and administration on internal control issues; and
 - d. Other matters.
3. To monitor environmental trends that are relevant to the mandate of the committee and inform Council of issues that are relevant.
4. To serve as the Audit Committee:
- a. To review the audited annual financial statements, in conjunction with the report of the external auditors, and obtain an explanation from management of:
 - i. all ~~significant~~ variances between comparative reporting periods;
 - ii. a response to any identified weakness; and
 - iii. observations related to the financial efficiency and future viability of the organization.
 - b. To enquire into the ~~major~~ financial risks faced by the organization, and the appropriateness of related controls to minimize their potential impact.
 - c. To discuss with the auditor any recommended changes to the existing accounting policies and practices.
 - d. To meet privately with the external auditors (without the presence of management) and with senior management (without the external auditors) to obtain full ~~and frank~~ disclosure about any concerns with the audit process prior to the Council meeting at which the audited statements are received.
 - e. To recommend, when appropriate, approval of the audited financial statements to the Council.
 - f. To annually evaluate the performance of the external auditors and recommend to the Council the appointment or changes to the appointment of a firm of chartered accountants as the organization's external auditors.
 - g. To oversee, ~~through the Director, Corporate Services,~~ the tendering for an audit firm, when directed by Council.
5. When needed, to develop finance policies and recommend them to the Executive Committee and Council for consideration and approval.

Composition

Composition of the Finance Committee is defined by Section 7.1(1) of the College's by-laws.



Term of Office

Appointment to the Finance Committee is one year renewable annually to a maximum of nine consecutive times.



Summary of changes:

- The Working Group recommended changes to this process where individuals only need to sign the confidentiality undertaking once when they start their role with the College, and to add a requirement to annually review the confidentiality obligations.

Section:	Confidentiality	Policy #43.1
Title:	Confidentiality – General	
Applicable to:	Councillors, members of statutory committees, non-statutory committees, task forces, advisory groups, staff, and any agents of the College acting in any capacity	
Date approved:	June 2006 (Replaced previous 4.6, Confidentiality of Council Information, Rescinded, June 2006)	
Date revised:	March 2010, February 2013	

Policy

Councillors, members of statutory committees, non-statutory committees, task forces, advisory groups, staff, and any agents of the College acting in any capacity shall acknowledge and adhere to the confidentiality provisions set out in Sections 36 of the Regulated Health Professions Act, and Section 83 of the Health Professions Procedural Code.

Procedure

1. ~~On an annual basis,~~ Every person to whom this policy applies will review the confidentiality provision set out in the RHPA and sign a confidentiality undertaking, provided by the College, indicating that they have read, understood and are willing to comply with the confidentiality requirements that apply to their activities on behalf of the College.

1.2. On an annual basis, every person to whom this policy applies will review the confidentiality provision set out in the RHPA.



The Working Group directed staff to re-draft this policy so that it is clearer and more succinct.

It was also noted that the Privacy Code referred to in the policy will need to be reviewed and updated as well.

This review and re-drafting is in progress. An updated version of this policy will be available at the Council meeting

Section:	Confidentiality	Policy #4.33.2
Title:	College Privacy Code – Requests for Access or Corrections and Compliance Concerns	
Date approved:	September, 2010	
Date revised:		

Policy

The College will consider requests for access or corrections to College-held personal information or concerns regarding non-compliance with the College's voluntary Privacy Code in keeping with the process laid out in this document.

Procedures – Non-Compliance

1. General
 - a. Concerns related to alleged non-compliance with the College's voluntary Privacy Code by College staff, agents or Council members must be submitted to the College in writing (or some generally equivalent recorded method).
 - b. The responsibility to review concerns will rest with the Privacy Officer.
 - c. A decision made by the Privacy Officer is appealable to the College's Privacy Committee.
 - d. Except as a result of unforeseen circumstances, the College will resolve concerns related to alleged non-compliance within 30 days.
2. Privacy Officer
 - a. The Associate Registrar, Policy is designated as the College's Privacy Officer.
 - b. Upon receipt of a concern, the Privacy Officer will:
 - i. provide written notice of the receipt of the concern to the College Registrar, and
 - ii. acknowledge the receipt of the concern to the person who expressed it.
 - c. The Privacy Officer will review the concern based on the following considerations:
 - i. the expectations outlined in the College's voluntary Privacy Code;



- ii. relevant College policies and/or procedures;
 - iii. relevant statutes of Ontario and Canada; and
 - iv. relevant extenuating circumstances.
 - d. In circumstances where the College review indicates that non-compliance with the Privacy Code occurred, the College will immediately take appropriate measures to rectify the situation. This may include:
 - i. Ceasing or beginning certain actions,
 - ii. Changing its privacy practices, or
 - iii. Issuing an apology.
 - e. Upon completion of the review, the Privacy Officer will provide a written decision to the individual who identified the concern.
 - f. The written decision will include as a minimum:
 - i. the decision;
 - ii. the reasons for the decision;
 - iii. an indication of the steps that the College has taken or will take to rectify the situation; and
 - iv. a notice that the decision may be appealed to the College Privacy Committee.
3. Privacy Committee
- a. Upon receipt of an appeal to a decision, the Privacy Committee will acknowledge the receipt of the appeal to the individual making the appeal.
 - b. The Privacy Committee will review the appeal based on the following considerations:
 - i. the expectations outlined in the Privacy Code;
 - ii. relevant College policies and/or procedures;
 - iii. relevant statutes of Ontario and Canada;
 - iv. the previous review of the matter by the Privacy Officer; and
 - v. relevant extenuating circumstances.
 - c. In circumstances where the Privacy Committee review indicates that non-compliance with the Privacy Code occurred, the Committee will direct the College to immediately take appropriate measures to rectify the situation. This may include directing the College to:
 - i. Cease or begin certain actions;



- ii. Change its privacy practices; or
 - iii. Issue an apology.
- d. Upon completion of the appeal, the Privacy Committee will provide a written decision to the person who made the appeal.
- e. The written decision will include as a minimum:
 - i. the decision;
 - ii. the reasons for the decision; and
 - iii. an indication of the steps that the College was directed to take to rectify the situation.

Procedures – Access to/Correction of Personal Information

1. General

- a. Requests for access to, or corrections of, personal information must be submitted to the College in writing (or some generally equivalent recorded method).
- b. The responsibility to review requests for access to, or corrections of, personal information will rest with the Privacy Officer.
- c. A decision made by the Privacy Officer is appealable to the College's Privacy Committee.
- d. Except as a result of unforeseen circumstances, the College will resolve requests for access or corrections within 30 days.

2. Privacy Officer

- a. Upon receipt of a request from an individual to access or correct personal information, the Privacy Officer will:
 - i. provide written notice of the receipt of the request to the College Registrar, and
 - ii. acknowledge receipt of the request to the person who made it.
- b. The Privacy Officer will review the request to determine if access or correction could reasonably be expected to interfere with the administration or enforcement of the Legislation or if it impracticable or impossible for the College to retrieve the information².
- c. Following the review of the request, the College will make a decision on the matter. The decision would indicate the College's intent to do one or more of the following:
 - i. Permit or deny access;

² The Privacy Code includes a number of these circumstances.



- ii. Permit or deny correction;
 - iii. Refer the individual to the person or organization that created the record;
 - iv. Amend the information through correction; or
 - v. Impose a fee to provide access to the information.
 - d. Upon completion of the review, the Privacy Officer will provide a written decision to the individual who made the request.
 - e. The written decision will include as a minimum:
 - i. the decision;
 - ii. the reasons for the decision³; and
 - iii. a notice that the decision may be appealed to the College Privacy Committee.
3. Privacy Committee
- a. Upon receipt of an appeal to a decision, the Privacy Committee will acknowledge the receipt of the appeal to the individual who is making the appeal.
 - b. The Privacy Committee will review the request to determine if access or correction could reasonably be expected to interfere with the administration or enforcement of the Legislation or if it is impracticable or impossible for the College to retrieve the information⁴. The prior review of the request by the Privacy Officer will be considered as a component of this review.
 - c. Following the review of the request, the Privacy Committee will make a decision on the matter. The decision will direct the College to do one or more of the following:
 - i. Permit or deny access;
 - ii. Permit or deny correction;
 - iii. Refer the individual to the person or organization that created the record,
 - iv. Amend the information through correction or addition⁵; or
 - v. Impose a fee to provide access to the information.
 - d. Upon completion of the review, the Privacy Committee will provide a written decision to the individual who made the request.
 - e. The written decision will include as a minimum:

³ Except in circumstances where providing reasons may compromise the ability of the College to administer the Legislation.

⁴ The Privacy Code includes a number of these circumstances.

⁵ This would require that the individual requesting the correction be able to successfully demonstrate that personal information of a factual nature was inaccurate or incomplete.



- i. the decision; and
 - ii. the reasons for the decision, (except in circumstances where providing reasons may compromise the ability of the College to administer the Legislation).
4. Privacy Committee – Procedural Considerations
 - a. The function of the Privacy Committee is to review appeals to College decisions on personal information matters including:
 - i. non-compliance with the College Privacy Code;
 - ii. requests to access personal information held by the College; or
 - iii. requests to correct personal information held by the College.
 - b. Meetings of the College Privacy Committee will be scheduled to occur during meetings of the College Executive Committee.
 - c. Meetings of the Privacy Committee will have their own:
 - i. notice of meeting;
 - ii. agenda; and
 - iii. minutes.
 - d. The Chair of the Executive Committee will serve as the Chair of the Privacy Committee.
 - e. At the beginning of any Executive Committee meeting at which a Privacy Committee meeting is scheduled, the Chair will seek the agreement of the committee members as to the appropriate time for the Privacy Committee to conduct its business.
 - f. At the agreed upon time the Executive Committee would conclude or recess its meeting and the meeting of the Privacy Committee would occur.
 - g. At the conclusion of the Privacy Committee meeting, the Chair would announce either that the Executive Committee meetings would resume or that the meetings for the day were concluded.

Definitions

1. *Privacy Committee*: The Executive Committee of the College when it is constituted to deal with appeals regarding the manner in which personal information is managed by the College, including concerns regarding an individual's request for access to ~~his or her~~their personal information.



Summary of changes:

- Minor edits for clarity and to align with current practice.
- The Working Group has suggested a number of changes to the honoraria and expenses rules.
- Updates to the rates and added information about how they are updated or benchmarked.

Section:	Finance	Policy #54.1
Title:	Honoraria and Expenses	
Applicable to:	Councillors who are members of the profession⁶, committee members, members of task forces and working groups, where applicable, staff	
Date approved:	March, 2015	
Date revised:	December 2017, April 2018	

Legislative References

None

Policy

Honoraria are paid to Councillors who are members of the profession; non-Council committee members; ~~and~~ members of task forces and working groups; and College assessors² for participating in activities that are relevant to College business. This includes attending scheduled meetings (including teleconferences and meetings involving deliberations) or participating in other assigned activities ~~(e.g. decision writing or attending College-mandated education sessions)~~. Honoraria are also paid for the time spent travelling to and from College business and the time spent preparing for meetings. Payments are made on the basis of the rules and the rates in this policy.

Eligible expenses are reimbursed to Councillors who are members of the profession; non-Council committee members; members of task forces and working groups; College assessors; and, where applicable, staff, when they are incurred while conducting College business. Reimbursement is made on the basis of the rules and the rates in this policy.

~~In order to maintain currency the Policy on~~ Honoraria rates are updated annually geared to the Cost of Living Allowance (COLA) and rates for expenses is to will be reviewed biennially by the College's Executive Committee.

⁶ Councillors who are appointed to Council by the Lieutenant Governor (public appointees) are paid by the government and as such the rules for their compensation and expenses are established and monitored by the Ministry of Health and Long-Term Care.

⁷ Except for assessment fees which are defined outside of this policy.



Procedure

1. Claims for honoraria or expenses ~~are to~~must be submitted to the College within 30 calendar days of the activity that resulted in the claims.
- ~~1.2.~~ Claims not submitted within 30 days will be referred to the President for appropriate follow-up.
- ~~2.3.~~ Claims should be submitted to the College through Corporate Services.
- ~~3.4.~~ Corporate Services will seek approval of the claim from the director or manager with oversight for the activity that resulted in the claims.
- ~~4.5.~~ Once approved, all claims are to be submitted to the ~~Director, Corporate services~~Accounting Coordinator.
- ~~5.6.~~ The College will endeavor to pay claims within one month of receiving them.
- ~~6.7.~~ Any discrepancies between what this policy permits and claims will be addressed with the claimant by the ~~Director, Corporate Services~~Registrar.

NOTE: Claims for time are considered to be taxable income by the Canada Revenue Agency and as such are processed through the College's payroll office. In keeping with Canada Revenue Agency Rules, the College will annually prepare and provide T4As to those who claim time-based honoraria from the College.

Definitions

1. *Honoraria/Honorarium*: An honorarium is a payment for time spent on College-related business. Honoraria are composed of per diems, travel time and preparation time.
2. *Per Diem*: A per diem is a payment to someone for time spent working or attending meetings for the College. Per diems are paid on a daily or hourly basis, consistent with the rules and the rates in this policy. They are based on a full day being seven hours of work.
3. *Travel Time*: Travel time is a payment to someone for time spent getting to and from College-related business. Travel time is paid on an hourly basis, consistent with the rules and the rates in this policy.
4. *Preparation Time*: Preparation time is a payment to someone for time spent getting prepared for College-related business. Preparation time is paid on an hourly basis, consistent with the rule and the rates in this policy.

Rules for Honoraria

1. General
 - a. A daily claim for honoraria may include any or all of per diems, travel time and/or preparation time in keeping with the rules and rates in this policy.



