



MEETING OF THE COUNCIL OF THE COLLEGE OF PHYSIOTHERAPISTS OF ONTARIO

Monday, December 12, 2022 from 11:00 am to 4:00 pm

Tuesday, December 13, 2022 from 9:00 am to 3:05 pm

Meeting to be held at the College Boardroom by Zoom and YouTube



Commitment to the Public Interest

The public interest is the foundation of all decisions made by this Council. Acting in the public interest ensures that decisions consider: Accessibility, Accountability, Equality, Equity, Protection of the Public and Quality Care.

Conflict of Interest and Bias

Council members are required to declare a conflict of interest or remove themselves from any discussion where they or others may believe that they are unable to consider a matter in a fair, independent and unbiased manner. A declaration in this regard must be made at the start of any discussion item.



COUNCIL AGENDA

Monday, December 12, 2022

	8:30 – 9:00 am	Council Networking Breakfast Facilitated by Jennifer Clifford, Vice President		
	9:00 am	Closed Session – Council Education session Z Robinson the VP Finance & Reporting will lead an interactive workshop on financial literacy for Council Members.	Z. Robinson	Education Session
Council Meeting starts at 11:00 am				
Item	Time	Discussion Topic	Presenter	Action
	11:00 am	Call to Order Land Acknowledgment Roll Call <i>Standing Item</i>	J. Clifford	FOR INFORMATION
1.	11:10 am	Review and Approval of the Agenda <i>Governance</i>	J. Clifford	FOR APPROVAL
2.	11:15 am	Approval of the Consent Agenda <i>Governance</i> <ul style="list-style-type: none"> • Approval of September 23 and November 22 Council meeting minutes • Acceptance of Executive Committee Minutes of September 1 and 27 • CAPR Representative Report • Acceptance of Quarterly Committee/Program Area Reports (September to November 2022) <ul style="list-style-type: none"> ▪ Communications ▪ Compliance Monitoring ▪ Discipline Committee and Hearings Office ▪ Executive Committee ▪ Finance Committee ▪ Information Technology ▪ Inquiries, Complaints, and Reports Committee ▪ Patient Relations Committee ▪ Practice Advice ▪ Quality Assurance Committee ▪ Registration Committee 	J. Clifford	FOR APPROVAL



		<ul style="list-style-type: none"> ▪ Strategy, Policy and Governance 		
3.	11:30 am	<p>President's Report <i>Governance</i></p> <ul style="list-style-type: none"> • Remembering our friend and colleague, Rod Hamilton • Governance • External representation for the College • Executive Committee Report • Council feedback and action Items • Other related activities 	A. Ashton for T. Stevens	FOR INFORMATION
4.	11:40 am	<p>Interim Registrar's Report <i>Governance</i></p> <p>Will include the following updates:</p> <ul style="list-style-type: none"> • Dashboard • Environment • Stakeholders and system partners • Legislative and legal • College initiatives and projects • Operations / program area Updates • Risks / opportunities 	A. Ashton	FOR INFORMATION
	12:15 pm	Lunch		
5.	1:15 pm	<p>Investment Status Review and Orientation <i>Finance</i></p> <p>Orientation to and overview of the College's investments and current status of investments.</p>	B. Quinn	FOR INFORMATION
6.	1:45 pm	<p>Q2 Financial Report <i>Finance</i></p> <p>The financial report provides information for the period April 1, 2022, to September 30, 2022 covering FY 2023 Q1 and Q2. The financial statements are prepared in accordance with the Accounting Standards for Not-for-Profit Organizations.</p>	Z. Robinson	FOR INFORMATION



7.	2:30 pm	Appointment of the Auditor The external financial auditor for the Fiscal Year 2023 must be approved by Council.	Z. Robinson	FOR DECISION
2:45 pm Break				
8.	3:15 pm	Motion to go in camera pursuant to Section 7 (2)(b)(d) of the Health Professions Procedural Code Council may exclude the public from any meeting or part of the meeting if financial or personal or other matters may be disclosed of such a nature that the harm created by the disclosure would outweigh the desirability of adhering to the principle that meetings be open to the public and if it is satisfied that personnel matters or property acquisitions will be discussed. Topics to be covered: <ul style="list-style-type: none"> • Financial Support of the Canadian Alliance of Physiotherapy Regulators (CARP) • Registrar Recruitment 	J. Clifford	FOR APPROVAL
9.	4:00 pm	In-Camera – Decisions to Be Publicly Recorded	J. Clifford	FOR INFORMATION
ADJOURNMENT				

Tuesday, December 13, 2022				
	8:30 – 9:00 am	Council Networking Breakfast (Facilitated by J. Clifford)		
Item	Time	Discussion Topic	Presenter	Action
10.	9:00 am	Review of the College’s Financial Policies, Structures and Resources <i>Finance</i> Council is asked to approve that the College retain an external third party to review the College’s financial operations, procedures and processes and produce a report outlining their findings and recommendations.	A. Ashton	FOR DECISION



11.	9:30 am	Ontario Clinical Exam – Update <i>Operational</i> A verbal update will be provided.	A. Sandhu	FOR INFORMATION
12.	10:30 am	Exam Fees By-law Consultation Summary and Final Approval <i>Policy</i> Council is provided with a summary of the consultation feedback received regarding the proposed fees for the Ontario Clinical Examination (OCE). Council is being asked to formally approve the proposed By-law 8.7 Fees – Ontario Clinical Exam, to take effect immediately.	E. Ermakova	FOR DECISION
10:45 am Break				
13.	11:00 am	Workshop: Future Approach to Standards Development <i>Policy</i> Council will participate in a workshop to consider and provide feedback on the future approach to standards development. During this workshop, Council will consider recommendations based on three questions: <ol style="list-style-type: none">1. Should our standards include principles?2. Should we have clinical standards?3. Should we have sector-specific standards?	J. Huang and E. Ermakova	WORKSHOP
12:00 pm Lunch				
14.	1:00 pm	Strategic Projects: Prioritization for year 2 of the Strategic Plan <i>Strategic</i> Council is asked to confirm a list of proposed projects for year 2 of the College's current strategic plan. This direction will assist staff with budget planning.	J. Huang	FOR DIRECTION



15.	2:00 pm	Workshop: Social Media Guidance for Physiotherapists <i>Policy</i> Council will participate in a workshop discussion to provide input on new guidance for the profession regarding the use of social media. Council members will be asked to consider the following questions: <ol style="list-style-type: none">1 Would the draft content provide helpful guidance based on what committee members have seen in their work at the College? If not, why not?2 Will the guidance document be helpful at Inquires, Complaints and Reports Committee, Quality Assurance Committee or and Discipline Committee? If not, why not?	F. Campbell and J. Huang	WORKSHOP
16.	3:05 pm	Member's Motion(s)		
ADJOURNMENT				
		Future Council Meeting Dates <ul style="list-style-type: none">• March 23-24, 2023• June 26 -27, 2023		



College of Physiotherapists Land Acknowledgement Statement

Before we begin, we would like to acknowledge with the respect that the land we are meeting on is the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg (Awe – Nish – Nah – Beck), the Chippewa (Chip – A – Wah), the Haudenosaunee Hoe – De – Nah – Show – Nee), and the Wendat (When – Dat) peoples.

These lands are now home to many diverse First Nations, Inuit (ee – nu -eet), and Métis (May – Tee) peoples. We also recognize that the meeting place of Toronto, traditionally known as Tkaronto (Tka – Ron – Toe), is covered by Treaty 13 with the Mississaugas of the Credit and is within the lands of the Dish With One Spoon covenant.

We are honouring these lands as part of a deeper commitment to Ontario's Indigenous communities. As provincial health regulators, we have a large role to play in reconciliation to meet the broader goal of public protection.

We would like to encourage you to reflect on the lands you call home and how you came to inhabit them, and on the Indigenous communities who have a traditional kinship with these lands. Those of us joining virtually outside of Toronto are also encouraged to learn more about the traditional keepers of their territory



COLLEGE OF
PHYSIOTHERAPISTS
of ONTARIO

ORDRE DES
PHYSIOTHÉRAPEUTES
de l'ONTARIO

Motion No.: 1.0

**Council Meeting
December 12 -13, 2022**

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.



Motion No.: 2.0

**Council Meeting
December 12 - 13, 2022**

Agenda # 2: Consent agenda

It is moved by

and seconded by

that:

the following items be approved and/or received for information by Council:

- Approval of September 23, 2022, and November 22, 2022 Council meeting minutes
- Acceptance of Executive Committee Minutes of September 1 and 27
- Acceptance of the CAPR Representative Report
- Acceptance of Quarterly Committee/Program Area Reports:
 - Communications
 - Compliance Monitoring
 - Discipline Committee and Hearings Office
 - Executive Committee
 - Finance Committee
 - Information Technology
 - Inquiries, Complaints, and Reports Committee
 - Patient Relations Committee
 - Practice Advice
 - Quality Assurance Committee
 - Registration Committee
 - Strategy, Policy and Governance



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

MINUTES

September 23, 2022

College Boardroom and Virtually via Zoom and YouTube

Attendees

Theresa Stevens, Physiotherapist, President
Katie Schulz, Physiotherapist
Hervé Cavanagh, Physiotherapist
Paul Parikh, Physiotherapist, Academic
Nitin Madhvani, Public
Carole Baxter, Public
Richard O'Brien, Public
Tyrone Skanes, Public (Virtual)
Janet Law, Physiotherapist (Virtual)
Dennis Ng, Physiotherapist (Virtual)
Sharon Gabison, Physiotherapist, Academic (Virtual)
Anna Grunin, Physiotherapist (Virtual)
Karen St. Jacques, Physiotherapist (Virtual)

Regrets:

Jennifer Clifford, Physiotherapist, Vice-President
Laina Smith, Public
Jesse Finn, Public

Staff

Anita Ashton, Interim Registrar
Zoe Robinson
Elicia Persaud
Allan Mak
Joyce Huang
Shelley Martin
Amanda Pinch

Recorder:

Barbara Hou

Guests speakers:

Joanna Birenbaum
Rebecca Durcan

*Council and committee members participated in a mandatory Annual Sexual abuse awareness training session facilitated by Joanna Birenbaum. Council members also participated in a Governance Education Session facilitated by Rebecca Durcan.