- b. Teleconferences are meetings and are therefore considered to be time that may be claimed.
- c. Honoraria will be paid to people who are requested by the College to attend a function for representation or education purposes.
- d. Honoraria rates are to be updated annually at the beginning of each fiscal year to adjust for a Cost of Living Allowance (COLA) and this update will be communicated via email once new rates are established

2. Per Diem - General

- a. For meetings that are three hours or less in duration, the actual number of full or partial hours up to a maximum of three hours may be claimed.
- b. For meetings that are more than three hours in duration, the full day per diem may be claimed. This is the maximum per diem time that may be billed in any one day although other types of honoraria (travel or preparation time) may be claimed for the same day or meeting.

c. If a meeting or function is cancelled without at least 48 hours notice, those who were scheduled to attend may claim up to three hours per diem.

e.d. Per diems will not be paid for College activities that have been compensated by one's employer.

~~3. Per Diems – Councillor/Committee/Task Force Member~~

- ~~a. Meetings involving deliberation of a panel will be considered to be scheduled meetings and are eligible for per diems.~~
- ~~b. Time spent writing decisions will be paid the hourly per diem rate. The amount of time people can bill for decision writing will be determined by the chair of the panel.~~
- ~~c. Per diems for Councillor/committee/task force members are paid in accordance with the rate section of this policy.~~

4.3. Per Diem - Chairs

- a. Committee chairs are paid a higher per diem rate when they are acting in the capacity of the chair at a scheduled meeting.
- b. A chair's participation in any other College activity is remunerated at the Councillor/committee/task force member per diem rate.
- c. Per diems for chairs are paid in accordance with the rate section of this policy.

5.4. Per Diem - President



- a. The President may claim for the time ~~he or she~~they spends performing the duties of the President at the rate a committee chair receives.
- b. A President's participation in any other College activity is remunerated at the Councillor/committee/task force member per diem rate.
- c. Per diems for chairs are paid in accordance with the rate section of this policy.

6.5. Preparation Time

- a. The time billed for preparation should be less than or equal to the time billed for the meeting. (e.g.:
 - i. For meetings of up to three hours duration, the maximum preparation time is three hours.
 - ii. For meetings of more than three hours duration that have been billed for seven hours, the maximum preparation time is seven hours).
- b. When a committee member requires more time for preparation than is permitted under a., the committee member may ask the committee chair to authorize additional preparation time.
- c. When a committee chair requires more time for preparation than is permitted under a., a request for additional preparation time may be approved by the ~~program manager~~President.
- d. There are no restrictions on the number of requests for additional preparation that a committee member or chair may make.
- e. Preparation time is paid in accordance with the rate section of this policy.

7.6. Travel Time

- a. The first hour of travel each way is not subject to reimbursement.
- b. Travel time should be billed in increments of one half hour.
- c. A maximum of six hours travel time may be billed in any day.
- d. Time spent travelling is calculated from the time at which the trip begins/ends (i.e. home or place of employment) and the first/last point of business.
- e. Travel time is paid in accordance with the rate section of this policy.

Rules for Expenses

8.7. Expenses General



- a. Detailed itemized invoices or receipts are required for all expense claims⁸.
- b. Invoices and or receipts must include a description of the goods purchased or services rendered, the cost, taxes and if applicable, HST Registration Number⁹.

9-8. Travel Expense

- a. Travel includes:
 - i. Economy airfare for flights ~~of six hours duration or less;~~
 - ii. ~~Business class airfare for flights of six hours duration or more;~~
 - iii. ii. Economy class train fare for trips of ~~three two~~ hours or less;
 - iv. iii. First class train fare for trips of greater than ~~three two~~ hours;
 - v. iv. Local public transportation;
 - vi. v. Taxi; or
 - vii. vi. Use of a personal automobile.
- b. The cost of the most economical or practical mode of travel may be claimed unless other means are more practical and this is evident from the explanation on the claim form¹⁰.
- c. Local taxis may be used when warranted by expedience and practicality.
- d. Travel expenses incurred in traveling to/from home or place of employment, or to/from the point of business and public transportation terminal may be claimed when they are part of a larger journey.
- e. An allowance per kilometer will be paid for the use of a personal automobile in accordance with the rate section of this policy.

10-9. Accommodation

- a. Where overnight stays are required, the cost of the standard room rate at a conveniently located hotel will be reimbursed. Additional costs for upgrades to premium or larger rooms are not covered.
- b. For ~~single day~~ meetings in Toronto, hotel accommodation will be provided to individuals who reside beyond a ~~40-25~~ kilometer radius of the meeting site.

⁸ Credit card receipts or statements do not provide sufficient detail to process expense claims.

⁹ For internet purchases, a copy of the payment confirmation should also be included.

¹⁰ Such reasons may include: urgency, inconvenient train or bus schedules, more than one person travelling together by car, multiple locations, taxi because of baggage, automobile and parking instead of public transportation, reduction of time factor if a fee is also involved, etc.



~~c.~~ For multi-day meetings, hotel accommodation will be provided to individuals who reside beyond a 25 kilometer radius of the meeting site.

~~d.c.~~ Where overnight stays are required for meetings held at the College, people may choose to stay at the hotel at which the College has negotiated a corporate rate, or another hotel, in which case the maximum reimbursement will be the lesser of the actual price paid at the other hotel or the corporate rate at the College hotel.

~~e.d.~~ Hotel accommodation at conventions, congresses etc. should take advantage of any special group or convention rates at the conference hotel or be taken at another hotel where the rate does not exceed the conference hotel rate.

~~f.e.~~ When private accommodations (e.g. friends or family) are used in lieu of hotel accommodation, claims for reimbursement may be submitted in accordance with the rate section of this policy.

~~11.10.~~ Meals

a. Meal expenses incurred while travelling on College business may be claimed when the travel time exceeds two hours.

b. Meal expenses incurred when attending external meetings or business may be claimed when the external meetings or business exceeds four hours.

c. For ~~single day~~ meetings ~~at the College in Toronto~~, meal expenses may be claimed when the individual resides beyond a ~~40-25~~ kilometer radius of the meeting site.

~~d.~~ For multi-day meetings at the College, meal expenses may be claimed when the individual resides beyond a 25 kilometer radius of the meeting site.

~~e.d.~~ Meal expenses claimed when the College provides a meal during its meetings are not eligible for reimbursement (except in circumstances where the supplied meal is unacceptable for religious or similar reasons).

~~f.e.~~ Actual meal expenses may be claimed in accordance with the rate section of this policy.

~~12.11.~~ Gratuities

a. Gratuities for meals may be claimed over and above the maximum allowable for the meal. (i.e. for a meal of \$35.00, the expense claim may include the \$35.00 meal and a gratuity for a total of \$35.00 + gratuity = claim).

b. Gratuities for accommodation and taxis should be included in the cost claimed along with the accompanying receipt.

c. A reasonable amount may be claimed for gratuities paid for other services (such as porters, delivery, etc.).



13.12. Other Allowable Expenses (when incurred during the performance of College business or when traveling on behalf of the College)

- a. Parking. ~~Multiple parking claims may be submitted in a given day however the maximum reimbursement is for 24 hours of parking in each calendar day (i.e. no overlapping claims for parking).~~
- b. Telephone. One personal long distance telephone call of reasonable duration for each day away from home.
- c. Postage and delivery.
- d. Tolls.
- e. Purchased services such as typing, copying etc., when they cannot conveniently be provided through the College office.
- f. Internet. The most economical rate for hotel internet costs when the internet is reasonably required for the College business being conducted.

14.13. Expenses which are not Allowed

- a. Costs for entertainment (e.g. videos and pay movies).
- b. Costs for personal services (laundry, dry cleaning) unless away from home for more than five days.
- ~~b.c.~~ Costs for alcohol and cannabis.

15.14. Additional Interpretation

- a. For expenses not explicitly covered in these rules, the Finance Executive Committee shall determine whether the expense is compensable.

Rates for Honoraria¹¹ and Expenses

1. Allowance for use of personal automobile¹²
 - a. \$4052 per kilometer

¹¹ Honoraria rates below reflect rates effective as of April 1, 2020. Honoraria rates are updated annually geared to the Cost of Living Allowance (COLA).

¹² The College's rate is geared to the Travel, Meal and Hospitality Expenses Directive from Ontario's Management Board of Secretariat.



2. Meal Expense (receipts required)
 - a. Breakfast - \$25.00
 - b. Lunch - \$35.00
 - c. Dinner - \$60.00
3. Private Accommodations
 - a. \$40 per night may be claimed for the use of private accommodation in lieu of hotel accommodation.
4. Per Diem Rate - Councillors/committee/task force members
 - a. Council/Committee/task force member – meeting time
 - i. Full day per diem (for meetings over 3 hours duration) - ~~\$326.00~~\$340.00
 - ii. Hourly rate - ~~\$46.00~~\$48.00
5. Chairs' (and President's) Per Diem Rate
 - a. Chair – meeting time (or President's duties)
 - i. Full day per diem (for meetings over 3 hours duration) - ~~\$444.00~~\$464.00
 - ii. Hourly rate - ~~\$63.00~~\$65.00
6. Preparation time rate
 - a. ~~\$46.00~~\$48.00 per hour
7. Travel time
 - a. ~~\$28.00~~\$30.00 per hour
8. ~~Corporate Hotel Rate for 2018~~Rate for hotel stay
 - a. ~~\$269.00 + taxes and service fees = \$312.06~~The best available rate at the College's corporate hotel up to a maximum of \$350/night + taxes and fees¹³

¹³ The rate for hotel stay will be reviewed annually.



Summary of changes:

- Reiterate that no one should be approving their own expenses.
- Specify who the two signatories should be for single expenditures above \$7,500.

Section:	Finance	Policy # <u>5-34.2</u>
Title:	Signing Officers	
Applicable to:	Council and staff	
Date approved:	December 2007	
Date confirmed:	March 2009	
Date revised:	December 2011, March 2014	

Policy

For the purposes of Section 2.5, subsections (2), (3), (4) and (5) and Section 2.6 of the By-laws, the signing officers for the College will be the President, Vice-President, the Registrar, and the Associate Deputy Registrar(s).

No one will approve their own expense claims.

Two signatories are required on all single expenditures above \$7,500:

- One of the President or Vice-President, and
- One of the Registrar or the Deputy Registrar.



Section:	Finance
Title:	Investments and Investment Strategy
Applicable to:	Council
Date approved:	December 2007
Date revised:	June 2009
Date confirmed:	September 2011

Policy #~~5-44.3~~

Policy

The primary objective of the College's investment portfolio is ~~strategically focused on~~ the preservation of capital ~~and modest growth to at least the rate of inflation.~~ The return objective is to attain a growth rate that is consistent with the rate of inflation, however, because the primary objective is capital preservation, there are times when the return objective will not be achieved so that the objective of capital preservation can be satisfied.

Funds held by the College that are not immediately required for operating expenses will be invested according to a two part investment strategy; one part focused on the short-term investment of annual fees, and the second part focused on long term reserves.

The investment strategy will be developed in accordance with Council approved By-law 2.45 and relevant governance policies to ensure the long-term stability of the College

Procedure

1. The College's investment portfolio will aim to maximize the use of instruments that are insured by the Canadian Deposit Insurance Corporation (CDIC), and to align the amounts invested in those instruments to the CDIC's coverage limit.

2.

Short-term investments will be invested in easily cashable instruments which will yield the best results and will mature within a 12 month period or less. Long-term investments will be invested in federal, provincial and municipal governments, bank and trust companies, corporations, mortgage backed securities, coupons and residuals rate R1 or better for money market instruments and A or better for bonds, as determined by the Dominion Bond Rating Service. The proportion of the investment portfolio held in corporate funds shall not exceed 20% and, the amount invested with any one issuer is limited to \$300,000.00.

3. Excluded from the corporate funds portion of the College's portfolio, Guaranteed Income Certificates (GICs) is a separate class. No single GIC issue will exceed \$100,000.

~~2.4.~~ The College will adopt a laddered investment strategy for its long term investments, ensuring maximum return, staggered fund release, and a minimum of a four-year platform.



~~3.5.~~ The Registrar will present the status of College investments ~~will be presented~~ as part of the finance statements at every Council meeting.

~~4.6.~~ The investment strategy and the specific investment instruments will be reviewed annually or more often if necessary.

~~5.7.~~ The Council will meet annually with a representative of the investment firm to discuss and review independently the status of the Colleges' investments and investment strategy.

~~6.8.~~ Funds for short term investments are cashed for the use of annual College operations. Long term investments are only cashed at the direction of Council.



Summary of changes:

- Specify that the general liability insurance should cover the College for losses resulting from cyber crime and attacks.
- Specify who will review the insurance coverage annually.

Section:	Finance
Title:	Insurance
Applicable to:	Council
Date approved:	December 2007
Date revised:	December 2009
Date confirmed:	December 2011

Policy #~~5.54.4~~

Policy

The College obtains and maintains four types of insurance coverage:

1. Commercial,
2. Errors & Omissions and Directors' and Officers' Liability,
3. General Liability (including computer and social engineering fraud), and
4. Accident/Business Travel to support its' risk management strategy.

Insurance coverage is reviewed annually by the Finance Committee and Council against environmental trends as part of the budget process, or as necessary.



Summary of changes:

- Update to reflect current practice.

Section:	Finance
Title:	Capital Assets
Applicable to:	Council
Date approved:	March 2008
Date revised:	March 2010
Date confirmed:	September 2011

Policy #5-74.5

Policy

The College currently holds capital assets which contribute to the organization's value and net worth. Capital assets are attained and maintained in accordance with a planning cycle which supports the on-going work of the College. Capital asset expenditures are considered annually as one component of budget planning.