11:15 am Welcome

The President welcomed all members, opened the meeting with the College's Land Acknowledgement Statement, and confirmed the College's ongoing commitment to the Public Interest mandate. Members were asked to declare any conflict of interest for any of the items to be discussed during the meeting; none were declared.

1.0 Approval of the Agenda

Motion 1.0

It was moved by R. O'Brien and seconded by K. St. Jacques that:



The agenda be accepted as presented with the possibility for changes to the order of items to address time constraints. **CARRIED.**

2.0 President's Report

T. Stevens, the President, provided an update on the following items:

- With the passing of Registrar, Rod Hamilton, the Executive met on August 10, 2022, and appointed Anita Ashton as the Interim Registrar
- The President met with representatives from the Ministry of Health to discuss opportunities for physiotherapists to enhance their work within their scope of practice
- The Executive Committee updated the process for conference attendance, considered the Council feedback from the June 2022 meeting and reviewed the Council Operations Survey for the past year

3.0 Interim Registrar's Report

A. Ashton, Interim Registrar provided an update on the following items:

- Ontario Clinical Exam
- Registration Committee Exemption Policy
- Legislative updates
- Stakeholders' updates: Ontario Health, Ontario Physiotherapy Leaders Consortium (OPLC), Ontario Physiotherapy Association, Canadian Physiotherapy Association, Ontario Fairness Commissioner, Canadian Alliance of Physiotherapy Regulators (CAPR), and the College of Physiotherapists of British Columbia
- College initiatives on Equity, Diversity, and Inclusion

4.0 Motion Consent Agenda

4.0
The consent agenda was brought forward in the materials for review and approval. The Executive Committee minutes of June 9, 2022, June 16, 2022, and August 10, 2022 were accepted with no comments.

In the Program Area and Committee reports, T. Stevens requested further information about the Quality Assurance Committee Report and Inquiries, Complaints and Reports Committee (ICRC) report.



Shelley Martin, Quality Assurance Manager addressed the inquiry on the Registration Committee's Exemption Policy impact on screening interview numbers in the QA program.

Allan Mak, Investigations Manager addressed the inquiry clarifying the increase in public complaints to the College and the active cases currently being investigated.

It was moved by K. Schulz and seconded by H. Cavanagh that:

Council accepts the Executive Committee meeting minutes and the Committee / Program area reports as presented and Council approves the Council meeting minutes of June 28-29, 2022, and August 2, 2022.

CARRIED.

**5.0
Motion**

Amendment to Committee Slate

5.0

Elicia Persaud, Governance Analyst provided Council with a proposed revised committee slate for the Registration Committee to fill a non-council committee member vacancy and increase the committee membership by appointing an additional academic Council member.

It was moved by H. Cavanagh and seconded by N. Madhvani that:

Council appoints Einat Mei-Dan, Juliana Castro and Sharon Gabison to the Registration Committee, effective September 23, 2022.

CARRIED.

**6.0
Motion**

Registration Fee Increase: Consultation Feedback and Final Approval

6.0

Following the Council's approval in principle of an increase in registration-related fees in June, Joyce Huang, Strategic Projects Manager presented Council with the proposed by-law amendments with stakeholder consultation feedback as required by the *Health Professions Procedural Code*.

It was moved by R. O'Brien and seconded by J. Law that:

Council approves the by-law changes to sections 8.4, 8.6, and 9.2 increasing the Independent Practice Certificate registration fee to \$635 and all other registration-related fees by 10.5% to take effect on April 1, 2023. The annual registration fee will be in place for the 2022/2023 renewal period.

CARRIED.



D. Ng asked for his vote to be recorded: D. Ng voted against this motion.

7.0 Ontario Clinical Exam Update

Amanda Pinch, Examinations Manager provided a status update on the work in progress for the exam highlighting:

- Exam development
- Examiner recruitment
- OCE applications received
- Pending exam dates and schedule
- Recruitment of an expert focus group for standard setting
- Development of and recruitment for an Exam Committee
- Candidate and Examiner feedback to date

8.0 Motion Ontario Clinical Exam Fees By-law: Approval in principle

In December 2021, Council approved work to develop a clinical exam for Ontario to respond to the unavailability of the CAPR Physiotherapy Competency Exam—Clinical exam.

Work has been underway and in August 2022, the Council in a special meeting considered and approved in principle an exam fee of \$1985. In addition, administrative fees related to the exam were introduced. As required in the *Health Professions Procedural Code*, a new set of by-laws was drafted to define fees related to the Ontario Clinical Exam.

It was moved by K. Schulz and seconded by N. Madhvani that:

Council approves the new exam fees by-law in principle.

Staff noted as required by the *Health Professions Procedures Code*, the by-laws will be circulated for stakeholder consultation. The proposed changes will be brought back to Council for formal approval in December.

CARRIED.

9.0 Motion Establishing an Examinations Committee

To support the creation of an Ontario Clinical Exam, it is proposed that Council establish a new Examinations Committee (a non-statutory committee) to provide ongoing oversight of the development, administration and implementation of the Ontario Clinical Exam program.



J. Huang, Strategic Projects Manager presented the proposed Terms of Reference for the Examinations Committee.

It was moved by N. Madhvani and seconded by H. Cavanagh that:

CARRIED.

Council approves the establishment of a new Examinations Committee and approves the proposed Terms of Reference.

10.0 FY 2023 – Q1 Financial Management Report

Zoe Robinson, Director of Corporate Services presented Council with the Q1 Financial Report for information.

The Q1 financial report was received by Council.

11.0 Members' Motion/s

No motions were made.

12.0 Motion Motion to go *in-camera* according to Section 7(2)(d) of the Health Professions Procedural Code

It was moved by N. Madhvani and seconded by K. S. Jacques that:

CARRIED.

Council moves *in camera* to discuss matters in keeping with Section 7(2)(d) of the *Health Professions Procedural Code*.

Adjournment

It was moved by N. Madhvani that the Council meeting be adjourned. The meeting was adjourned at 4:30 pm.

CARRIED.

Theresa Stevens, President



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

MINUTES

November 22, 2022

College Boardroom and Virtually via Zoom and YouTube

Attendees

Theresa Stevens, Physiotherapist, President
Jennifer Clifford, Physiotherapist, Vice-President
Paul Parikh, Physiotherapist, Academic (Virtual)
Nitin Madhvani, Public (Virtual)
Carole Baxter, Public
Richard O'Brien, Public (Virtual)
Tyrone Skanes, Public (Virtual)
Janet Law, Physiotherapist (Virtual)
Dennis Ng, Physiotherapist (Virtual)
Anna Grunin, Physiotherapist (Virtual)
Karen St. Jacques, Physiotherapist (Virtual)

Staff

Anita Ashton, Interim Registrar
Zoe Robinson
Elicia Persaud
Joyce Huang

Recorder:

Elicia Persaud

Regrets:

Laina Smith, Public
Jesse Finn, Public
Katie Schulz, Physiotherapist
Hervé Cavanagh, Physiotherapist
Sharon Gabison, Physiotherapist, Academic

4:00 pm **Welcome**

The President welcomed all members, opened the meeting with the College's Land Acknowledgement Statement, and confirmed the College's ongoing commitment to the Public Interest mandate. Members were asked to declare any conflict of interest for any of the items to be discussed during the meeting; none were declared.

1.0 **Approval of the Agenda**

Motion **1.0**

It was moved by C. Baxter and seconded by K. St. Jacques that:
The agenda be accepted.

CARRIED.

2.0 **Appointment of the Examinations Committee Members**

2.0

It was moved by J. Law and seconded by R. O'Brien that:



Council appoint the following individuals to the Examinations Committee:

- Harikrishnan Gopalakrishnan Nair, Chair
- Alireza Mazaheri
- Sameera Merchant
- Enoch Ho
- Lea Damata and
- Greg Pope.

CARRIED.

Adjournment

It was moved by T. Skanes that the Council meeting be adjourned.
The meeting was adjourned at 4:20 pm

CARRIED.

Theresa Stevens, President



**EXECUTIVE COMMITTEE MEETING
MINUTES**

September 1, 2022

Virtual via Zoom & College Boardroom

Present: Theresa Stevens, PT Chair (In-person) **Staff** Anita Ashton, Interim Registrar
Jennifer Clifford, PT (Virtual) **virtual:** Zoe Robinson
Nitin Madhvani, Public (In-person) Joyce Huang
Carole Baxter (In-person) Elicia Persaud
Herve Cavanagh (In-person) **Recorder:** Barbara Hou (In person)

Guest Rob Luke, Allen Leigh Consulting
(Virtual)

Welcome Public Interest, Conflict of interest, and Confidentiality

T. Stevens, Chair, called the meeting to order at 9:00 am.
Members were asked to declare any conflict of interest; none were declared.

1.0 Approval of the agenda

Motion 1.0

It was moved by J. Clifford and seconded by C. Baxter that:

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

CARRIED.

2.0 Approval of the Executive Meeting Minutes of June 9, 2022; June 16, 2022, and August 10, 2022

Motion 2.0

It was moved by J. Clifford and seconded by T. Stevens that:

The Executive Committee meeting minutes of June 9, 2022, June 16, 2022, and August 10, 2022, be approved.

CARRIED.