Definition

Capital assets comprise "property, plant and equipment" that meet all of the following criteria:

1. are held for use in the production or supply of goods and services, for rental to others, for administrative purposes or for the development, construction, maintenance or repair of other capital assets;
2. have been acquired with the intention of being used on a continuing basis; and
3. are not intended for sale in the ordinary course of business.

For further clarification, capital assets include buildings, furniture, purchased computer software, computer hardware, equipment, leasehold improvements, and assets acquired by capital lease.

Procedure

1. Planning for capital asset need and expenditure is the responsibility of the Registrar in keeping with accountabilities related to operationalizing the approved business plan and budget.
2. A proposed capital assets budget is considered and approved annually by Council within broader budget discussions.
3. Capital assets are amortized in accordance with the auditor's recommendations and the published Generally Accepted Accounting Principles (GAAP).
4. The College will maintain a capital asset ledger.
5. Capital assets are reviewed within a regular maintenance schedule to ensure preservation and full utilization.



Section:	Policy	Policy #6-25.1
Title:	College Policy Review Schedule	
Applicable to:	Council members, members of statutory or non-statutory Committees and Task Forces, staff	
Date approved:	June 2002	
Date revised:	October 2008, September 2010, March 2014	

Policy

In order to ensure that they remain relevant in a changing practice and legal environment, all of the College's existing policies, by-laws and official documents* are reviewed periodically.

Procedure

1. While governance policies, by-laws and official documents are in effect, they will be monitored by staff and Council to assess whether any emerging issues suggest a requirement for an expedited review and/or require flagging at the time of the regularly scheduled review.
2. Unless a need to review them is identified sooner:
 - a. College governance policies and by-laws will be reviewed every year; and
 - b. official documents will be reviewed at least every three years.
3. If, as a result of the reviews of College governance policies, by-laws or official documents, changes are proposed, these will be considered by Council using the policy 6.3 - Approval of Official Documents.
4. When changes in current circumstances or the current practice, regulatory and legal environment suggest the need, existing governance policies, by-laws or official documents will undergo immediate review regardless of when a prior review took place.
5. * Official documents include:
 - a. Regulations;
 - b. Standards; and
 - c. Position statements.
6. Documents that are not official documents for these purposes include:
 - a. reports, proposals and presentations;
 - b. brochures and similar informational materials;
 - c. guides to official documents;
 - d. information bulletins;
 - e. forms; and



COLLEGE OF
PHYSIOTHERAPISTS
of ONTARIO

ORDRE DES
PHYSIOTHÉRAPEUTES
*de l'*ONTARIO

f. general web site content.



Summary of changes:

- The Working Group recommended changing this policy to capture the intent that any College communications that refer to an official position should be consistent with that position.

Section:	Policy	Policy #6.35.2
Title:	Approval of Official Documents Positions	
Applicable to:	Council members, members of statutory or non-statutory Committees and Task Forces, staff	
Date approved:	June 2002	
Date revised:	October 2008, September 2010, March 2014	

Policy

~~The Council will approve official positions of the College by a formal motion and vote. Any College communication that references an official position must be consistent with that position.~~

~~All governance policies, by-laws and official documents* of the College must be approved by Council prior to their use or distribution.~~

Procedure

- ~~1. Any proposed official documents, governance policies or by-laws developed according to the governance policy 6.2—College Policy Review Schedule will be reviewed and approved by Council prior to being used or distributed.~~
- ~~2. Following Council approval, all official documents, governance policies and by-laws of the College will be labeled with information to help users assess whether the information they are using is the most current version. As a minimum this information will include:
 - ~~a. document name;~~
 - ~~b. approval date;~~
 - ~~c. an indication that the information may be time limited; and~~
 - ~~d. list of documents that are obsolete by virtue of the new document.~~~~
- ~~3. Other information such as the following should also be provided if it is available:
 - ~~a. reference number;~~
 - ~~b. active date;~~
 - ~~c. publication date; or~~
 - ~~d. scheduled date of next review (if there is one).~~~~
- ~~4. * Official documents include:~~



- ~~a.—Regulations;~~
- ~~b.—Standards; and~~
- ~~c.—Positions statements.~~
- ~~5.—Documents that are not official documents for these purposes include:~~
 - ~~a.—reports, proposals and presentations;~~
 - ~~b.—brochures and similar informational materials;~~
 - ~~c.—guides to official documents;~~
 - ~~d.—information bulletins;~~
 - ~~e.—forms; and~~
 - ~~f.—general web site content.~~



Summary of changes:

- The Working Group recommended rescinding this policy.

Section:	Policy	Policy #6.4
Title:	Partnerships in Advancing Public Policy	
Applicable to:	Council	
Date approved:	March 2012	
Date revised:		

Policy

In keeping with its mandate and, specifically, its vision — *Innovative Regulatory Leadership Promoting a Healthier Ontario*, the College of Physiotherapists of Ontario actively seeks opportunities to influence and advance public policy. Such opportunities are grounded in principled leadership focussed on:

1. — public protection;
1. — the government health system agenda, and
2. — population health.

All proposed policy partnerships must be consistent with the College’s mission, vision and the current strategic objectives set by Council. Such opportunities may be formal or informal but all must facilitate outcomes that further the public interest.

Procedure

1. — When pursuing or assessing an opportunity to engage in public policy activity, the College will specifically consider whether or not the opportunity is consistent with this policy, and is based on the sharing of information and data that contributes to influencing a quality health care and safety agenda.
1. — Prior to engaging in any public policy partnership, the College will establish appropriate parameters for the opportunity that clearly define mutual obligations and objectives.
2. — The College’s partnerships in advancing public policy will be based on:
 - a. — mutual trust and respect;
 - b. — mutual credibility and competence;
 - c. — regular, consistent and clear communication;
 - d. — development of a shared vision to be achieved by the relationship; and
 - e. — transparency.
3. — The College will not pursue or enter into public policy partnerships where:



- a. ~~The College determines that the relationship may result in an actual or perceived conflict of interest or bias; or~~
- b. ~~The College's activities have the potential to be interpreted by a reasonable observer as being in conflict with the College's mandate and/or its mission and vision.~~
- 4. ~~The College will not involve itself in public policy partnerships that require reciprocal actions. It is inappropriate for the College to agree to provide data or other resources in turn for particular attention or outcomes.~~
- 5. ~~In any public policy partnership, the College will retain the ability to dissolve it without a notice period.~~



Summary of changes:

- Specify that elected officers take office at the annual general meeting.
- The Working Group recommended adding the provision described in Procedure #2 to the relevant section of the bylaw regarding the election of the President, Vice President and members of the Executive Committee.

Section:	Policy	Policy #6.4.15.3
Title:	Elected Officers	
Applicable to:	Council	
Date approved:	February 2013	

Policy

In keeping with its duty defined in the by-laws to elect officers, the Council shall annually elect a President, Vice-President and members of its Executive Committee at the last meeting of Council prior to an election of Council members. The officers elected at this meeting shall take office at the first meeting of Council following an election of Council members.

Procedure

1. The election shall be carried out in a manner consistent with the College's by-laws.
2. If an officer who is elected fails to be re-elected or appointed to Council and is therefore unable to serve as an officer of the College, ~~his or her~~their position will be declared vacant and be filled at the first successive meeting of the Council in a manner consistent with the College by-laws.



Summary of changes:

- Specify that Council will make decisions about the College’s intellectual property and related uses.
- Remove references to the College’s Policy on Relationships with External Organizations which has been rescinded.

Section:	Stakeholders	Policy #7.26.1
Title:	Intellectual Property and Related Uses	
Applicable to:	Council members, staff, contractors, College partners	
Date approved:	February 2004	
Date revised:	December 2008, March 2011	

Policy

The development of intellectual property is an inherent product of College work- related activity. Without limiting the generality of the preceding, intellectual property may be produced through policy analysis, research, or program evaluation. The College retains its rights to this intellectual property to ensure appropriate use, dissemination and attribution unless otherwise agreed to ~~by Council through a partnership agreement approved under the College’s Policy on Relationships with External Organizations.~~

Procedure

1. Ownership
 - a. Any intellectual property arising from research or work activity funded, sponsored or commissioned by the College, in whole or in part, is owned by the College (unless ~~otherwise agreed to by Council~~ the provisions of an agreement approved under the ~~College’s Policy on Relationships with External Organizations specify otherwise~~).
 - b. Where such intellectual property is of commercial value, the associated proceeds (including without limitation financial proceeds, the right to publish, or intangibles such as academic recognition) shall be shared ~~as agreed to by Council~~ where expressly ~~provided for in an agreement based on the College’s Policy on Relationships with External Organizations~~. The sharing of proceeds associated with College intellectual property does not apply to College employees, agents or contractors.
 - c. The copyright for any materials resulting from any research or work activity that is funded, sponsored or commissioned by the College in whole or in part belongs to the College and is not attributable to any other individual or person, unless ~~otherwise agreed to by Council~~ the provisions of an agreement based on the ~~College’s Policy on Relationships with External Organizations specify otherwise~~.
2. Publication/Dissemination



- a. Unless the prior written approval by the Registrar has been obtained, a researcher contracted by the College may not publish the results of College research or evaluation.
- b. Research or evaluation outcomes may only be published ~~as approved by Council under the terms of an agreement based on the College's Policy on Relationships with External Organizations.~~
- c. When considering requests to publish, the Registrar will consider whether:
 - i. the proposed publication tool or vehicle is in keeping with the College's mandate, mission and vision and strategic initiatives;
 - ii. the publication would undermine the College's regulatory function;
 - iii. the publication would infringe on existing commercial, property or moral rights of which the College is aware;
 - iv. confidential data is included in the publication;
 - v. personal information is included in the publication; or
 - vi. there is a need to adhere to an agreement specifying a delayed publication date.

3. Authorship

- a. Any material published by the College that is intended to portray the College's position or advice on particular issues, or to inform registrants or other persons of the College's activities will be published without an attributed author (unless the Registrar determines otherwise).
- b. Any material published by the College intended to serve as a report of research that was conducted or supported in whole or part by the College may be published with one or more authors being designated. Designated author(s) will be determined by the ~~Registrar Council or identified pursuant to the provisions of an agreement established under the College's Policy on Relationships with External Organizations.~~
- c. Any material published by the College, regardless of authorship decision, will acknowledge the specific College committee at which the primary content development occurred (as the ~~Registrar Council~~ determines appropriate); if the ~~Registrar Council~~ determines that it is inappropriate to acknowledge a specific College committee, then the College's Council will be acknowledged (unless the ~~Registrar Council~~ determines that such acknowledgement is inappropriate).



Summary of changes:

- The Working Group recommended adding a statement that clarifies the purpose of strategic planning.
- Staff suggest moving this policy from the “Finance” section to the “General” section as this policy is not about finance.

Section:

FinanceGeneral

Policy #5.87.1

Title:

Strategic Planning Cycle

Date approved:

December 2009

Date revised:

December 2011, February 2013

Policy

The purpose of strategic planning is to guide the College to achieve its statutory mandate now and in the future, grounded in the concept of quality assurance. The Council is deliberate in its use of strategic discussion and direction setting to enhance its mandated objectives. It utilizes a vision statement within a framework to set tactics which further its goals of safe, quality physiotherapy care in the public interest. Council regularly evaluates its progress within its most current plan and determines opportunity to revisit its framework not less than every three years.

Procedure

1. Council has established key elements for its strategic framework which may include, but are not limited to:
 - a. a vision statement;
 - b. a set of assumptions about its future;
 - c. a series of objectives and high level tactics; and
 - d. critical success factors and key indicators of success.
2. Progress against the Strategic Plan is measured and reported to Council at every Council meeting.
3. Planning for the development of a new framework is started by the President and the Registrar.



Summary of changes:

- The Working Group recommended rescinding this policy and incorporating the content into Policy 8.10: Council Education.

Section:	General	Policy #8.1
Title:	Orientation Program	
Applicable to:	Council and non-Council members of statutory Committees	
Date approved:	June 2002	
Date revised:	November 2006, June 2007, December 2009, December 2011, February 2013	

Policy

Timely orientation to the College mandate, governance framework, the prevention of sexual abuse and organization culture is critical to facilitate the effective involvement of all members. The provision of relevant information on individual roles and responsibilities, the current strategic plan and issues of focus is also a necessity. All members are required to participate in annual orientation programming prior to attending any meeting of a committee to which they have been appointed. Current Councillors and staff act as mentors in supporting new member integration and understanding.

Procedure

1. Orientation of Councillors and committee members will continue as needed and in keeping with the Governance Policy on Council Education, the requirements of Councillors and committee members and direction from the President and the Executive Committee.



Summary of changes:

- Remove the term limit for Executive Committee.
- A President can reach out to a past President for information and advice, the past President does not need to be a member of Council or Executive Committee for that to happen. The option to reach out to a past President should be articulated in the policy about the Role of the President.
- The Working Group felt that most relevant factor when considering a candidate for Vice President and President is their performance on Council, and that the other factors are not really needed.

Section:	General
Title:	Succession Planning
Applicable to:	Executive Committee members
Date approved:	February 2013, March 2014

Policy #~~8.1.17.2~~

Policy

The College will establish and maintain a transparent process of succession planning for key roles on the Council's Executive Committee to promote the Council's capacity to achieve and maintain optimal performance in its role.