3.0 Presidents Report

T. Stevens, President provided an update on the following items:

- With the passing of Registrar, Rod Hamilton, the Executive met on August 10, 2022, and appointed Anita Ashton as the Interim Registrar
- Special Council meeting in August, Council approved the Ontario Clinical Exam as an approved clinical exam for registration in



Independent Practice and approved in principle an exam fee of \$1985

- Ministry of Health and opportunities for PTs to broaden their scope of practice
- University of Toronto Master of Physical Therapy Induction Ceremony Class of 2024
- Council feedback from June 2022 Council Meeting
- Council Operations Survey for the past year

4.0 Interim Registrar's Report

A. Ashton, Interim Registrar provided an update on the following items:

- Concerns about the increase in corporate ownership in medical practices and health regulators urged to act
- Health Minister directs College of Physicians and Surgeons of Ontario (CPSO) and College of Nurses of Ontario (CNO) to present plans to speed up registration for internationally trained workers to address the health-care staffing shortage
- New priorities for the Ministry of Health relevant to health care regulation
- Future of Licensure – ongoing work at other organizations
- Ontario Health's interest in exploring the scope of practice, discussions with the Ontario Physiotherapy Leadership Consortium (OPLC) and Ontario Physiotherapy Association (OPA)
- Notice of an application made by a registrant to the Human Rights Tribunal of Ontario (HRTO)
- College initiatives and projects: Organizational review and restructure
- Organizational risk as the College is short of public-appointees
- Staffing update
- Executive search with consultant Rob Luke of Allan Leigh Consulting
- Update on the Ontario Clinical Exam registration launch on August 22, 2022
- Update on the Registration Committee Exemption Policy

A. Ashton also responded to questions about these updates from Executive Committee members.

5.0 Amended Committee Slate

Motion

5.0

E. Persaud, Governance Analyst provided the Executive Committee with a proposed revised committee slate in response to the departure of non-council committee member Shalini Lobo.



It was moved by N. Madhvani and seconded by H. Cavanagh that:

The Executive Committee recommends that Council appoints Einat Meidan, Juliana Castro and Sharon Gabison to the Registration Committee and approve the amended committee slate, effective September 23, 2022.

CARRIED.

6.0 Council Member Conference Attendance
Motion 6.0

E. Persaud, Governance Analyst presented the Executive Committee with an updated Council member conference attendance process which includes:

- New form for submission of interest
- An updated scoring tool to assist the Executive Committee with the selection process
- New key learning report template for Council members to complete after attending a conference to include in the Council package
- New timelines for call for interest for Council members to have adequate information in supporting submissions

The rationale for the change is to increase transparency and objectivity of the process to ensure Council member share their key learnings in a way that is meaningful to Council.

Staff noted that non-council member conference attendance will be brought back for discussion at a forthcoming meeting in November.

It was moved by J. Clifford and seconded by H. Cavanagh that:

The Executive Committee adopts the proposed Council member conference attendance process effective September 2022.

CARRIED.

7.0 Registration Fee Increase Consultation

In June 2022, Council approved the Finance Committee's recommendation to increase the Independent Practice Certificate registration fee to \$635 and all other registration-related fees by 10.5% effective April 1, 2023. The recommendation came in light of the changing financial position of the College and the need to maintain the required level of operating reserves into the future.



J. Huang, Strategic Projects Manager presented the Executive Committee with an interim update on the fees by-laws currently in circulation for stakeholder comments.

Council will be presented with the full summary in the upcoming September 23rd meeting and will be asked to formally approve the updated by-law.

8.0 Exam Fees By-Law: Approval in Principle

Motion 8.0

In December 2021, Council approved work to develop a clinical exam for Ontario to respond to the unavailability of the CAPR Physiotherapy Competency Exam—Clinical exam. In August 2022 Council in a special meeting considered and approved in principle an exam fee of \$1985. In addition, staff also identified other administrative fees. As required in the *Health Professions Procedural Code*, the defined fees related to the Ontario Clinical Exam were drafted in a new by-law.

J. Huang, Strategic Projects Manager provided the Executive Committee with an overview of the development of various fees associated with the exam. It was noted that the Registration Committee considered and approved various policies that deal with exam fees at their August meeting. Legal counsel assisted the College in drafting a new by-law to define fees related to the Ontario Clinical Exam.

It was moved by C. Baxter and seconded by N. Madhvani that:

The Executive Committee recommends that Council approve the new exam fees by-law in principle.

Following Council approval in principle, the by-law will be circulated for stakeholder consultation and feedback and then will be considered again by Council for formal approval in December.

CARRIED.

9.0 Establishing an Examinations Committee

Motion 9.0

In the creation of an Ontario Clinical Exam, it is proposed that Council establish a new Examinations Committee (a non-statutory committee) to provide ongoing oversight of the development, administration, and implementation of a fair, valid, and reliable exam program.



J. Huang, Strategic Projects Manager presented to the Executive Committee of the proposed Terms of Reference. The Executive committee considered and deliberated on the proposed committee composition. It was suggested that one publicly appointed member of the Council was sufficient to bring a patient and public perspective rather than having a second member of the public on the Committee. The Executive Committee also suggested other minor changes to the draft Terms of Reference for greater clarity.

It was moved by H. Cavanagh and seconded by C. Baxter that:

The Executive Committee recommends that Council establish a new Examinations Committee and approve the proposed Terms of Reference Policy with the amendment as discussed.

CARRIED.

10.0 CEO Recruitment

The Executive Committee moved to an *in-camera* discussion pursuant to section 7(2)(d) of the *Health Professions Procedural Code*.

Consultant Rob Luke of Allen Leigh Consulting joined the meeting at 1:00 pm. No staff were present for the discussion.

Adjournment

The meeting was adjourned at 3:00 pm.

Theresa Stevens, Chair



**EXECUTIVE COMMITTEE MEETING
MINUTES**

September 27, 2022

Virtual via Zoom

12:00 – 1:00 pm

Present: Theresa Stevens, PT Chair
Jennifer Clifford, PT
Nitin Madhvani, Public
Carole Baxter, Public
Herve Cavanagh, PT

Staff: Anita Ashton, Interim Registrar
Elicia Persaud

Recorder: Barbara Hou

Guest: Tyrone Skanes, Public

Welcome A. Ashton, Interim Registrar, welcomed everyone.

1.0 Remembering Rod Hamilton – CPO activities to acknowledge and celebrate

The Executive Committee, T. Skanes and staff were invited to a brainstorming session to consider how the College will honor Rod Hamilton moving forward.

After discussing the different options, the group identified the following as potential options to explore:

- Invite Rod's wife to a closed session with Council in December for an acknowledgment/celebration ceremony
- Naming the Council room in Rod's honour
- Establishing an annual Rod Hamilton Memorial Award for deserving physiotherapists
- Commemorative bench at a park near the cottage
- Donate to the music program that was set-up by Rod's wife
- Commission/ purchase a piece of art that could be gifted to Rod's wife

A. Ashton noted she would bring forward these options to Rod's wife for her consideration and will have an update to the Executive Committee by their next meeting.



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It was noted that depending on the options that may be selected, Council approval may be required.

Adjournment

The meeting was adjourned at 12:45 pm

Theresa Stevens

Theresa Stevens, Chair



Communications	
Reporting Period:	September to November 2022
Purpose:	To provide Council with an overview of the College’s communications activities over the past quarter and to highlight areas of opportunity and risk.
The Public Interest:	The College’s communications team strives to ensure our communications to all stakeholders are equitable, accessible and help protect the public interest. Communications initiatives focus on supporting awareness, protection, accountability and high-quality care.
Highlights of Work Undertaken Over this Period:	<p>The communications team undertook the following activities:</p> <ul style="list-style-type: none">• Ongoing support for the Ontario Clinical Exam – candidate emails and materials, webinars, web content, on-site support for administrations, examiner communication, updates to various stakeholders, social media posts, customer service support, creation and distribution of post exam surveys for candidates and examiners• Monthly issues of Perspectives highlighting Case of the Month, Practice Advice Questions, Myth v Fact, exam updates, blog posts, external resources, featured standards, etc• 1 Academic newsletter• 1 Employer newsletter• New blog post: Patient Care Begins with Self-Care: Mental Health Supports for PTs



	<ul style="list-style-type: none">• New blog post: IEPT experience from Abbi's perspective• 1 complete video for Patient Relations Committee, development of three additional scripts• Development of the new patient safety webpage• EDI sessions with Future Ancestors and three other colleges, plus distribution of learning materials following the events• Active participation in HPRO Communications Committee including a sub-committee to plan an educational day for communicators across all health colleges• Social media, Google Analytics and Google Ads
Work Ongoing:	<p>The communications team continues to work on:</p> <ul style="list-style-type: none">• Ongoing support for the Ontario Clinical Exam, including preparation for virtual administrations• Additional videos for the Patient Relations Committee (3 more to complete)• Entry to practice learning modules for physiotherapists who are new to practice in Ontario (internationally and Canadian educated)• The communications team is working alongside the practice advice team and IT team to develop the 2023 PISA exercise focused on Working with Physiotherapist Assistants Standard• Preparations for Annual Renewal 2023 and changes to registration-related fees (web updates, stakeholder awareness, etc)
Areas of Risk:	<p>The following areas are being monitored and considered potential organizational risk:</p> <ul style="list-style-type: none">• Changing social media landscape – where should the College be focusing our attention?

- Change management and managing misinformation – virtual exams, changes to registration fees, changes related to [bill 106](#)

Analytics

Collegept.org

The website is used by all stakeholders including PTs, PT Residents, patients/caregivers, employers, PTAs). The statistics below encompass our website in its entirety including the Public Register/PT Portal.

College staff pull monthly statistics related to the website to see how stakeholders are accessing information and interacting with the site. These statistics are used to identify improvements and help inform broader engagement/communication tactics.

General website stats:

Users: 93,720 (all site visitors)

Sessions: 253,991 (times that a user is on the site)

Pageviews: 767,284 (number of times one of our pages was loaded in a browser)

Bounce Rate: 46.41% (Users who are visiting a single page on the site and doing nothing else before leaving. Average bounce rates are generally 41 to 55%)

Average Pages/Session: 3.02 (This includes everything on the website including the Public Register/PT Portal)

Average Session Duration: 3:02 minutes

Majority of web traffic is coming from Canada (71%), followed by India, USA and UK.

Top 5 Content Pages:

Top content pages change from month to month and are often reflective of current happenings at the College (e.g. PISA, Jurisprudence, Annual Renewal). Top pages can also be influenced by ad spends and other forms of communication like Perspectives or direct emails to stakeholders.

- Rules and Resources

- What is Physiotherapy
- Patients Landing Page (Google Ads landing page – see stats below)
- Ontario Clinical Exam
- Case of the Month

Social Media

The College is active on Facebook, Twitter, LinkedIn and YouTube. The posts mentioned below are top posts from Facebook and Twitter where we are most active and post 3 – 5 times per week.

Facebook Followers: 2,765 Twitter Followers: 2,275 LinkedIn Followers: 2,788

Social Facebook/Twitter Posts:

- Ontario Clinical Exam
- Mental Health Blog
- Job Postings
- World PT Day

Advertising

The College advertises consistently using a daily budget on Google Analytics. This budget can be adjusted as required. We also advertise on Facebook and LinkedIn as needed.

Google Ads (patient focused):

67,045 impressions (how many people see the ads)
16,056 clicks (how many people interact with the ad)
23.94% clickthrough rate (average for health & medical is 3.27%)
\$0.11 average cost per click



Compliance Monitoring	
Reporting Period:	September to November 2022
Purpose:	To provide Council with an overview of College's Compliance Monitoring activities over the past quarter and to highlight areas of opportunity and risk.
The Public Interest:	The Compliance Monitoring team assists physiotherapists who have been required or directed to complete remedial activities to address concerns about their practice or conduct. The team works to ensure that physiotherapists and coaches receive the support that they require.
Highlights of Work Undertaken Over this Period:	<p>Compliance Monitoring:</p> <ul style="list-style-type: none">• Held remote lawyer led training session for coaches in November• A coaches newsletter was distributed in October• Hosted a networking meeting for individuals supporting compliance monitoring activities at other health regulatory colleges in November• Added one new coach to our roster• Introduction of a shadowing program as part of orientation for new coaches• Completion of FAQ documents for PT's who are serving a suspension• Completion of FAQ document for PT's who require Practice Enhancement Coaching
Work Ongoing:	The Compliance Monitoring department continues to: <ul style="list-style-type: none">• Support coaches with the coaching programs



	<ul style="list-style-type: none"> • Recruit new practice enhancement coaches to ensure there is a diverse roster: gender, practice settings, and ethnic diversity • Develop new templates and resources as needs arise or are anticipated • Review and develop Standard Operating Procedures
<p>Areas of Risk:</p>	<p>The following areas are being monitored and considered potential organizational risk:</p> <ul style="list-style-type: none"> • Committees are ordering longer coaching programs which is making it harder to find coaches that can commit to their length

The Numbers (September to November 2022)	
Total number of files in Compliance Monitoring as of November 30, 2022	61
Quality Assurance Compliance Monitoring Files In Progress	4
New Quality Assurance Compliance Monitoring Files Opened	2
Quality Assurance Compliance Monitoring Files Closed	1
ICRC Compliance Monitoring Files in Progress	32
New ICRC Compliance Monitoring Files Opened	12
ICRC Monitoring Files Closed	3
Registration Compliance Monitoring Files In Progress	9
New Registration Compliance Monitoring Files Opened	4
Registration Compliance Monitoring Files Closed	1
Discipline Compliance Monitoring Files in Progress	15
New Discipline Compliance Monitoring Files Opened	4
Discipline Compliance Monitoring Files Closed	1
Registrar's Inquiry Compliance Monitoring In Progress	1
New Registrar's Inquiry Compliance Monitoring Opened	0
Registrar's Inquiry Compliance Monitoring Files Closed	0



Committee or Department	Discipline & Fitness to Practise
Timeframe:	September to November 2022
Purpose:	To provide Council with an overview of College’s Discipline and Fitness to Practice Committee activities since the beginning of the quarter and to highlight areas of opportunity and risk.
The Public Interest:	<p>The Discipline Committee is the statutory Committee that holds public hearings and considers serious allegations about physiotherapists’ practice, conduct or competence.</p> <p>Members of the Discipline Committee are also members of the Fitness to Practise Committee. Fitness to practise hearings are focused on a physiotherapist’s health condition where the condition is affecting their ability to practice the profession safely.</p>
Meeting Dates (if applicable):	<p>Hearings in Progress</p> <ul style="list-style-type: none">• CPO and Thomas – September 29, 2022 (ongoing) <p>Hearings Completed</p> <ul style="list-style-type: none">• CPO and Bararian – October 13, 2022• CPO and Roscala-Bonilla – October 14, 2022• CPO and Shahbad – November 17, 2022• CPO and Trambulo – November 21, 2022



	<ul style="list-style-type: none">• CPO and Spremulli – November 28, 2022
Highlights of Work Undertaken Over this Period:	<p>The Discipline Committee and/or Hearings Office:</p> <ul style="list-style-type: none">• Held a lawyer led training session for Panel Chair’s and Decision Writers in September• Started using SharePoint to facilitate drafting and editing their written decisions• Began using the previously developed deliberation templates• Updated the post-hearing survey to gather more specific feedback• Continue to release Decision and Reasons within internal timelines
Work Ongoing:	<p>The Discipline Committee and/or Hearings Office continues to:</p> <ul style="list-style-type: none">• Hear uncontested and contested discipline hearings remotely via Zoom• Identify opportunities for ongoing training• Develop new and update existing templates and resources as needs arise or are anticipated• Make HPRO education sessions available for new Committee members• Support the annual education series• Work on developing program area KPIs
Areas of Risk:	<p>The following areas are being monitored and considered potential organizational risk:</p> <ul style="list-style-type: none">• A couple of public members are graciously making themselves available for every hearing. This is in part due to a limited number of public appointees available given absences, conflicts of interest and the fact that the College is currently short one public appointee



Number of #	September – November 2022	Compared to September to November 2021
Discipline hearings pending at the time the report was prepared	11	11
Discipline Hearings in Progress	2	0
Fitness to Practise Hearings pending	0	0
Discipline Hearings completed	2	0
Pre-Hearing Conferences held	2	0
Pre Hearing Conference Pending	1	0
Uncontested Hearings held	4	5
Contested Hearings held	1 in progress	0
Hearing Days Completed	5	0
Hearing Days Pending until March 31	5	4
Hearings Completed by Adjourning Indefinitely (<i>sine die</i>)	1	0
Decisions Released	2	1
Appeals	0	0

Executive Committee	
Reporting Period:	April to November 2022
Purpose:	To provide Council with an overview of the College's Executive Committee activities since Q1 and to highlight areas of opportunity and risk.
The Public Interest:	The College's Executive Committee provides leadership to Council and helps to ensure the effective functioning of the College by addressing urgent matters that arise between regular Council meetings.
Meeting Dates (if applicable):	<p>June 9, 2022</p> <p>June 16, 2022</p> <p>August 10, 2022 (<i>emergency meeting</i>) – With the passing of Registrar, Rod Hamilton, the Committee met and appointed Anita Ashton as the Interim Registrar effectively immediately.</p> <p>September 1, 2022</p> <p>September 27, 2022 (<i>special meeting</i>) – Brainstorming session to consider opportunities for Council/the College to honour Rod Hamilton.</p> <p>November 22, 2022</p> <p>November 30, 2022 (<i>special meeting</i>) - Executive met to select a consultant for the Governance Review project</p>
Highlights of Work Undertaken Over this Period:	The Executive Committee undertook the following activities:

The Executive Committee undertook the following activities:

- Reviewed the proposed Committee slate for 2022-2023
- Considered councillor conference attendance for 2022-2023
- Considered the ongoing evaluation of the Council education structure and program
- Reviewed the Audited Financial Statements for March 31, 2022
- Considered the increase in Independent Practice Activities
- Providing feedback on the Strategic Projects: Prioritization for year 2 of the Strategic Plan
- Identifying areas for additional clarity on the interim dashboard
- Executive also confirmed moving forward non-council committee members would be invited to attend Council education sessions where there is a benefit for shared learning and Non-Council Committee Chairs would be eligible for conference attendance
- Identifying education sessions for the 2023-2024 Council year

OBJ

Finance Committee	
Reporting Period:	April to November 2022
Purpose:	To provide Council with an overview of College's Finance Committee activities & discussions
The Public Interest:	The College's Finance Committee provides oversight of the College's financial management to ensure the necessary financial resources are provided to support the College's statutory obligations and the supporting activities.
Meeting Dates (if applicable):	April 21, 2022 May 31, 2022 June 14, 2022 August 25, 2022, cancelled November 7, 2022
Highlights of Work Undertaken Over this Period:	<p>The Finance Committee undertook the following activities:</p> <ul style="list-style-type: none"> • Reviewed FY 2023 Q2 financial results • Reviewed and discussed the financial performance of the Ontario Clinical Exam • Discussion about the subleasing of the College's office space • Recommending external Auditor for the FY 2023. • Discussion about the financial training opportunities for the Finance Committee • Discussion about budget meetings with a joint meeting of the Finance Committee and Executive Committee

	<ul style="list-style-type: none"> • Engagement with the auditors, Hilborn for the pre-audit and post-audit process • Review of the audited Financial Statements ending March 31, 2022. • Considered a review of the registration fees for Independent Practice Certificates and administrative fees
<p>Work Ongoing:</p>	<p>The Finance Committee continues to work on:</p> <ul style="list-style-type: none"> • Education opportunities and curriculum • Long-term financial projections for the Ontario Clinical Exam • Budget development for FY 2023-2024 • Planning the FY 2023 external audit.
<p>Areas of Risk:</p>	<p>The following areas are being monitored and considered potential organizational risk:</p> <ul style="list-style-type: none"> • Office sublease • Human resource requirements to implement strategic projects