Procedure

1. Term limits for the President and the Vice President shall be no more than two terms for each position ~~and not more than five terms on the Executive Committee overall~~, during any period of consecutive service on Council¹⁴.
2. In order to ensure that successive Presidents of the College have an opportunity to learn the key skills required to perform effectively in this role, it is desirable that Vice Presidents, subject to the Council election process, succeed into the role of the President following the completion of the President's term.
- ~~3. In circumstances where the President has completed one term, and through personal choice or the election process, has not been elected to serve a second term, it is desirable that the most recent past President be elected to the Executive Committee to serve as an advisor to the current resident.~~
- ~~4.3.~~ When considering candidates for the positions of Vice President and President, it is desirable that the Council consider factors including their previous performance as members of Council.:
 - ~~a. Their previous performance as members of council and committees;~~

¹⁴ The establishment of term limits is intended to enable Presidents and Vice Presidents to be able to rotate into and out of these roles while still being eligible to serve as members of Council and to enable them to transfer knowledge and skills to their successors.



- ~~b.—Whether they have a sufficient period of eligibility to serve on Council remaining in order to permit them to fulfill a maximum commitment of two years as a Vice-President and two years as a President; and~~
- ~~c.—Any eligibility criteria for the appointment as members of statutory/non-statutory committees that Council has developed.~~



The Working Group did not recommend any changes to this policy.

Section:	General	Policy #<u>8.27.3</u>
Title:	Public Member Representation on College Committees	
Applicable to:	Statutory and Non-Statutory College Committees	
Date approved:	June 2002	
Date confirmed:	December 2008, September 2010	

Policy

It is a core value of the College of Physiotherapists of Ontario that the input of the public, as represented by the publicly-appointed members of Council, should be a part of all decision-making processes.

In order to ensure that this core value is upheld, All College's statutory and non-statutory committees must include at least one member of Council who has been appointed by the Lieutenant Governor (a publicly-appointed member of Council) in their composition.

This requirement must be met regardless of any other rules in statute, regulation or by-law prescribing the composition of committees.

Procedure

1. When the Executive Committee prepares its annual proposed membership of nominees for positions on the College's statutory and non-statutory committees, the Executive Committee must ensure that the proposed membership of each committee includes at least one publicly-appointed member of Council.
2. When Council approves the annual membership of the College's statutory and non-statutory committees, each approved committee membership must include at least one publicly-appointed member of Council.
3. If the publicly-appointed member of a College statutory or non-statutory committee must be replaced prior to the annual approval of College committee membership, the revised committee composition must still include at least one publicly-appointed member.
4. Regardless of other considerations, the membership of College statutory or non-statutory committees must still meet all other requirements for committee composition prescribed in statute, regulation or by-law.



Summary of changes:

- This policy should only apply to statutory committees.
- Retain the requirement to ensure availability of public members when scheduling meetings, while allowing flexibility for meetings to be held if public members are not available due to exceptional circumstances.
- It is already true that statutory requirements would supersede governance policies, so it does not need to be stated.
- Remove duplication between the Policy and Procedure sections.

Section:

General

Policy #~~8.37.4~~

Title:

Public Member Attendance at Committee Meetings

Applicable to:

Statutory ~~and Non-Statutory~~ Committees

Date approved:

June 2002

Date confirmed:

December 2008, September, 2010

Legislative references:

1. Health Professions Procedural Code: 17, 25, 38, 64

~~1-2.~~ By-laws: 7.1

Policy

It is a core value of the College of Physiotherapists of Ontario that the input of the public, as represented by the publicly appointed members of Council, should be a part of ~~all~~ decision-making processes.

In order to uphold this core value, meetings of statutory ~~or non-statutory~~ committees, or panels of such committees, must not be ~~held/scheduled, except in exceptional circumstances,~~ unless at least one of the committee member(s) appointed by the Lieutenant Governor (a publicly-appointed member(s) of Council) is/are available to attend the meeting. Meetings of statutory committees, or panels of such committees, should not be held, other than in exceptional circumstances, unless at least one of the committee member(s) appointed by the Lieutenant Governor (a publicly-appointed member(s) of Council) is/are available to attend the meeting.

~~This requirement must be met regardless of any other rules in statute, regulation or by-law prescribing the quorum for committees or panels of committees.~~

Procedure

~~1.—When meetings of statutory or non-statutory committees are being arranged, the meeting must be set for a date and time that will permit at least one publicly appointed member of Council to attend the proposed meeting.~~



1. If at least one publicly-appointed member is not able to attend the meeting of a statutory ~~or non-statutory~~ committee, the meeting should be postponed until such time as the publicly-appointed member is able to attend. In exceptional circumstances, a meeting may proceed when the planned attendance of the publicly-appointed member is interrupted by unforeseen immediate personal circumstances. In that case, decisions on registrants that are statutory in nature cannot be discussed without the presence of a publicly-appointed member.
2. ~~Regardless of other considerations, any meeting of a statutory or non-statutory committee, or a panel of such a committee, must still meet all other requirements for committee composition and quorum prescribed in statute, regulation or by-law.~~



Summary of changes:

- Only Council should confirm appointments.
- The Executive Committee does typically recommend committee chairs.
- Physiotherapists, rather than non-physiotherapists, with specific expertise may be solicited to participate on a Committee, Task Force or Advisory Group.
- The reference to the by-law is redundant.

Section:

General

Policy #8.47.5

Title:

Selection of Individuals to Committees, Task Forces and Advisory Groups

Applicable to:

Council, Committees, Task Forces and Advisory Groups

Date approved:

June 2002

Date revised:

**June 2006, March 2007, March 2010, February 2013,
March 2014**

By-law reference

1. By-law: 7.5

Policy

The College will establish and maintain a transparent process for the appointment of individuals to serve on Committees, Task Forces or Advisory Groups of Council. Selection will be based on criteria developed to meet the terms of reference and needs of a specific initiative or purpose as established by Council including the ongoing development of Councillor competencies. Appointments will be confirmed by Council ~~or its delegate~~.

Procedure

1. The Executive Committee, after considering expressions of interest, will recommend individuals to serve on statutory and non-statutory committees at the College's Annual General Meeting, and from time to time as required.
2. The Executive Committee will include in its recommendations, the identification of suggested committee chairs, ~~if it so desires~~.
3. The Executive Committee will base its recommendations on selection criteria including:
 - a. Availability;
 - b. Eligibility;
 - c. Experience;
 - d. Interest;
 - e. Previous performance;



- f. Development of Councillor competencies;
 - g. Avoidance of foreseeable conflicts of interest; and
 - h. Recommendations from Committee Chairs
4. Individual ~~non~~-physiotherapists with specific expertise may be solicited to participate on a Committee, Task Force or Advisory Group dependent on the Council-determined terms of reference.
 5. All Committee, Task Force or Advisory Group appointments will be for one year or the set term of the Task Force or Advisory Group, unless specific circumstances require a different term length.
 - ~~6.—Committee appointments are renewable as per By-law 34, Appointment of Non-Council Members to Statutory Committees of the College.~~



Summary of changes:

The Working Group is proposing a complete revision to the performance review process for the Registrar.

Section:	General	Policy #8-57.6
Title:	Performance Review Process for Registrar	
Date approved:	December 2003	
Date revised:	June 2006, March 2007, June 2009, March 2012, February 2013, March 2015	

Policy

The evaluation of the Registrar's performance will be conducted by the President. The final review of the Registrar's performance will be made by the Council, *in camera*.

~~The Registrar's performance will be evaluated during the probationary period, and thereafter annually. Performance will be measured against pre-identified role and leadership competencies and outcomes in relation to annual performance objectives. The evaluation will be conducted by the Executive Committee, which will make recommendations for an annual performance assessment to Council. The final assessment of the Registrar's performance will be made by Council *in camera*. The Registrar's performance assessment and the associated compensation decisions are conducted in alignment with the College's overall staff performance management and compensation system.~~

Procedure

1. The President will conduct the Registrar's annual performance review, based on:
 - a. goals set annually by Council, including direction on priorities, and
 - b. operational performance indicators, including timelines.
2. The president will meet semi-annually with the Registrar to determine and help facilitate the requirements to help the Registrar accomplish such goals.
3. The annual review cycle is to be initiated no later than October.
4. The performance review will gather and assemble multi-source feedback about the Registrar's performance from:
 - a. all Councilors
 - b. senior staff
 - c. relevant external contacts, identified by both the Registrar and the President.



5. The Registrar will provide the President with contact information for staff and external contacts to facilitate the review. The President may identify additional external contacts from whom to obtain input.
 6. The President will write a draft report, tabulating all comments from the above sources, as well as the President's own experiences with the Registrar. The report is to provide feedback, to assist the Registrar toward optimal performance.
 7. The Registrar will then be given the draft to review and provide commentary.
 8. The President will then present the draft report with the Registrar's comments to the Executive Committee for consideration.
 9. The Executive Committee will make a recommendation regarding the draft report to Council.
 10. The President will present the final draft report to Council *in camera*. Council will make any changes it sees fit, and approve the final performance review.
 11. The President will report Council's performance review to the Registrar.
- ~~1.—The Executive Committee will conduct the Registrar's annual performance review.~~
 - ~~2.—The performance review will have two functions:
 - a.—to gather and assemble feedback about the Registrar's performance against set role and leadership competencies and annual performance objectives; and
 - b.—to provide a recommendation to Council as to the Registrar's annual performance assessment.~~
 - ~~3.—The annual review cycle is to be initiated no later than the end of February.~~
 - ~~4.—The Executive Committee, in consultation with the H.R. Generalist or an appropriate alternative expert will determine the appropriate mechanism by which to gather information to conduct the review.~~
 - ~~5.—The Registrar will complete a written self assessment in relation to the competencies and annual objectives.~~
 - ~~6.—The Registrar will provide the President with contact information for staff and external stakeholders in order to facilitate the gathering of information. The President may identify additional stakeholders from who to obtain input.~~
 - ~~7.—The President, on behalf of the Executive Committee, obtains performance feedback from Council members, external stakeholders and senior staff as appropriate. The President collates this feedback together with objective information related to achievement of performance objectives (if available), and the Registrar's self assessment.~~



- ~~8. The President will present the gathered information to the Executive Committee which will assess the Registrar's performance and develop a recommendation to Council.~~
- ~~9. The assessment of the Registrar's performance will lead to recommendations for salary adjustment based on the performance management and compensation system that applies to all College staff.⁴⁵~~
- ~~10. The President will ensure a timely completion of the review and will meet with the Registrar and another member of the Executive Committee no later than three weeks prior to Council meeting to review performance over the past year and establish annual objectives for the coming year.~~
- ~~11. Council will consider Executive Committee's recommended performance assessment in-camera. The President will report Council's decision to the Registrar.~~
- ~~12. Where the Registrar disagrees with the performance review process or the outcome, the Registrar may appeal in writing to Council for consideration. Council will set a new review panel to consider the collected performance feedback and other evidence related to the Registrar's performance and will determine whether any variation from Council's decision is warranted. The decision of the review panel will be provided to the Registrar in writing and will be considered final.~~
- ~~13. Copies of the Registrar's performance review and new annual compensation package if any will be provided to the Registrar by the President and to the HR Generalist, for payroll, retention and future reference.~~

⁴⁵ The salary scale that the College has adopted is set by an annual market review. Market in this respect considers comparable work within a comparable work setting. Pay at market value involves comparing jobs of similar responsibility and authority in other comparable organizations, considering environmental trends in job retention and hire for certain skills, and changes in cost of living indexes. Our external target market at the College includes the regulatory community, the broader not for profit sector, the public sector and some for profit components. This review will include a formal review process not less than every 2 years.



Summary of changes:

- Remove references to risk management from this policy.
- The President should be included in the Emergency Response Team, which makes Procedure #6 redundant.
- The President should be the one reporting to Council on managing emergencies.

Section:	General	Policy #8.67.7
Title:	Emergency Management Plan	
Applicable to:	Council, Committees, Staff and Agents	
Date approved:	March 2011 (replaces previous 4.24 Pandemic Influenza, September 2009)	
Date revised:		

Policy

The College of Physiotherapists of Ontario maintains an overarching Emergency Management Plan to ensure a consistent approach to all emergencies, in particular ensuring the safety of all Councillors, committee members, staff and agents of the College. The Plan also consists of specific subsets related to Fire and Pandemic ~~Influenza~~ given their unique features and urgent risks. All parties to whom the Emergency Management Plan applies will receive an annual orientation to its contents.

~~While the Emergency Management Plan does apply to particular risk areas of the College, it is not a substitute for nor does it apply to all areas of the College's approach to risk management as detailed in governance policy 5.6.~~

The Emergency Management Plan addresses events that can be classified as emergencies ~~(refer to policy 5.6—Risk Management)~~. These include but are not limited to:

1. Access to the building because of fire, flooding, etc.;
2. Technological incidents including electronic data processing and telecommunications disruptions;
3. Staffing disruption due to illness, weather; and
4. Public health crisis that may be of a small or large magnitude (such as pandemics).

Procedure

1. The Emergency Management Plan is developed in keeping with best practices, incorporating a consistent cycle of mitigation and response (see Appendix A)
2. The Emergency Management Plan establishes an Emergency Response Team consisting of the President, the Registrar, ~~the Director—Corporate Services, and the Director of Communications~~ and the Registrar's designates.