Information Technology	
Reporting Period:	September to November 2022
Purpose:	To provide Council with an overview of College's Information Technology team
The Public Interest:	The College's Information Technology team strives to ensure the College's technology meets the needs of all stakeholders and is equitable, accessible and helps to protect the public interest. Information technology initiatives focus on supporting security, ensuring business needs are met and providing access for all who require it.
Highlights of Work Undertaken Over this Period:	<p>The Information Technology team undertook the following activities over the past quarter:</p> <ul style="list-style-type: none"> • Technical execution of the hybrid Ontario Clinical Exam • Hired and onboarded IT Project Specialist to lead the College's IT team • Maintained day-to-day IT organizational support without the support of an IT Lead (vacant IT position with filled)
Work Ongoing:	<p>The Information Technology team continues to work on:</p> <ul style="list-style-type: none"> • Increasing exam workflows, including examiner invoice generation and online registration for

	<p>virtual exams</p> <ul style="list-style-type: none"> • Providing technical support for the fully virtual Ontario Clinical Exam in 2023 • Making required technical changes for annual renewal and PISA 2023 • SharePoint re-engagement project working with Envision IT • Atlas knowledge transfer to move forward database work related to professional conduct, committee and other outstanding areas • Acting on making changes identified in a recent internal cyber security audit • MS Teams phone integration
<p>Areas of Risk:</p>	<p>The following areas are being monitored and considered potential organizational risk:</p> <ul style="list-style-type: none"> • Heavy IT requirements within the organization and limited staff and in-house resources • Government (CIHI) request for significant new data gathering in 2023-2024 • Replacement of outdated IT equipment flagged in internal cyber security audit (work is underway)



Committee or Department	Inquiries, Complaints and Reports Committee (ICRC)
Timeframe:	April to November 2022
Purpose:	To provide the Council with an overview of College’s ICRC activities since April 1 2022 to the end of November 2022 and to highlight areas of opportunity and risk.
The Public Interest:	The College’s ICRC strives to review concerns about professional misconduct, incapacity and incompetence and decides whether any action should be taken to ensure physiotherapists are able to practice safely and competently.
Meeting Dates (if applicable):	April 12, 2022 (full-day) May 3, 2022 (partial day) May 16, 2022 (full-day) May 26, 2022 (full-day) May 30, 2022 (partial day) June 17, 2022 (partial day) June 23, 2022 (full day) June 27, 2022 (partial day) July 27, 2022 (full-day) August 3, 2022 (full-day) September 14, 2022 (full-day) October 3, 2022 (partial day) November 2, 2022 (full-day) November 18, 2022 (full-day) November 25, 2022 (partial day)



**Highlights of Work
Undertaken since
April 1, 2022:**

The ICRC undertook the following activities:

- Met on 15 occasions
- Delivered 6 cautions
- Held three Orientation sessions with new Committee members on July 20, July 26 and September 7, 2022
- Full Committee Orientation Workshop on August 3, 2022
- Reaffirmed a commitment to handling allegations of sexual abuse and boundaries using a risk-based process to ensure that any need for restrictions towards the practice of a PT are closely tracked by the committee throughout the appointment and investigations process.
- Approved 4 Policies on November 18, 2022
 - Complaint Confirmation
 - Appointment of Investigators
 - Withdrawal of a Complaint
 - Interim Orders

Work Ongoing:

The ICRC is working on:

Developing a remediation decision tool to assist with determining cases use of undertakings vs. SCERPs.

Areas of Risk:

The following areas are being monitored and considered potential organizational risk:

- The Committee continues to see an increase in the number of cases involving sexual abuse and professional boundaries.
- Due to Residents being in Provisional Practice longer we have seen an increase in the number of residents being terminated from their



	<p>positions in hospitals due to concerns about the resident’s readiness to practice in that setting.</p> <ul style="list-style-type: none"> • Ongoing issues with recordkeeping following below the standard and lack of clinical reasoning in treatment plans. • Ongoing communication concerns of lack of communication and unprofessionalism towards patients. • Concerns with Resident PTs and their supervisors not reporting that their supervision relationship has ended. • Cases related to PTs failing to communicate with patients in a sensitive and professional nature.
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Number of #	April – Nov 2022	April – Nov 2021
Appointment of Investigators (75a and 75c) investigations	50	26
Number of open Intake files on the date the report was prepared (Nov 23, 2022)	36	No data available
Number of Cases being Investigated (Nov 23, 2022)	122	133
Decisions made by ICRC since April 1, 2022	83	64
Referrals to Discipline	6	10
Caution	2	4
SCERP	11	2
SCERP and Caution	9	5
SCERP and A&U	1	0
SCERP, Caution and A&U	2	1
Undertakings	14	5



Caution and Undertaking	0	4
Advice and Recommendations	23	9
Frivolous and Vexatious	0	2
No Action	15	21
Withdrawal	0	1

Patient Relations Committee	
Reporting Period:	April to November 2022
Purpose:	To provide Council with an overview of College's Patient Relations Committee activities
The Public Interest:	The College's Patient Relations Committee strives to advise Council with respect to the patient relations program and to administer the program to provide funding for therapy and counseling.
Meeting Dates (if applicable):	May 9, 2022 – One-hour meeting September 13, 2022 – Orientation date for new committee members November 25, 2022 – PRC meeting for all members
Highlights of Work Undertaken Over this Period:	<p>The Patient Relations Committee undertook the following activities:</p> <ul style="list-style-type: none"> • Orientation of new members • Review and approval of scripts for 4 different education videos regarding professional boundaries and sexual abuse, with target audience of patients as well as physiotherapists (1/4 videos completed) • Review/rewording of Committee goals • There was one new application received for funding which was approved at the staff level • A blog post - A Concerning Trend: Addressing and Preventing All Forms of Sexual Abuse - was published on the College website and shared through the Perspectives e-newsletter with registrants and stakeholders.

<p>Work Ongoing:</p>	<p>The PRC continues to work on meeting its goals, which include:</p> <ul style="list-style-type: none"> • Reduce the incidence of boundary and sexual abuse violations. • Highlight a culture of patient safety and professional boundaries for Physiotherapists in Ontario. • Support a culture of patient safety and boundary awareness for patients attending Physiotherapist appointments. • Met with Lead of PC team (A. Mak) to review data related to Boundary and SA complaints
<p>Areas of Risk:</p>	<p>The following areas are being monitored and considered potential organizational risk:</p> <ul style="list-style-type: none"> • Any applications not resolved at staff level will be brought to committee



Practice Advice Team	
Reporting Period:	September to November 2022
Purpose:	To provide Council with an overview of College’s Practice Advice activities over the past quarter and to highlight areas of opportunity and risk.
The Public Interest:	The role of the College is to protect the public by setting and upholding the rules and standards of the physiotherapy profession. To this end, members of the public, or other stakeholders e.g., PTs, insurers, students, and employers can contact the Practice Advice (PA) service if they have question(s) with respect to these rules and standards and how they apply in practice. The PA (Practice Advice) service is staffed by Practice Advisors, physiotherapist staff members who respond to stakeholder inquiries primarily by phone or email. The Service also supports other educational activities aimed at supporting awareness of the various standards, tools, and resources.
Meeting Dates (if applicable):	N/A
Highlights of Work Undertaken Over this Period:	<p>The Practice Advice team undertook the following activities:</p> <ul style="list-style-type: none">• Created article, and templates to assist PTs in managing patient safety incidents.• Created 2023 PISA Questions• Developed new blog posts: Patient Care Begins with Self-Care: Mental Health Supports for PTs IEPT experience from Abbi’s perspective• Developed new educational approach in Perspectives to provide advice around specific Standards (Stop Start)• Returned to in-person presentations to first year PT students at Ottawa, McMaster and Western; also presented to two PTA programs.• Assisted the Exam Committee by reviewing clinical scenarios and providing guidance on prompt questions



Work Ongoing:

The Practice Advice team continues to work on:
Projects

- Development of Social media Guidance in preparation for a Council workshop December 2022.
- Development of Modules with Z Austin re IEPT support
- Development of a framework for a professional communication module.

Regular Activities

- Ongoing responses to more than two thousand contacts from members of the Public, PTs, employers related to the College Standards and Rules
- PA provides support to other areas of the College (ICRC, QAC, PRC, Discipline, Compliance Monitoring, Registrar's Education, Exams and Registration))
- Meetings with external stakeholders (CLHIA, OPA, Employers, Education Providers), other regulator PA services, and from four provinces across Canada to share trends and issues (Advertising, scope issues)

Areas of Risk:

The following areas are being monitored and considered potential risk:

Q3 2022 – the top themes from Inquiries:

- 1) Registration numbers misused/fraud
- 2) Supervision questions from PTs (related to supervising Residents and PTAs)
- 3) Collaboration between hospital PTs and private PTs brought in to provide extra care.
- 4) Privacy and reports of breaches – how to report, how to write a privacy policy, role of HIC
- 5) Business Practices (Advertising, Billing (see #1), Social media)
- 6) Scope of practice questions – related to pelvic health, pessaries, breast health

Quality Assurance Committee and Quality Assurance Program	
Reporting Period:	April to November 2022
Purpose:	To provide Council with an overview of Quality Assurance Committee and the Quality Assurance program during the months of April to November 2022. The report will highlight areas of opportunity and risk.
The Public Interest:	The College's Quality Assurance Committee reviews reports about a physiotherapist's practice following an assessment and screening interview. The Committee may identify gaps in the PT's practice and determine the most appropriate action, which could include a learning plan to address the gaps.
Meeting Dates	April 7, 2022 June 16, 2022 August 12, 2022 (Orientation) October 7, 2022 October 13, 2022
Highlights of Work Undertaken Over this Period:	The Quality Assurance Committee and the Quality Assurance Program undertook the following activities: <ul style="list-style-type: none"> • Newly appointed Committee Members met for orientation (August) • The new QA Committee considered their first cases (October) • Members of the QA Team have also assisted the examinations team during the first two offerings of the Ontario Clinical Examination • The QA Team completed the Anti-Racism and Equity workshops offered in September • Training activities for eight new assessors



	<ul style="list-style-type: none">• QA Program data is being collected and analyzed according to the program evaluation plan
Work Ongoing:	<p>The Quality Assurance Committee and the Quality Assurance Program continues to work on:</p> <ul style="list-style-type: none">• The QA Team continues to support the screening interview and assessment process for physiotherapists who registered under the Registration Committee’s exemption policy (April – November)• The QA Team continues to create, edit and update standard operating procedures related to all program activities
Areas of Risk:	<p>The following areas are being monitored and considered potential risks:</p> <ul style="list-style-type: none">• iComp server problems disrupted three screening interviews and the assessors could not access reports for several hours (June)• Availability of assessors to conduct screening interviews and assessments were limited due to planned vacations in the summer (April – August)• Screening Interviews and assessment reports were being sent out beyond the 3-week timeline due to demands on the QA Team (April – July)• One QA Committee meeting in October did not include public members and the meeting ended early because the Committee did not have a quorum to deliberate the final case. This resulted in an extra meeting to complete the final case on the agenda.• Focus on the screening interviews for PTs registered under the exemption policy has resulted in less time



	<p>for other QA Program activities (e.g., completing the training for new assessors, program evaluation plan, etc.); This will continue to be monitored until the program no longer needs to be involved in this area of the College’s work.</p> <ul style="list-style-type: none"> • In the months of September and October, failures of file transfers between iComp and the College’s database has resulted in some PTs contacting the QA Team because they cannot access their screening interview or assessment reports in the PT Portal; the issues has been addressed but the team is taking extra care to ensure reports are being transferred over.
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Quality Assurance Committee Activities	April to November
Number of cases considered by the Committee (includes cases that were deferred, requests for deferrals, PTs finished compliance monitoring and practice assessments)	24
Number of cases closed by the Committee with no action	6
Number of cases closed with advice and recommendations	6
Number of proposed SCERPs	4
Number of confirmed SCERPs	1
Number of decisions deferred	3
Number of requests for deferrals or extensions approved	4
Number of requests for deferrals or extensions considered by the Committee and denied	0



Quality Assurance Program Activities	April to November
QA Program Screening Interviews	234
Screening Interviews for PTs registered under the Registration Committee's Exemption Policy	323
QA Program Assessments	14
Assessments for PTs registered under the Registration Committee's Exemption Policy	6
Number of Assessor Training Activities (individual and group training)	12

Registration Committee	
Reporting Period:	April to November 2022
Purpose:	To provide Council with an overview of College's communications activities over the past quarter and to highlight areas of opportunity and risk
The Public Interest:	The College's Registration Committee considers applications from candidates who do not meet the requirements for licensure and makes applicant specific decisions taking into account public safety.
Meeting Dates (if applicable):	<ul style="list-style-type: none"> • May 17, 2022 • June 14, 2022 • July 20, 2022 • August 10, 2022 • September 28, 2022 • November 9, 2022
Highlights of Work Undertaken Over the Past Quarter:	<p>The Registration Committee undertook the following activities:</p> <ul style="list-style-type: none"> • Considered 7 applications for an Independent Practice Certificate of Registration • Considered 1 application for a Provisional Practice Certificate of Registration • Approved 13 policies relating to the Ontario Clinical Exam (OCE) • Considered 11 applications that did not meet certain criteria for The Exemption Policy • Considered 2 applications that had failed the

	Screening Interview component of The Exemption Policy
Work Ongoing:	The Registration Committee continues to work on: <ul style="list-style-type: none"> • The Exemption Policy is to be reviewed by the Committee every 90 days

The Numbers	
21 cases considered in this timeframe	<ul style="list-style-type: none"> • 6 applications were approved with Terms, Conditions, and Limitations • 3 applications were denied • 1 application was approved • 11 applications were allowed to continue on with further staff review for the Exemption Policy
Appeals before the Health Professions Appeal and Review Board	<ul style="list-style-type: none"> • There are three matters currently before the appeal board including one hearing that has taken place over 6 days with three additional days scheduled
Registration Committee Exemption Policy	<ul style="list-style-type: none"> • Applications received: 1346 • Applications in progress: 251 • Certificates issued: 1029



Strategy, Policy and Governance	
Timeframe:	April to November 2022
Purpose:	To provide Council with an overview of College's strategic, policy and governance activities.
The Public Interest:	The College's strategy, policy and governance teams strive to ensure that we pursue strategic projects, policy and governance activities that contribute to the College's mandate and priorities as established by Council.
Meeting Dates (if applicable):	n/a
Highlights of Work Undertaken Over this period:	<p>The Strategy, Policy and Governance teams undertook the following activities:</p> <ul style="list-style-type: none">• Following Council's approval of a new strategic plan in March 2022, worked with senior staff and an evaluation and measurement consultant to identify strategic initiatives and measures, which were approved by Council in June 2022.• Established a project management and tracking framework to assist staff who are leading strategic projects to complete, track, and report on their respective projects.• Participated in a working group to review the National Core Standards which is being done in collaboration with all provincial physiotherapy regulators in Canada.• Developed a preliminary work plan for a



comprehensive review of the College's General Regulations and determined next steps in consultation with the Registrar.

- Resumed work on the review three College Standards (Advertising; Conflict of Interest; and Fees, Billing and Accounts). This work was started in 2021 but was paused in late 2021 to focus on other high priority projects.
- Assisted in the development of new exam policies.
- Supported the consultation process for the by-law amendment related to registration and other administrative fees.
- Supported regular evaluation activities of Council to collect feedback and support ongoing improvements to Council operation.
- Supported the development of a Council education program and identification of Council education activities for 2022-2023, and 2023-2024.
- Supported the development of a proposed Committee slate for 2022-2023.
- Supported the development of a Committee Chair orientation and training program for 2022-2023. The first training session took place in November.
- Developed a revised conference attendance framework as directed by the Executive Committee.
- Collaborated with the Practice Advice team to develop draft guidance for PT Use of Social Media and to facilitate a workshop discussion with Council in December.
- Supported the consultation process for the new exam fees by-law.
- Supported the recruitment of members for the



	<p>new Examinations Committee.</p> <ul style="list-style-type: none">• Supported strategic project and business planning for FY2023-2024.• Provided research and analysis and facilitated discussions with key internal stakeholders to support standards development and the review of governance policies.
<p>Work Ongoing:</p>	<p>The Strategy, Policy and Governance teams continue to work on:</p> <ul style="list-style-type: none">• Completing work on strategic projects as directed by the Registrar (governance review, EDI strategy, and Standards review).• Supporting the operational and budget planning process for FY2023-2024 (which will take place between November 2022 and March 2023)• Preparing for the 2023 Council election process• Preparing the CPMF 2022 report• Review and update the Honoraria and Expenses Policy and bring forward a revised version to Council for consideration• Supporting the implementation of Bill 106 requirements (regarding registration processes)
<p>Areas of Risk:</p>	<p>The following areas are being monitored and considered potential organizational risk:</p> <ul style="list-style-type: none">• Ongoing challenges related to the availability of committee members and committee quorum as a result of having one public member vacancy.



Meeting Date:	December 13-14, 2022
Agenda Item #:	3
Issue:	President's Report
Category:	Governance
Submitted by:	Anita Ashton for Theresa Stevens, President

Remembering our Friend and Colleague Rod Hamilton

The Executive Committee asked for recommendations from staff and Council as to how we could honor Rod. Rod's wife, Paula will be creating a fund which supports bringing music education to young Ontarians who may not have access to arts education. While details have not been worked out as of yet, the College will support this initiative and will share with others on how they can join us.

Governance

With the passing of the former Registrar, Rod Hamilton, Executive had a special meeting in September to begin considering potential activities that the College can do to honour his memory moving forward.

An Executive Search team is working with an external executive search firm to recruit for the new Registrar.

External Representation for the College

- October 5, 2022 – Meeting with Monique Porlier and Dale Pitura of CAPR
- October 13, 2022 – Meeting with Dale Pitura and Dianne Milette re CAPR governance work
- October 24-26, 2022 – attendance at CNAR
- October 25, 2022 – Presidents Dinner at CNAR
- October 31, 2022 – meeting with the OPA
- CNAR conference attendance in September

Executive Committee Report

At its November Executive meeting the Committee received an Orientation facilitated by Rebecca Durcan. The session focused on:

- The history of the role of the Executive Committee
- The current role that the Executive Committee
- How an Executive Committee member can perform effectively in this role



- Environmental trends as it relates to the role of the Executive Committee.

Some of the highlights of work undertaken over the past quarter by the Executive Committee include:

- Providing feedback on the Strategic Projects: Prioritization for year 2 of the Strategic Plan
- Identifying areas for additional clarity on the interim dashboard
- Identifying education sessions for the 2023-2024 Council year, which includes:
 - Equity, Diversity, and Inclusion with a focus on Anti Racism and Cultural Safety
 - The Board's role in Risk Management
 - Governance Effectiveness/ Best Practices
 - Committee Chair Orientation
- Executive also confirmed moving forward non-council committee members would be invited to attend Council education sessions where there is a benefit for shared learning and Non Council Committee Chairs would be eligible for conference attendance

Council Feedback from September 2022 meeting

Council was asked to complete a survey following the September Council meeting which included the two education sessions – Sexual Abuse Awareness training and Governance training.

The feedback received by Council demonstrated consensus that:

- the education sessions were valuable and will support councillors in their roles at the College
- the format and the delivery of both education sessions were effective, and the speakers were engaging
- Council continues to make decisions that are grounded in the public interest
- there was an appropriate amount of time was spent engaging in governance work
- Councillors felt they were able to participate freely in discussions and decision making

As both education sessions were shorter than usual, there was strong support to have both speakers return for additional education sessions over the next few Council meetings. There was some support from some Council members who felt that a letter to employers outlining the time commitment needed to participate in College work would be helpful. Requests for these letters should be directed to the Governance Analyst epersaud@collegept.org.