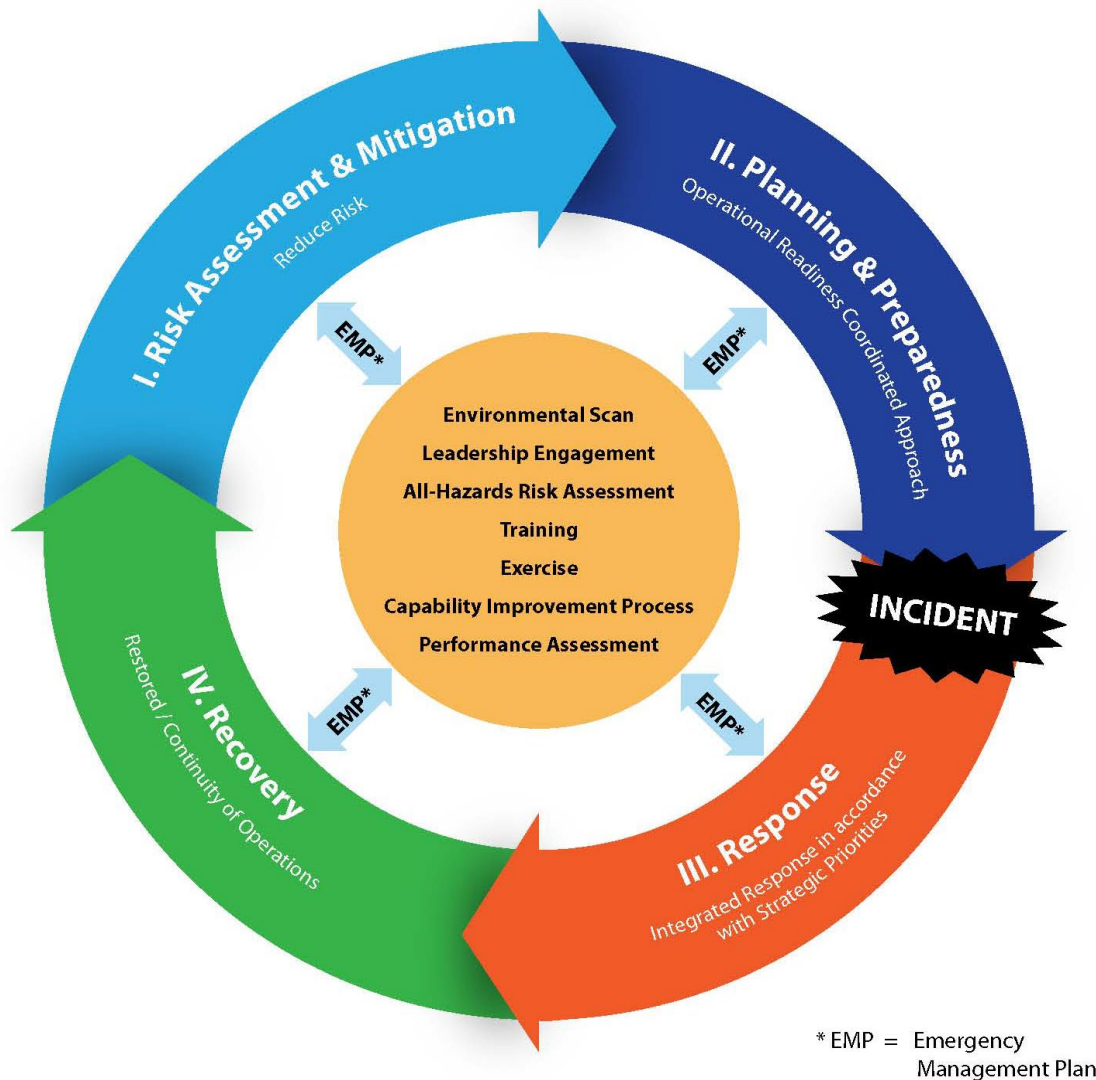


3. The Emergency Management Plan has three components:
 - a. An overarching structure which applies in all circumstances;
 - b. A specific set of additional elements relevant to fire safety; and
 - c. A specific set of additional elements relevant to influenza-a pandemic.
4. The Emergency Management Plan is reviewed bi-annually by the Registrar and Director, Corporate Services, to ensure it is current and relevant.
5. All new staff, Councillors, Committee members and agents will receive an orientation to the Emergency Management Plan and its components on an annual basis, including training drills where relevant.
- ~~6. The President is informed by the Registrar in all circumstances when the Emergency Management Plan is enacted. The President is included in the response phase when appropriate.~~
- ~~7.6.~~ The Registrar-President will report to Council any events resulting in the initiation of the Emergency Management Plan through periodic reports on risk assessment.



APPENDIX A

Emergency Management Continuum





Summary of changes:

- Clarify what can and cannot be included in a candidate's statement.
- The Working Group asked the Registrar to consider whether the College can implement a mechanism to ask registrants for consent to disclose their email addresses for the purpose of election campaigning.
- Define a process for reviewing candidates' statements to ensure adherence to this policy.

Section:	General	Policy #8-77.8
Title:	Election Campaign	
Applicable to:	Council members and election nominees	
Date approved:	February 2004	
Date revised:	March 2009, March 2011, February 2013	

Policy

A fair and democratic election process for selecting physiotherapist Councillors to Council is important to the profession as one element in ensuring a strong governance structure. Elected individuals provide the profession's perspective to a self-regulatory, public interest model. Registrants eligible to vote require adequate, reliable and consistent information about each electoral candidate to assist them in exercising an informed vote. The College facilitates this process through the distribution of candidate materials in its voting package. In addition, to promote registrant engagement, the College provides a means for nominees to provide campaign materials to voters in the relevant district, separate and apart from the College processes.

Procedure

1. Individual physiotherapists, who are nominated and are eligible for election as per By-law 3.1, will provide the College with their biographical information and a statement, using language provided by the College, confirming their understanding of their obligation to act in the public interest if elected to Council.
2. Candidates may also provide a candidate statement to be included with the other election materials.
3. A candidate's statement cannot exceed 300-500 words.
4. ~~A candidate's statement will speak to the candidate's skills and experience in relation to the College mandate, and may include their personal interests in running for Council.~~ Candidates ~~may~~must frame his/her remarks in relation to self-regulation and the public interest. A candidate who is a current Committee member or agent of the College (e.g. assessor) must not comment on College business that is not in the public domain. A candidate must not make disparaging remarks about the College. A candidate's statement must not include a photograph.



5. The Registrar will review candidates' statements to ensure adherence to this policy. If a candidate's statement does not adhere this policy, the Registrar will request that the candidate revise their statement. If the candidate is unwilling to revise their statement to adhere to this policy, then the matter will be brought to the Executive Committee, who may make a recommendation to Council. Only Council can decide whether to disqualify a candidate from running in the election.

~~5-6.~~ The College will circulate the materials provided by candidates to all eligible voters in the respective candidates' districts.

~~6-7.~~ A candidate may choose to campaign within his/her district. To facilitate this process, all candidates will be provided with a means to contact the eligible voters in their district that is in keeping with the College's statutory confidentiality obligations.

~~7-8.~~ Campaign materials are not reviewed or endorsed by the College.

~~8-9.~~ Candidates will make every effort to ensure that the views portrayed are verifiable, true and consistent with their stated understanding of their obligation to act in the public interest if elected to the Council of the College.

~~9-10.~~ _____ Information contained in this policy will be disclosed to all candidates at the time of nomination confirmation.



Summary of changes:

- The Working Group recommended rescinding this policy as the College has not had an awards program for some time.

Section:	General	Policy #8.9
Title:	External Awards Program	
Applicable to:	Registrants	
Date approved:	March 2007	
Date revised:	October 2008, December 2010, June 2012, March 2014	

Policy

The Council of the College of Physiotherapists of Ontario believes in the importance of recognizing the contribution of physiotherapists to quality practice in the public interest. As such, it supports an awards program focused on “Celebrating Quality Care”. Two awards have been established:

1. One promoting research by Physiotherapists working in clinical roles that contributes to safe quality physiotherapy care — ~~the Award for Clinical Research Advancing Quality Care;~~ and
1. One recognizing significant contribution to quality and standards within the profession and the broader community — ~~the Award of Distinction.~~

Awards recipients are determined annually⁴⁶ by Council and recognized at the Council’s annual event. Individuals who are members of Council at the time of application are ineligible for these awards (previous Councillors may be eligible).

Procedure

1. Selection Process
 - a. The awards are announced annually in the fall through a variety of mediums.
 - b. Applications/submissions for each award are received until January 31.
 - c. All applications/submissions are provided to the Executive Committee for consideration and review.
 - d. Pre-set criteria for scoring are utilized to determine individual rankings for each award. These criteria are reviewed not less than every three years to ensure their relevance in relation to award goals.
 - e. Individual rankings are determined by consensus by the Executive Committee.

⁴⁶Please note that at the December 2013 Council Meeting, Council put the External Awards Program on hold till the completion of the 2013-2016 Strategic Planning Cycle, at which point the need for the program will be revisited.



- f. ~~Award submissions receiving the highest consensus score are recommended to Council for final decision as to the successful award recipients.~~
 - g. ~~When more than one application is considered eligible, the Executive Committee may recommend up to two recipients to Council.~~
 - h. ~~When no applications are considered eligible, no recommendation will be made.~~
 - i. ~~In making its determination, Council will review the recommendation(s) put before it by Executive Committee.~~
 - j. ~~The decision of Council will be final.~~
2. ~~Process for Notification of Award~~
- a. ~~Successful applicants/submissions will be notified both by phone and in writing by the President.~~
 - b. ~~Unsuccessful applicants/submission will be notified in writing once the successful individuals are informed. The President will be the signatory.~~
 - c. ~~Staff will invite recipients to attend the Council's annual event at which recipients are recognized.~~
3. ~~Recognition~~
- a. ~~The successful applicant of the Award for Clinical Research Advancing Quality Care will receive a \$5,000 monetary contribution. Promotion of the research outcome will be encouraged on the College website in collaboration with the award recipient.~~
 - b. ~~The successful nominee of the Award of Distinction will receive a distinct recognition statue.~~
 - c. ~~Recipients will be identified on the honors wall situated in the Council chamber.~~
 - d. ~~Recipients will be recognized publicly through College communications.~~
 - e. ~~Recipients will be invited to attend the Council's event and their expenses will be covered according to the relevant College policy.~~



Summary of changes:

- The Working Group recommended rescinding Policy 8.1: Council Orientation and incorporating the content into this policy.
- Governance is included in Councillor orientation, and therefore Procedure #3 is redundant.
- Procedure #4 should not be included in this policy as it refers to training that is specific to certain Committees.
- Changes to align with current practice.
- For public members, the College should cover registration fees, but per diems and expenses should be paid by the government.

Section:	General	Policy
Title:	Council Education	#8.107.10
Applicable to:	All Councillors and Committee members	
Date approved:	March 2009	
Date revised:	March 2011, March 2013	

Policy

~~The Council of the College believes that to achieve governance excellence, informed and educated members are essential. All Council and Committee members are required to participate in annual orientation programming, including sexual abuse prevention training, prior to attending any meeting of a committee to which they have been appointed. Current Councillors and staff act as mentors in supporting new member integration and understanding.~~

~~The College is committed to equipping Councillors and committee members with the requisite skills and knowledge, and it invests annually in specific education initiatives. Such investment focuses on developing cohesion on the principles of good governance. Additional sessions on differing topics including the awareness of the importance of sexual abuse prevention are provided internally as well as through programs external to the College. While the funding system for education is different for public appointees, every effort is made to ensure Councillor exposure to a broad base of information.~~

Procedures

~~1. Orientation of Councillors and committee members will continue as needed and in keeping with this policy, the requirements of Councillors and committee members and direction from the President and the Executive Committee.~~

~~1.2. The Executive Committee is charged annually with the task of identifying the education needs of Council and its committees.~~



- ~~2.3.~~ The Executive Committee sets an annual education strategy based on identified needs, in collaboration with the Registrar. Proposed Council education is budgeted and approved by Council annually in March.
- ~~3.~~ ~~Every year, the Executive Committee ensures a Council session on good governance is held with new and current Councillors.~~
- ~~4.~~ ~~The College may take advantage of education sessions offered by the Federation of Health Regulatory Colleges of Ontario and the Ontario Regulators for Access. The aim is to ensure that all Councillors receive exposure to these sessions within the first year on Council or committee.~~
- ~~5.4.~~ Education opportunities external to the College, ~~and not referenced in 4.0,~~ are considered on an individual basis by the Executive Committee. All requests must be directly relevant to the College mandate and the competency development needs of the requestor. ~~When reviewing requests, Executive Committee members will apply an objective rating scale and submit it to the President and Registrar for tallying.~~
5. Registration fees ~~expenses~~ for such events are covered by the College, for both professional and public members. Per diems and expenses for professional members are also covered by the College. Public members' per diems and expenses are paid by the Ministry and require pre-approval by the Ministry prior to attendance at any external education session. Pre-approval is coordinated by the Registrar and ~~Director of Corporate Services~~ Governance Analyst.
6. All Councillors and Non-Council Committee Members must participate in sexual abuse prevention training.



Summary of changes:

- Clarify the accountability relationship between the Registrar and Council.
- Define an additional process if a matter of concern cannot be resolved with the involvement of the President and the Registrar.

Section:

General

Policy

Title:

Council – Staff Relations

#~~8.117~~.11

Date approved:

December 2009

Date revised:

February 2013, March 2014

Policy

The College, its Council and its staff, fosters a culture of clear, open, honest, and transparent communication focused on mandate, the collective vision, and organizational values. Communication channels acknowledge and respect the difference between governance and operations. All communications, whether verbal or written (including electronic) aim to positively further the work of the College, effectively and efficiently.