Some suggestions for additional education sessions included:

- Additional governance education
- Equity, diversity and inclusion
- Chairs training
- Legislation and regulations and how these impact the role of a Councillor



Non Council Committee members were also asked to complete a survey regarding the Sexual Abuse Awareness training. Like Council members, there was consensus on the value of the training session including support for similar training sessions and some support for a letter to employers.

Council Performance Evaluation Framework: Mid-year check-in Calls

Many of the calls have been completed but the President has not had the opportunity to connect with everyone. A full summary of the calls along with any relevant action plans will be shared with Council in March 2023.

Other Relevant Activities:

Committee chairs training was held in October. Current Chairs and individuals who have expressed an interest in Chairing were invited to attend the session.

Meeting Date:	December 12 & 13 2022
Agenda Item #:	4
Issue:	Interim Registrar's Report
Submitted by:	Anita Ashton, Interim Registrar

Please find below a high-level overview of the items that will be covered in further detail at the December Council Meeting.

Stakeholders and System Partners

Canadian Alliance of Physiotherapy Regulators (CAPR)

CAPR will have a new CEO joining them in the new year. In addition, they have hired a new National Director of Evaluation Services.

CAPR is continuing to work on its Innovation Agenda and the work on recommendations coming out of the Governance review has started. The Interim Registrar is a member of the working group, and it is expected that our work will be completed in the spring of 2023.

Monitoring:

CAPR's current credentialing timeline is 21 weeks where expected benchmarks are 10-12 weeks for standard applications and 16-18 weeks for non precedent applications. CAPR saw a 26% increase in applications in 2021 and 12% increase to date in 2022. They have hired additional staff and are looking for opportunities to address these timelines.

Canadian Institute of Health Information (CIHI)

The College submits data to CIHI on an annual basis. This data is used to assist with health workforce planning, but it also highlights changes in the profession. The College submitted its data profile report in early December. The 2021 reports can be found [here](#).

CIHI recently amended its data collection requirements for the first time in 10 years and it will now be collecting information about gender, identity, race and Indigenous identity data. The College will be introducing some of these data collection points on a voluntary basis for renewal 2023 and will complete a bylaw review which will make the data collection mandatory in 2024.

Citizens Advisory Group (CAG)

The CAG was founded by this College a number of years ago and it is now run by the CPSO. It includes a group of patients from all across Ontario who serve as a voice of patients and members of the public who engage with the health care system. Colleges can consult with this group in an ongoing way. The

Group last met in October and recently released their [report](#). The College will review the report and consider the feedback as we move forward with our own projects and initiatives in 2023.

Health Profession Regulators of Ontario (HPRO)

HPRO was recently successful in obtaining a federal grant in the amount of \$88 000 to support work on an Anti Racism in Health Regulation initiative. A consultant group, Graybridge Malcolm will be supporting this work and the deliverables will include:

1. An equity, diversity, and inclusion (EDI) framework and strategy to support sustainable current and future (EDI) initiatives and structural change in regulation;
2. An EDI self-assessment checklist and reporting tool; and
3. The development of an EDI toolkit, including internal training components for colleges.

In addition, the Colleges are working together to look at ways to address the public member shortage on College Councils. We look forward to being able to explore these options with the Ministry at a future date.

Ontario Fairness Commissioner (OFC)

The College is currently preparing its annual submission to the Fairness Commissioner. As a reminder all reports are available on the College's website. The OFC has also recently released its Best Practices Guide for health regulators.

Ontario Physiotherapy Association (OPA)

We are continuing to work together to look for ways to support physiotherapist mental health and wellness.

Legislative and Legal

Bill 106 – [Plan to Stay Open – Health System Stability and Recovery](#)

Has resulted in amendments to the RHPA specifically focused on registration. It will have an impact on the CPO in the following ways:

1. will require CAPR to accept additional language tests to confirm language proficiency
2. will require that the College prepare and submit a regulation which addresses mobilizing a workforce during an emergency
3. will require that Colleges formally adopt timelines to address applications for registration

Bill 24, Health Care is Not for Sale Act (Addressing Unfair Fees Charged to Patients), 2022. (Private Members' Bill, first reading) – would require Colleges to define and regulate the charging of unfair fees, including the authority to require registrants to repay patients for any unfair fee charged.

Bill 26, Strengthening Post-secondary Institutions and Students Act, 2022 – (Government Bill, first reading) – key focus: allows post secondary educational institutions to discipline and remove any employee who sexually abuses as student.

Health Information Protection Act, 2016. The proclamation of provisions relating to electronic health records has been delayed from September 30, 2022, until March 31, 2023.

Nursing Act and Medicine Act – Registration regulations under these Acts provide for expedited registration of international applicants, including under temporary classes of registration.

College Initiatives and Projects

The Executive Committee met to start an initial review of the proposals that have been submitted as a part of an RFP for the Governance Review project. The Committee will resume its review in the new year.

We are currently looking at developing an Enterprise Risk Management Strategy which Council will be introduced to in March 2023

We have completed phase one of an IT audit which explored vulnerabilities in our IT infrastructure. A plan to address shortcomings is being developed. Phase 2 of this work is scheduled to start next year.

The College dashboard (Attachment 1) which will be presented at Council will highlight our progress against the strategic initiatives for 2022-2023.

Operations / Program Area Updates

- Staff representatives attended a DEI workshop sponsored by Barker Hutchinson and Associates and facilitated by Canadian Equality Consulting
- Organizational review has been completed – two replacement hires are expected in Q4
- Staff are exploring space sharing arrangements with other Colleges to offset some of the costs of our own rent. In the event that we are unable to secure partners we will look at other options recognizing that the opening of the courthouse near our offices could create some new opportunities
- Taylor Turner, our Manager, Communications was a part of a working group which developed the HPRO Communicators Conference. Topics included: Using the CPMF as a communications tool, Governance Communications Lessons, Genuine EDI Communication, AODA Compliance and Accessible / Inclusive Communications, and Planning a Public Awareness Campaign
- The College launched a Patient Safety section on the website which includes numerous resources including what to include in an incident report and how to create patient safety management plans
- The College is currently working with Zubin Austin to create an educational series aimed at facilitating the transition to practice for Internationally Educated Physiotherapists (IEPT) and Canadian trained physiotherapists

Exam Metrics:

October and November 2022

close to 150 candidates went through the exam

January and March 2023

up to 340 candidates will attempt the exam

Registration Committee Exam Exemption Policy:

800 applications received since January 1, 2022
624 applications have been processed
461 individuals have completed the full process
Currently in a peak volume period

Risks / Opportunities

- A letter has been sent to the Public Appointments Office to raise concern about the shortage of public members at the CPO
- There have been a number of hearing days that have recently be cancelled on short notice. This means that professional members may not be fully compensated for the time they have booked away from work. The current per diem and expenses policy that addresses this type of scenario is being reviewed and will be presented to Council in March 2023. In the interim staff, the President and the Chair of the Committee are looking at ways to address the concerns being raised by panel members. The risk in not addressing this is that panel members may not be available for hearings.

Environment**Bill 36 Health Professions and Occupations Act (BC)**

Amendments to the Act will result in:

- Councils will now be called Boards
- Boards will be smaller 8-12 members
- Registrants will be called licensees
- Arms length competency-based system for Board members
- Equal public and professional members
- Lifetime limit of 12 years of service
- Boards will focus on policy and oversight
- Focus on safety, and prevention of harm caused by licensees
- Discipline Tribunal will be separate from the regulator
- The profession will not approve policy decisions or regulatory changes, but they will be consulted
- Committee work will be moved to staff or the Board – the only committees would be investigations, licensing and a committee to deal with professional corporations
- Colleges will be amalgamated

Ontario Government

- Announced funding of \$182 million this year to support critical upgrades and repairs at 131 hospitals and 65 community health care facilities across the province.

- The Ontario government is expanding the Emergency Department Peer-to-Peer Program to 21 additional rural and remote hospitals starting in December. The program increases care and support for people in emergency departments by providing physicians 24/7 access to on-demand, real-time support and coaching from highly experienced emergency physicians across Ontario via virtual channels.

Examinations

- In Quebec over half of the nursing students who took the September 2022 exam were unsuccessful (pass rate 55%). An internal probe has been launched
- Law Society Ontario – close to 150 candidates were found to have participated in exam cheating and the regulator has [taken action](#)

New Standards

The PT College in BC has partnered with 10 other Colleges to develop an [Indigenous Cultural Safety, Humility and Anti Racism](#) standard.

Status Updates on Action Items (ongoing):

A running list of action items from previous Council meetings; once items are marked complete, they will come off the list.