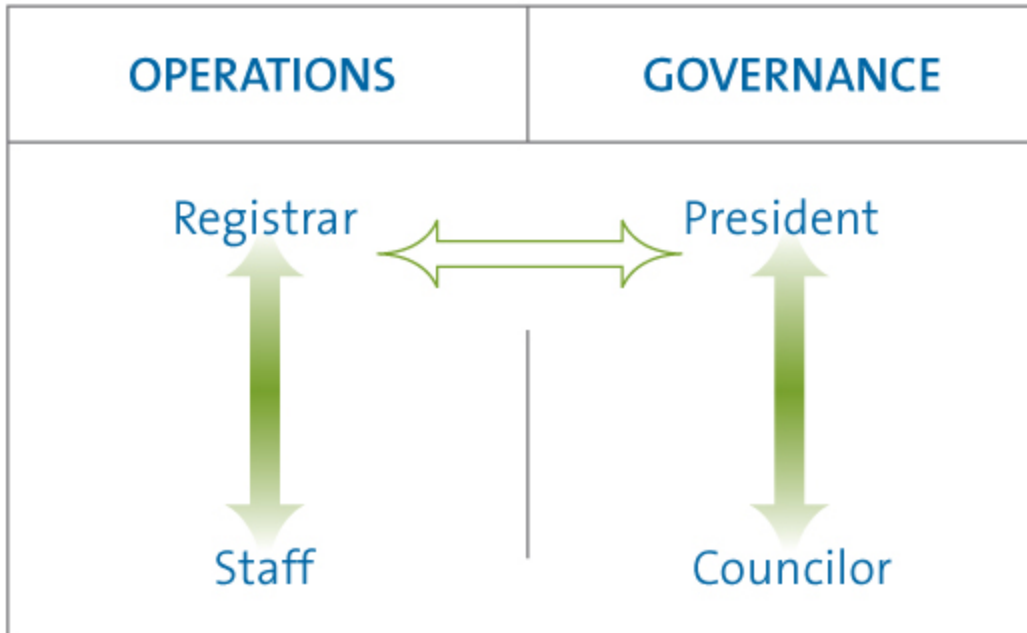
Procedure

1. ~~The Council has one staff person, the Registrar~~The Registrar is accountable to Council.
2. Council matters related to the staff and Council relationship are managed at the level of the President and the Registrar.
3. Committee matters related to the relationship between staff and committee members are first managed at the level of the senior staff and the Committee Chair. Should any matter not be resolved, either the Registrar via the staff person or the President via the Committee Chair can be consulted to assist with the resolution of the issue.
4. Where any matter either at a Council or a Committee level remains an ongoing concern, the President and the Registrar will convene a meeting of relevant parties to seek a satisfactory resolution. If the matter cannot be resolved, it should be brought to the Executive Committee for consideration. The Executive Committee will make a decision, which will be final, except for matters related to the Code of Conduct, which will be brought to Council for consideration.

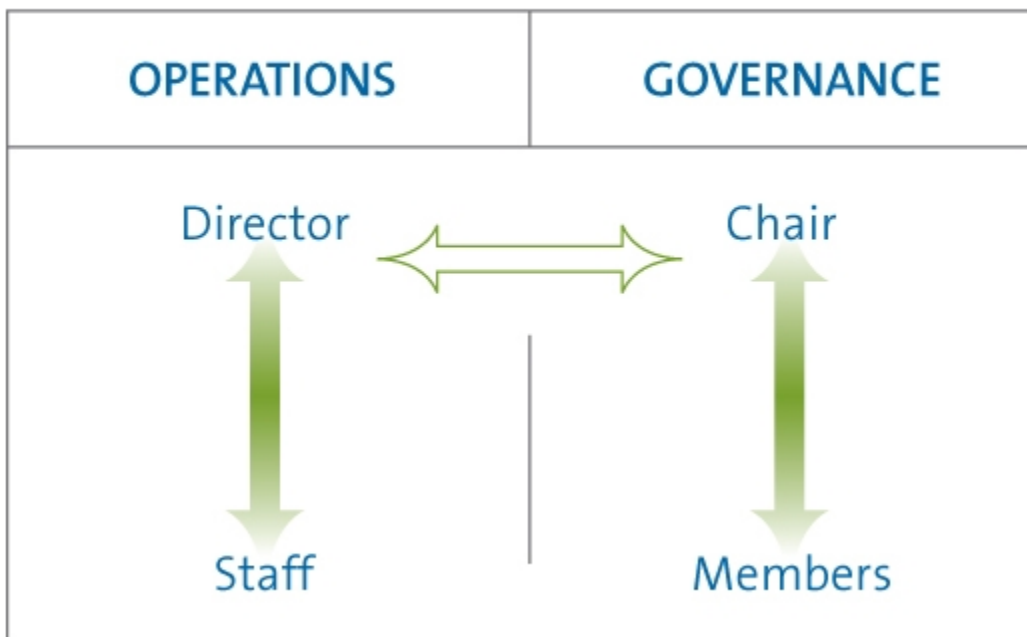


Communication Framework

Council



Committee





Summary of changes:

- Changes to the reporting mechanism and frequency for task forces and advisory groups.
- Changes to the process and requirement for establishing and approving terms of reference.
- Changes to how task force and advisory group members should be reimbursed.

<u>Section:</u>	General	Policy
Title:	Appointment of a Task Force and/or an Advisory Group	#8.127.12
Applicable to:	Council, Task Forces and Advisory Groups	
Date approved:	March 2010	
Date revised:		

By-law Reference

Policy

From time to time, to accomplish a specific initiative, Council may choose to establish a Task Force or an Advisory Group. Either entity is under the development and direction of Council and may be comprised of Councillors, registrants, and/or individuals with specific expertise external to the profession. All deliverables of a Task Force or an Advisory Group are provided to Council for final approval.

Procedure

1. A Task Force or an Advisory Group is appointed by Council for a specific purpose and duration.
2. Either entity, once appointed will report directly to ~~either Council, or through~~ the Executive Committee, ~~as determined by Council.~~
3. Council will ~~establish and~~ approve the terms of reference of a Task Force or an Advisory Group. Such terms will include, at a minimum, its membership including a chair, objectives, and deliverables.
4. A Task Force or an Advisory Group will report ~~regularly~~ on its progress toward set objectives, ~~not less than quarterly at every meeting of Council.~~
5. Professional Members of a Task Force or an Advisory Group will be reimbursed for honoraria and expenses by the College as per relevant College policies. Publicly appointed members of a Task Force or an Advisory Group must seek approval from the government to pay for their per diems and expenses. Pre-approval is coordinated by the Registrar and Governance Analyst.
6. Every Task Force or Advisory Group will be supported by staff as designated by ~~Council~~ the Registrar.
7. The process and outcomes of every Task Force and Advisory Group will be evaluated for effectiveness and impact.



Summary of changes:

- The Working Group recommended rescinding this policy and making a corresponding change to the Restricted Titles, Credentials and Specialty Designations Standard such that the College will no longer recognize specialty designations going forward.
- The Working Group recommended that registrants who currently have College-approved specialty designations be allowed to continue using them.
- The Working Group directed the Registrar to seek legal advice on this proposed change and bring the issue forward to Council for consideration.
- [The requested legal advice is in process and is planned to be available for Council.](#)

<u>Section:</u>	General	Policy #8.15
Title:	Specialty Designation	
Date approved:	March 2012	
Date revised:		

Policy

Section 1, paragraph 20, of Ontario Regulation 388/08, Professional Misconduct, indicates that it is professional misconduct for a registrant to use the title “specialist” unless the registrant holds a specialty designation approved by the College. In keeping with this requirement, the College will consider the approval of specialty certifications recognized by the Canadian Alliance of Physiotherapy Regulators (The Alliance), as designations that College registrants are entitled to use in conjunction with the title “specialist”.

Procedure

1. The College, as a member of The Alliance Board of Directors, will approve the policy and processes used to recognize specialty certification programs relevant to the practice of physiotherapy in Canada and in Ontario.
2. The Alliance will approve specialty certification programs relevant to the practice of physiotherapy in Canada. The decisions of the Alliance respecting the approval of specialty certification programs in Canada are not subject to appeal through the College.
3. A specialty certification program approved by The Alliance Board of Directors as meeting the level of rigor required to satisfy use of a title of “specialist” in Canada will be presented to the Council for consideration of its approval prior to recognition in Ontario. The College will maintain a list of all specialty certification programs and their designations approved by Council.
4. A registrant may apply to the College to use the title “specialist”. In his or her application the registrant must identify the specialty certification program from which his or her specialty was conferred. If the specialty designation is on the list approved by Council, the registrant will be entitled to use the title “specialist”.



5. Where a registrant applies to use the title “specialist” and his or her specialty certification program is not recognized (on the list), the registrant may provide the details of his or her program to The Alliance for national review and consideration. If the specialty certification program is then approved by The Alliance, procedures #3 and #4 above must occur before the registrant is entitled to use the title “specialist” in Ontario. If the specialty certification program is not approved, the registrant will not be permitted to use the title “specialist” in Ontario.
6. Any registrant entitled to use the title specialist will have the relevant information indicating the type of specialist certification(s) he or she holds listed on the College’s public register.
7. Any registrant entitled to use the title “specialist” in Ontario will use his or her registered title first (i.e. physiotherapist) and then acknowledge his or her specialty with a designation (i.e. Orthopaedic specialist or specialist, orthopaedics).



This is a new policy being proposed. There is currently no clear process defined for how to manage in camera minutes of Council. Council discussed this issue and provided some feedback in December 2019.

Section: General **Policy #7.14**
Title: Council In Camera Minutes – Storage and Access
Applicable to: Council, Staff
Date approved:
Date revised:

Legislative reference:

1. Health Professions Procedural Code: 7

Policy

From time to time, Council holds *in camera* discussions. These discussions typically involve proprietary matters, human resources matters, or other such matters that are appropriately not to be in the public domain.

Records of such meetings must be stored in a secure environment, and access to such records must be limited to Council. The conduit of access to such records are the President, Vice President, and chair of the Finance Committee.

Access to these Minutes is to be strictly restricted to the officials named above. Anyone caught attempting to access these Minutes may be subjected to severe sanctions.

Procedure

1. During *in camera* meetings, a recorder will be appointed by the President.
2. Upon approval of such *in camera* minutes, and signed by the President and Vice President, the document will be scanned into a secure section of the College's computer systems.
3. All *in camera* minutes are accessible by all Council members upon request. Access to all *in camera* minutes will be by the President, Vice President and chair of Finance Committee.
4. The Registrar may request access to specific *in camera* minutes. Such requests will be made to the President, and the President will seek approval from Council to release the *in camera* minutes.



5. The documents will be password protected. The password will be passed from President to President.
6. Every President is required to change the password upon taking office, and to share the new password with the Vice President and the Chair of the Finance Committee.
7. Staff are to be made aware that it is a serious offence to attempt to access *in camera* minutes. Such actions are cause for termination of employment, and any other action that Council decides.
 - a. The President and Executive Committee will investigate incidents of attempted unauthorized access of *in camera* minutes and bring the matter to Council for decision. If the attempted unauthorized access involves staff, then the President will investigate the matter in consultation with the Registrar, and Council will consider the matter *in camera*.



Summary of changes:

- The policy should not mandate the use of a balanced scorecard specifically, it is only one example of performance measurement tools that the College can use.
- Changing the process used to evaluate the performance of Councillors, Committee members and Committee Chairs.

Section:	Evaluation	Policy #98.1
Title:	Measurement and Reporting	
Applicable to:	Council and Committee Members	
Date approved:	June 2002	
Date revised:	September 2007, December 2009, February 2013, March 2015	

Policy

The Council of the College is committed to an organizational culture that measures and reports on organizational performance and continually evaluates and improves the performance of its Council and committees.

To demonstrate its commitment to these goals, the College will:

1. Incorporate mechanisms into its operational activities to assure that data are regularly gathered to measure effectiveness. This data forms a basis on which the College reports annually to the Minister on meeting expectations within its mandated public interest role.
2. Annually conduct performance evaluations of its Council and committee members and use the output of this evaluation to improve its orientation, education and committee appointment processes.

Procedure

1. Measurement
 - a. The College will use performance measurement tools, such as a balanced scorecard approach, to collect and assess organizational performance data and report on this data using the current version of the College's dashboard.
2. Evaluation
 - ~~a.—Council and its committees will annually assess individual member and collective performance related to role and function according to the current performance evaluation process approved by Council.~~
 - ~~b.—Committee chairs are responsible for managing the evaluation of each committee and reporting any identified issue or concern, whether about the Committee or one of its members, to the President.~~



- a. Committee chairs will evaluate the performance of every member of the Committee based on the performance expectations for Committee members as defined in by-laws and governance policies and provide that information to the President.
- b. The President will evaluate the performance of every member of Council based on the performance expectations for Council members as defined in by-laws and governance policies.
- c. The President will evaluate Committee chairs based on the best information available to them.
- d. The President will collate the evaluation information for Council and Committee members and have a discussion with each of them.
- e. The President is responsible for managing any performance issues or concerns in accordance with the College's code of Conduct.



COLLEGE OF
PHYSIOTHERAPISTS
of ONTARIO

ORDRE DES
PHYSIOTHÉRAPEUTES
de l'ONTARIO

Motion No.: 13.0

**Council Meeting
September 23, 2020**

Agenda #13: College's relationship with CAPR

It is moved by

and seconded by

that:

Council approves obtaining a legal opinion to assess its relationship with CAPR

Meeting Date:	September 23, 2020
Agenda Item #:	13
Issue:	CAPR- Canadian Alliance of Physiotherapy Regulators
Submitted by:	Darryn Mandel, President

ISSUE

1. CPO has never undertaken a review of its relationship with [CAPR Canadian Alliance of Physiotherapy Regulators](#)
2. CAPR is not governed by the principle of transparency that CPO is governed by through legislative means. In fact, CAPR makes its board members sign a confidentiality agreement which prohibits the board member from reporting back relevant information to CPO council.
3. Although CPO has approximately 38% of physiotherapists in its jurisdiction, it has one vote out of 11 at the CAPR board.
4. CPO has a requirement, through legislation, to register applicants based on their successful completion of the CAPR administered physiotherapy national exam. CAPR will not commit to share the exam results with CPO unless we maintain full membership. CAPR has not officially commented on whether CPO can be an affiliate member.

BACKGROUND

History

Every province has its own physiotherapy regulator. In the early 1990's, the eleven provincial and territorial regulators started a project to conjointly create a process for foreign trained physiotherapists to qualify for practice in Canada. The funding for this project was provided by way of loans to this newly created organization. The organization is registered as a not for profit corporation without share capital. Each provincial regulator loaned monies. Some regulators were paid back, while others (CPO included) forgave the loans.

The process for foreign trained candidates has two components. First, there is credentialing – making sure the candidate had training that was substantially the same as that of Canada. Second, there is an exam, the Physiotherapy National Exam. It has two parts. The first part is a written exam. If the candidate passes that, they qualify to sit the second part, the objective standardized clinical exam.

The provinces had originally agreed that the exam would be self-funding. That is, candidates would pay a fee that would offset the cost of administering the exam. The fee that candidates pay is at least \$3000 and may be more depending on specific credentialing costs. Once the exam had been established, the eleven provincial and territorial regulators would not have to continually fund this entry to practice process.

Eventually, the exam was used not only for foreign trained, but also for Canadian trained students.

The regulators also decided, much later on, that there was policy work that needed to be done, and that coordination of the provinces was desirable. For instance, the Agreement on Internal Trade (AIT) was a federal mandate to allow for free movement of goods and services within all of Canada. The eleven provinces and territories, through CAPR, negotiated the terms of how physiotherapists would be able to freely register from one Canadian jurisdiction to another.

Since this work was not related directly to the exam and entry to practice, the provinces agreed to a funding mechanism on a “per physiotherapist” basis. Ontario, being the largest province with the most physiotherapists, pays approximately \$220 000 annually (about \$22 per physiotherapist). In order to calculate, CAPR internally accounts for entry to practice costs separately from its policy work.

CAPR Governance:

CAPR has a board of directors that governs its business. The board is comprised of one representative designated by each of CAPR’s member regulatory boards. CPO is a member regulatory board and has one board member.

Following is the by-law of CAPR with respect to membership:

3. CONDITIONS OF MEMBERS

3.1. Membership. Membership in the Corporation shall be limited to persons interested in furthering the objects of the Corporation and shall consist of anyone whose application as a Member has received the approval of the Members of the Corporation. Membership is not transferable. Pursuant to Section 197(1) (Fundamental Change) of the Act, a special resolution of the Members is required to make any amendment to add, change or delete this section of the By-laws.

3.2. Classes of Membership. As set out in the Articles, there shall be two classes of membership which have the conditions set out below:

a. Regulator Member: Full membership rights including voting in Member meetings.

b. Affiliate Member: All member rights except the right to vote at meetings (except where the Affiliate Members are entitled to vote separately as a class as provided for in the Act). Affiliate Members are not entitled to vote separately as a class or group on a proposal to: (a) effect an exchange, reclassification or cancellation of all or part of the membership of the Affiliate Members; or (b) create a new class or group of members having rights equal or superior to those of the Affiliate Members. Pursuant to subsection 197(1) (Fundamental Change) of the Act, a special resolution of the Members is required to make any amendments to this section of the By-laws if those amendments affect membership rights and/or conditions described in paragraphs 197(1)(e), (h), (l) or (m).

3.3. Dues. The membership fees and dues shall be determined by the Board. Members shall be notified in writing of the membership dues at any time payable by them and, if any are not paid within one (1) calendar month of the membership renewal date the Members in default shall automatically cease to be Members of the Corporation. If circumstances arise requiring additional or special funding for the Corporation, the Board may impose a special levy against the Members, which levy shall be due when the Board prescribes.

3.4. Termination or Resignation of Membership. The membership in the Corporation of any Member is terminated when:

- a. the Member dies, or, in the case of a Member that is a corporation, the corporation is dissolved;
- b. a Member fails to maintain any qualifications for membership described in the section on membership conditions of these By-laws;
- c. the Member resigns by delivering a written resignation to the Secretary of the Corporation, which resignation shall be accompanied by the resignation of the nominated Director of that Member;
- d. so voted upon by two-thirds of the Members voting at a meeting of Members or special meeting of Members, provided that any such Member being terminated shall be granted an opportunity to be heard at such meeting;
- e. the Member's term of membership expires; or
- f. the Corporation is liquidated or dissolved under the Act.

DECISION

In the context of these issues, the Executive Committee is seeking direction from Council as to how to manage the relationship to CAPR. Specifically:

- a. Does Council wish to obtain a legal opinion on whether there is any risk to the organization with respect to withdrawing its membership in CAPR?
- b. Does Council wish to obtain a legal opinion on whether it has the ability, in accordance with CAPR's By-Laws, to remain in CAPR as an affiliate member?
- c. Does Council wish to obtain a legal opinion on whether CAPR has a legal obligation to provide the College with the national examination results if the organization withdraws its membership in CAPR?
- d. Does Council require any further information to inform its decision on whether to seek a legal opinion on this issue at this time?

Attachments

Appendix: <https://www.alliancept.org/about-capr/annual-reports/>

SUMMARY STATEMENT OF FINANCIAL POSITION

AS AT DECEMBER 31, 2019

	2019	2018
ASSETS		
CURRENT		
CASH AND CASH EQUIVALENTS	\$ 381,953	\$ 816,657
SHORT-TERM INVESTMENTS	3,540,917	4,299,900
ACCOUNTS RECEIVABLE	—	297
PREPAID EXPENSES	164,475	150,944
	<u>4,087,345</u>	<u>5,267,798</u>
INVESTMENTS	1,582,474	101,704
CAPITAL ASSETS	413,647	481,507
	<u>\$ 6,083,466</u>	<u>\$ 5,851,009</u>
LIABILITIES		
CURRENT		
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES	\$ 973,165	\$ 737,267
DEFERRED REVENUE	1,106,327	889,791
	<u>2,079,492</u>	<u>1,627,058</u>
DEFERRED LEASEHOLD INDUCEMENT	247,959	286,602
	<u>2,327,451</u>	<u>1,913,660</u>
NET ASSETS		
INVESTED IN CAPITAL ASSETS	165,688	194,905
CONTINGENCY RESERVE	1,517,227	1,517,227
DESIGNATED RESERVE	836,458	1,011,550
UNRESTRICTED	1,236,642	1,213,667
	<u>3,756,015</u>	<u>3,937,349</u>
	<u>\$ 6,083,466</u>	<u>\$ 5,851,009</u>

The complete audited financial statements of the Canadian Alliance of Physiotherapy Regulators can be obtained from the organization upon request.

SUMMARY STATEMENT OF OPERATIONS

FOR THE YEAR ENDED DECEMBER 31, 2019

	2019	2018
REVENUE		
EXAMINATION FEES	\$ 4,458,283	\$ 4,572,776
CREDENTIALLING FEES	877,763	743,801
REGISTRANT LEVIES	522,327	493,465
INVESTMENT INCOME (LOSS)	246,256	(50,518)
OTHER	19,013	33,985
MEMBER FEES	6,000	6,131
	<u>6,129,642</u>	<u>5,799,640</u>
EXPENSES		
EMPLOYMENT AND STAFFING	2,577,701	2,498,867
CLINICAL EXAMINATION	1,815,368	1,658,984
WRITTEN EXAMINATION	511,864	453,351
OCCUPANCY	292,098	263,167
ADMINISTRATION AND OFFICE	268,696	274,902
BUSINESS MODERNIZATION PROJECT COSTS	175,092	46,634
SPECIAL PROJECTS	173,495	138,040
BANK CHARGES AND CREDIT CARD FEES	100,933	87
AMORTIZATION	96,147	87
OUTREACH AND DEVELOPMENT	95,483	68,894
COMMITTEES	63,233	13,640
GENERAL MEETINGS	55,486	55,409
CREDENTIALLING EXPENSES	31,429	34,035
TRANSLATION	20,737	13,821
PROFESSIONAL FEES	19,041	72,761
MEMBERSHIP FEES	14,173	8,121
	<u>6,310,976</u>	<u>5,798,170</u>
(DEFICIENCY) EXCESS OF REVENUE OVER EXPENDITURES	<u>\$ (181,334)</u>	<u>\$ 1,470</u>



COLLEGE OF
PHYSIOTHERAPISTS
of ONTARIO

ORDRE DES
PHYSIOTHÉRAPEUTES
de l'ONTARIO

Motion No.: 14.0

**Council Meeting
September 23, 2020**

Agenda # 14: 2019 – 2020 Audited Financial Statements

It is moved by

and seconded by

that:

Council approve the 2019 – 2020 Audited Financial Statements ending March 31, 2020.

COLLEGE OF PHYSIOTHERAPISTS OF ONTARIO

FINANCIAL STATEMENTS

MARCH 31, 2020

Draft Statement Subject to Revision

HILBORN_{LLP}

Independent Auditor's Report

To the Council of the College of Physiotherapists of Ontario

Opinion

We have audited the financial statements of the College of Physiotherapists of Ontario (the "College"), which comprise the statement of financial position as at March 31, 2020, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the College as at March 31, 2020, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the College in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the ability of the College to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the College or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the financial reporting process of the College.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control of the College.

Independent Auditor's Report (continued)

Auditor's Responsibilities for the Audit of the Financial Statements (continued)

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the College to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the College to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Toronto, Ontario
Date to be determined

Chartered Professional Accountants
Licensed Public Accountants

Draft Statement Subject to Revision

COLLEGE OF PHYSIOTHERAPISTS OF ONTARIO

Statement of Financial Position

March 31	2020 \$	2019 \$
ASSETS		
Current assets		
Cash	4,497,763	7,035,323
Investments (note 3)	951,365	722,934
Prepaid expenses	347,043	277,988
	5,796,171	8,036,245
Investments (note 3)	4,082,425	4,204,278
Capital assets (note 4)	698,619	838,479
	4,781,044	5,042,757
	10,577,215	13,079,002
LIABILITIES		
Current liabilities		
Accounts payable and accrued liabilities (note 5)	922,789	1,338,418
Deferred registration fees	3,331,608	5,638,274
	4,254,397	6,976,692
Deferred lease incentives (note 6)	192,010	219,118
	4,446,407	7,195,810
NET ASSETS		
Invested in capital assets	506,609	619,361
Internally restricted for complaints and discipline (note 8)	1,000,000	1,000,000
Internally restricted for sexual abuse therapy (note 9)	100,000	100,000
Internally restricted for strategic initiatives (note 10)	-	500,000
Internally restricted for IT improvements (note 11)	-	250,000
Unrestricted	4,524,199	3,413,831
	6,130,808	5,883,192
	10,577,215	13,079,002

The accompanying notes are an integral part of these financial statements

Approved on behalf of the Council:

President

Vice-President

COLLEGE OF PHYSIOTHERAPISTS OF ONTARIO

Statement of Operations

Year ended March 31	2020 \$	2019 \$
Revenues		
Registration fees	6,029,601	5,839,607
Investment income	188,264	169,878
	6,217,865	6,009,485
Expenses		
Salaries and benefits	3,443,196	3,635,617
Administration and office (note 6)	936,685	965,201
Programs	229,590	264,215
Communications	119,596	153,867
Professional fees (note 7)	366,662	555,352
Organizational effectiveness	111,402	69,218
Committee fees and expenses	273,969	270,712
Information technology	290,782	467,149
Networking, representation and travel	47,546	22,611
Amortization	150,821	154,513
	5,970,249	6,558,455
Excess of revenues over expenses (expenses over revenues) for year	247,616	(548,970)

The accompanying notes are an integral part of these financial statements

COLLEGE OF PHYSIOTHERAPISTS OF ONTARIO

Statement of Changes in Net Assets

Year ended March 31

	Invested in capital assets \$	Internally restricted for complaints and discipline \$	Internally restricted for sexual abuse therapy \$	Internally restricted for strategic initiatives \$	Internally restricted for IT improvements \$	Unrestricted \$	2020 Total \$
Balance, beginning of year	619,361	1,000,000	100,000	500,000	250,000	3,413,831	5,883,192
Excess of revenues over expenses for year	-	-	-	-	-	247,616	247,616
Amortization of capital assets	(150,821)	-	-	-	-	150,821	-
Amortization of deferred lease incentives	27,108	-	-	-	-	(27,108)	-
Purchase of capital assets	10,961	-	-	-	-	(10,961)	-
Internally imposed restrictions (notes 10 and 11)	-	-	-	(500,000)	(250,000)	750,000	-
Balance, end of year	506,609	1,000,000	100,000	-	-	4,524,199	6,130,808

Year ended March 31

	Invested in capital assets \$	Internally restricted for complaints and discipline \$	Internally restricted for sexual abuse therapy \$	Internally restricted for strategic initiatives \$	Internally restricted for IT improvements \$	Unrestricted \$	2019 Total \$
Balance, beginning of year	719,349	1,000,000	100,000	500,000	250,000	3,862,813	6,432,162
Excess of expenses over revenues for year	-	-	-	-	-	(548,970)	(548,970)
Amortization of capital assets	(154,513)	-	-	-	-	154,513	-
Amortization of deferred lease incentives	27,107	-	-	-	-	(27,107)	-
Purchase of capital assets	27,418	-	-	-	-	(27,418)	-
Balance, end of year	619,361	1,000,000	100,000	500,000	250,000	3,413,831	5,883,192

The accompanying notes are an integral part of these financial statements

COLLEGE OF PHYSIOTHERAPISTS OF ONTARIO

Statement of Cash Flows

Year ended March 31	2020 \$	2019 \$
Cash flows from operating activities		
Excess of revenues over expenses (expenses over revenues) for year	247,616	(548,970)
Adjustments to determine net cash provided by (used in) operating activities		
Amortization of capital assets	150,821	154,513
Interest capitalized on investments	(92,152)	(73,881)
Interest received on investments capitalized in prior years	58,013	148,583
Amortization of deferred lease incentives	(27,108)	(27,107)
	337,190	(346,862)
Change in non-cash working capital items		
Increase in prepaid expenses	(69,055)	(17,209)
Increase (decrease) in accounts payable and accrued liabilities	(415,629)	711,491
Increase (decrease) in deferred registration fees	(2,306,666)	775,523
	(2,454,160)	1,122,943
Cash flows from investing activities		
Purchase of investments	(745,621)	(1,228,622)
Proceeds from disposal of investments	673,182	1,049,360
Purchase of capital assets	(10,961)	(27,418)
	(83,400)	(206,680)
Net change in cash	(2,537,560)	916,263
Cash, beginning of year	7,035,323	6,119,060
Cash, end of year	4,497,763	7,035,323

The accompanying notes are an integral part of these financial statements

COLLEGE OF PHYSIOTHERAPISTS OF ONTARIO

Notes to Financial Statements

March 31, 2020

Nature and description of the organization

The College of Physiotherapists of Ontario (the "College") was incorporated as a non-share capital corporation under the Regulated Health Professions Act, 1991 ("RHPA"). As the regulator and governing body of the physiotherapy profession in Ontario, the major function of the College is to administer the Physiotherapy Act, 1991 in the public interest.

The College is a not-for-profit organization, as described in Section 149(1)(l) of the Income Tax Act, and therefore is not subject to income taxes.

1. Significant accounting policies

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

(a) Revenue recognition

Registration fees

Registration fees are recognized as revenue in the fiscal year to which they relate. The registration year of the College coincides with that of the fiscal year of the College, being April 1 to March 31. Registration fees received in advance of the fiscal year to which they relate are recorded as deferred registration fees.

Investment income

Investment income comprises interest from cash and investments and realized gains and losses from the disposal of investments.

Revenue is recognized on an accrual basis. Interest on investments is recognized over the terms of the investments using the effective interest method.

(b) Investments

Investments consist of guaranteed investment certificates and fixed income investments whose term to maturity is greater than three months from date of acquisition. Investments that mature within twelve months from the year-end date are classified as current.

COLLEGE OF PHYSIOTHERAPISTS OF ONTARIO

Notes to Financial Statements (continued)

March 31, 2020

1. Significant accounting policies (continued)

(c) Capital assets

The costs of capital assets are capitalized upon meeting the criteria for recognition as a capital asset, with the exception of expenditures on internally generated intangible assets during the development phase, which are expensed as incurred. The cost of a capital asset comprises its purchase price and any directly attributable cost of preparing the asset for its intended use.

Capital assets are measured at cost less accumulated amortization and accumulated impairment losses.

Amortization is provided for, upon commencement of the utilization of the assets, on a straight-line basis at rates designed to amortize the cost of the capital assets over their estimated useful lives. The annual amortization rates are as follows:

Furniture and fixtures	5 years
Computer equipment	3 years
Computer software	2 years

Amortization of leasehold improvements is provided for on a straight-line basis over the remaining term of the lease.

A capital asset is tested for impairment whenever events or changes in circumstances indicate that its carrying amount may not be recoverable. If any potential impairment is identified, the amount of the impairment is quantified by comparing the carrying value of the capital asset to its fair value. Any impairment of the capital asset is recognized in income in the year in which the impairment occurs.

An impairment loss is not reversed if the fair value of the capital asset subsequently increases.

(d) Deferred lease incentives

Lease incentives consist of tenant inducements received in cash used to purchase capital assets.

Lease incentives received in connection with original leases are amortized to income on a straight-line basis over the terms of the original leases. Lease incentives received in connection with re-negotiated leases are amortized to income on a straight-line basis over the period from the expiration date of the original lease to the expiration date of the re-negotiated lease.

(e) Net assets invested in capital assets

Net assets invested in capital assets comprises the net book value of capital assets less the unamortized balance of deferred tenant inducements used to purchase capital assets.

COLLEGE OF PHYSIOTHERAPISTS OF ONTARIO

Notes to Financial Statements (continued)

March 31, 2020

1. Significant accounting policies (continued)

(f) Financial instruments

Measurement of financial assets and liabilities

The College initially measures its financial assets and financial liabilities at fair value adjusted by the amount of transaction costs directly attributable to the instrument.

The College subsequently measures all of its financial assets and financial liabilities at amortized cost.

Amortized cost is the amount at which a financial asset or financial liability is measured at initial recognition minus principal repayments, plus or minus the cumulative amortization of any difference between that initial amount and the maturity amount, and minus any reduction for impairment.

Financial assets measured at amortized cost include cash and investments.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities.

Impairment

At the end of each year, the College assesses whether there are any indications that a financial asset measured at amortized cost may be impaired. Objective evidence of impairment includes observable data that comes to the attention of the College, including but not limited to the following events: significant financial difficulty of the issuer; a breach of contract, such as a default or delinquency in interest or principal payments; and bankruptcy or other financial reorganization proceedings.

When there is an indication of impairment, the College determines whether a significant adverse change has occurred during the year in the expected timing or amount of future cash flows from the financial asset.

When the College identifies a significant adverse change in the expected timing or amount of future cash flows from a financial asset, it reduces the carrying amount of the financial asset to the greater of the following:

- the present value of the cash flows expected to be generated by holding the financial asset discounted using a current market rate of interest appropriate to the financial asset; and
- the amount that could be realized by selling the financial asset at the statement of financial position date.

COLLEGE OF PHYSIOTHERAPISTS OF ONTARIO

Notes to Financial Statements (continued)

March 31, 2020

1. Significant accounting policies (continued)

(f) Financial instruments (continued)

Impairment (continued)

Any impairment of the financial asset is recognized in income in the year in which the impairment occurs.

When the extent of impairment of a previously written-down financial asset decreases and the decrease can be related to an event occurring after the impairment was recognized, the previously recognized impairment loss is reversed to the extent of the improvement, but not in excess of the impairment loss. The amount of the reversal is recognized in income in the year the reversal occurs.

(g) Management estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the current year. Actual results may differ from these estimates, the impact of which would be recorded in future years.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the year in which the estimates are revised and in any future years affected.

2. Financial instrument risk management

The College is exposed to various risks through its financial instruments. The following analysis provides a measure of the College's risk exposure and concentrations.

The financial instruments of the College and the nature of the risks to which those instruments may be subject, are as follows:

Financial instrument	Credit	Liquidity	Risks		
			Currency	Interest rate	Other price
Cash	X			X	
Investments	X			X	
Accounts payable and accrued liabilities		X			

COLLEGE OF PHYSIOTHERAPISTS OF ONTARIO

Notes to Financial Statements (continued)

March 31, 2020

2. Financial instrument risk management (continued)

Credit risk

The College is exposed to credit risk resulting from the possibility that parties may default on their financial obligations, or if there is a concentration of transactions carried out with the same party, or if there is a concentration of financial obligations which have similar economic characteristics that could be similarly affected by changes in economic conditions, such that the College could incur a financial loss. The College does not hold directly any collateral as security for financial obligations of counterparties.

The maximum exposure of the College to credit risk is as follows:

	2020	2019
	\$	\$
Cash	4,497,763	7,035,323
Investments	5,033,790	4,927,212
	<u>9,531,553</u>	<u>11,962,535</u>

The College reduces its exposure to the credit risk of cash by maintaining balances with a Canadian financial institution.

The College manages its exposure to the credit risk of investments through its investment policy which restricts the types of eligible investments.

Liquidity risk

Liquidity risk is the risk that the College will not be able to meet a demand for cash or fund its obligations as they come due.

The liquidity of the College is monitored by management to ensure sufficient cash is available to meet liabilities as they come due.

Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk is comprised of currency risk, interest rate risk and other price risk.

Currency risk

Currency risk refers to the risk that the fair value of financial instruments or future cash flows associated with the instruments will fluctuate due to changes in foreign exchange rates.

The College is not exposed to currency risk.

Interest rate risk

Interest rate risk refers to the risk that the fair value of financial instruments or future cash flows associated with the instruments will fluctuate due to changes in market interest rates.

COLLEGE OF PHYSIOTHERAPISTS OF ONTARIO

Notes to Financial Statements (continued)

March 31, 2020

2. Financial instrument risk management (continued)

Other price risk

Other price risk refers to the risk that the fair value of financial instruments or future cash flows associated with the instruments will fluctuate because of changes in market prices (other than those arising from currency risk or interest rate risk), whether those changes are caused by factors specific to the individual instrument or its issuer or factors affecting all similar instruments traded in the market.

The College is not exposed to other price risk.

Changes in risk

There have been no significant changes in the risk profile of the financial instruments of the College from that of the prior year.

3. Investments

	2020 \$	2019 \$
Current	951,365	722,934
Long-term	4,082,425	4,204,278
	<u>5,033,790</u>	<u>4,927,212</u>

Investments have effective interest rates ranging from 1.50% to 3.55% (2019 - 1.50% to 3.55%), and maturity dates ranging from May 2020 to January 2025 (2019 - May 2019 to September 2024).

4. Capital assets

	Cost \$	Accumulated Amortization \$	2020 Net \$
Furniture and fixtures	345,134	214,417	130,717
Computer equipment	36,047	35,813	234
Leasehold improvements	793,263	225,595	567,668
	<u>1,174,444</u>	<u>475,825</u>	<u>698,619</u>

COLLEGE OF PHYSIOTHERAPISTS OF ONTARIO

Notes to Financial Statements (continued)

March 31, 2020

4. Capital assets (continued)

	Cost \$	Accumulated Amortization \$	2019 Net \$
Furniture and fixtures	346,854	151,381	195,473
Computer equipment	75,325	68,823	6,502
Computer software	7,941	7,941	-
Leasehold improvements	782,302	145,798	636,504
	<u>1,212,422</u>	<u>373,943</u>	<u>838,479</u>

During the year, capital assets with a net book value of nil (cost and accumulated amortization both of \$48,939) were disposed of for no gain or loss.

During the prior year, capital assets with a net book value of nil (cost and accumulated amortization both of \$8,077) were disposed of for no gain or loss.

5. Accounts payable and accrued liabilities

	2020 \$	2019 \$
Trade payables and accrued liabilities	410,755	765,317
Accrued liabilities - complaints and discipline	512,034	573,101
	<u>922,789</u>	<u>1,338,418</u>

6. Deferred lease incentives

	Cost \$	Accumulated Amortization \$	2020 Net \$
Tenant inducements	271,073	79,063	192,010

	Cost \$	Accumulated Amortization \$	2019 Net \$
Tenant inducements	271,073	51,955	219,118

Pursuant to the lease agreement for the College's office premises (note 12), lease incentives comprised of tenant inducements in the amount of \$271,073 were received in the year the lease commenced.

Amortization of lease incentives in the amount of \$27,108 (2019 - \$27,017) was credited to administration and office expense in the current year.

COLLEGE OF PHYSIOTHERAPISTS OF ONTARIO

Notes to Financial Statements (continued)

March 31, 2020

7. **Professional fees**

	2020	2019
	\$	\$
Complaints and discipline	353,489	512,646
Cost recoveries	(58,083)	(34,556)
	295,406	478,090
Other professional	71,256	77,262
	<u>366,662</u>	<u>555,352</u>

8. **Net assets internally restricted for complaints and discipline**

The College makes best efforts to anticipate the costs associated with complaints and discipline matters based on past experience and current caseload. However, in the event that the College incurs costs beyond the normal scope of such matters, the Council of the College has internally restricted net assets to fund expenditures related to these matters.

The internal restriction is subject to the direction of the Council upon the recommendation of the Finance Committee.

9. **Net assets internally restricted for sexual abuse therapy**

The Council of the College has internally restricted net assets to meet the anticipated future requirements of the College for sexual abuse therapy.

The internal restriction is subject to the direction of the Council upon the recommendation of the Finance Committee.

10. **Net assets internally restricted for strategic initiatives**

The Council of the College previously internally restricted net assets to meet the anticipated future requirements of the College for strategic initiatives.

In the current year, the Council of the College ceased the internal restriction of net assets for strategic initiatives and approved the transfer of \$500,000 from net assets internally restricted for strategic initiatives to unrestricted net assets.

11. **Net assets internally restricted for IT improvements**

The Council of the College previously internally restricted net assets to meet the anticipated future requirements of the College for IT improvements.

In the current year, the Council of the College ceased the internal restriction of net assets for IT improvements and approved the transfer of \$250,000 from net assets internally restricted for IT improvements to unrestricted net assets.

12. **Commitment**

The College is committed to lease its office premises until February 28, 2027. The future annual lease payments, including an estimate of premises common area expenses, are as follows:

COLLEGE OF PHYSIOTHERAPISTS OF ONTARIO

Notes to Financial Statements (continued)

March 31, 2020

12. **Commitment (continued)**

	<u>\$</u>
2021	500,664
2022	511,959
2023	512,986
2024	524,281
2025	525,307
Subsequent years	<u>1,028,488</u>
	<u>3,603,685</u>

13. **Subsequent events**

Subsequent to the year end, the global pandemic of the virus known as COVID-19 led the Canadian Federal government, as well as provincial and local governments, to impose measures, such as restricting foreign travel, mandating self-isolations and physical distancing, and closing non-essential businesses. Because of the high level of uncertainty related to the outcome of this pandemic, it is difficult to estimate the financial effect, if any, on the College. No adjustments have been made in the financial statements as a result of these events.

Draft Statement Subject to Revision

HILBORN

LISTENERS. THINKERS. DOERS.

Agenda # 15

Member's Motion/s