Date of Meeting	Action item description	Required by date	Assigned to	Current Status
September 23 2022	Exam Fees Bylaw requires circulation	December 12 2022	J Huang	Ready for discussion
-	Assessing continued use of the Consent agenda		E Persaud	To be included in the council evaluation survey

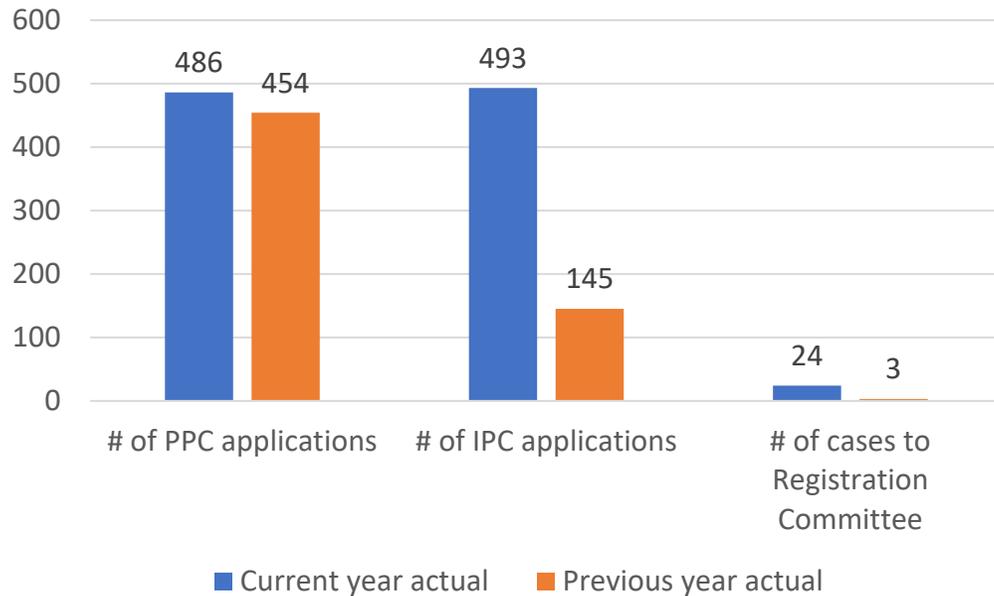
College Dashboard

December 2022



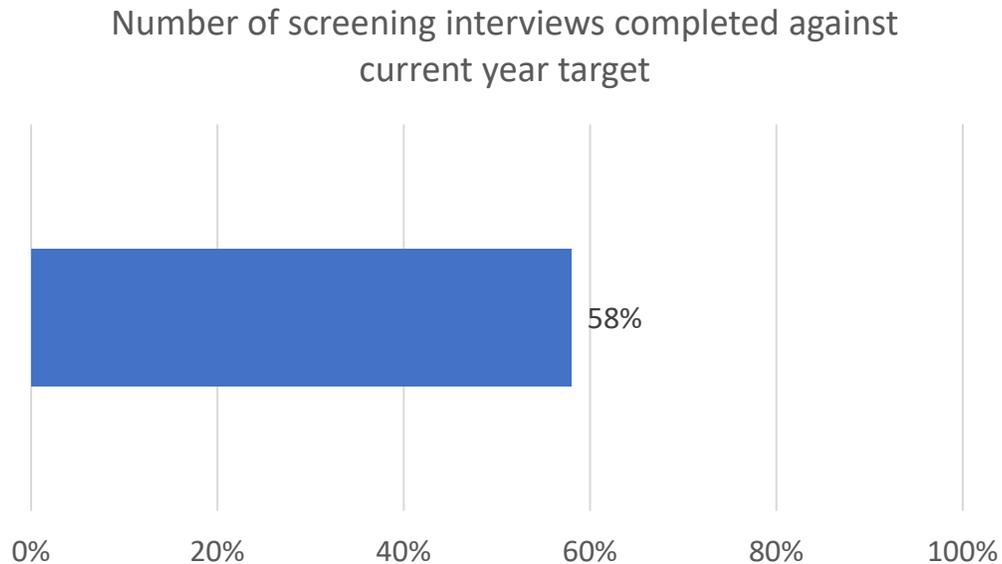
Statutory Programs

Registration: April 1 – October 31



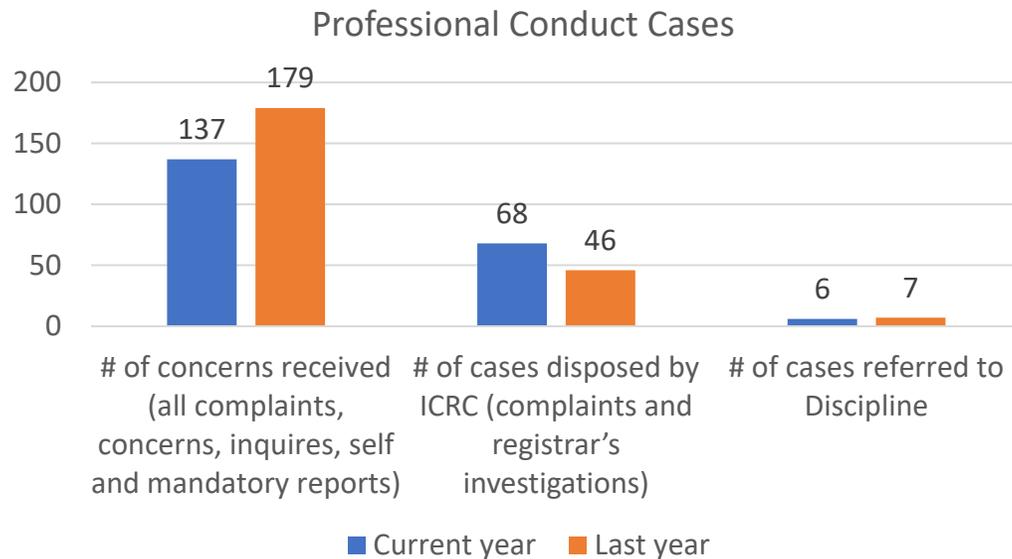
- In addition to the typical volume of new applicants, the College also received additional IPC applications through the Exam Exemption Policy
- Of the 493 IPC applications, 312 were through the Exam Exemption Policy
- This increased the workload for the Registration Team. Individuals were seconded from other teams in the College to support the increased workload
- With the anticipated higher volume, the College made applicants aware of potential processing delays
- The College aims to have applications processed within 15 business days, however these applications were being processed in 20 business days instead
- The Registration Committee has seen a significant increase in cases being referred to Registration Committee given that no clinical exam was available

Quality Assurance: April 1 – October 31



- The program is on track to reach the target of 826 screening interviews for this year
- The College completed 480 screening interviews during this period
 - 290 Screening Interviews – PT Residents
 - 190 Screening Interviews – QA Participants
- Unlike in a typical year where all screening interview participants would be selected through the Quality Assurance Program, this year, the participants will be a mix of Quality Assurance Program and Exam Exemption applicants

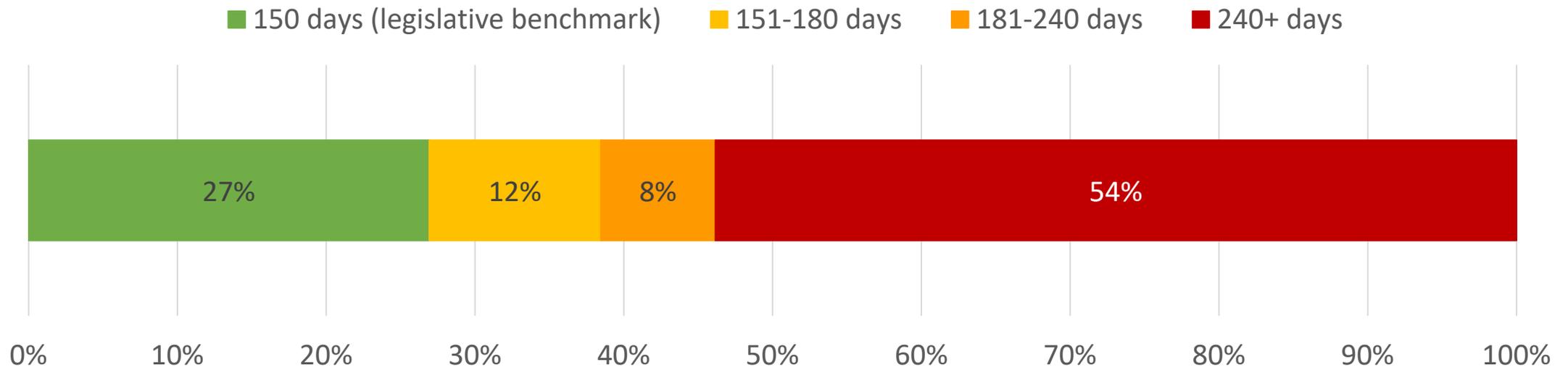
Professional Conduct: April 1 – October 31



- Even though the College received fewer concerns this year compared to the same period last year, the team faced a challenge when one of the investigators went on leave in early 2022
- The work had to be reassigned to the remaining investigators, intake staff and the Manager. This had an impact on caseloads and timelines

Professional Conduct: April 1 – October 31

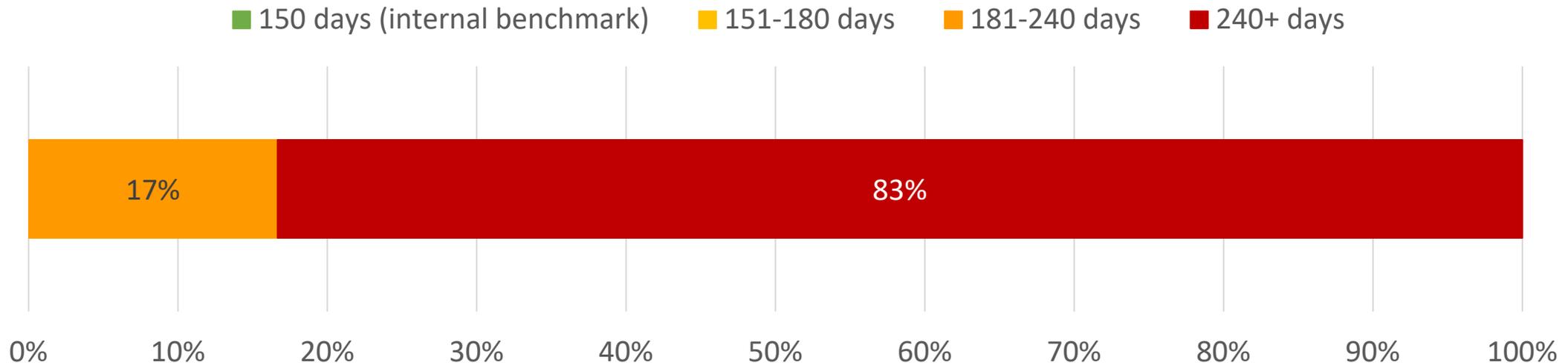
Our Ability to Meet Statutory Timelines: Complaints – 26 cases closed



- The RHPA requires formal complaints to be disposed of within 150 days
- The College was able to close 8 cases that have been open for more than one year, and another group of long-standing cases are expected to be closed by the end of the year
- The team has also implemented operational processes to try to improve timelines for releasing decisions

Professional Conduct: April 1 – October 31

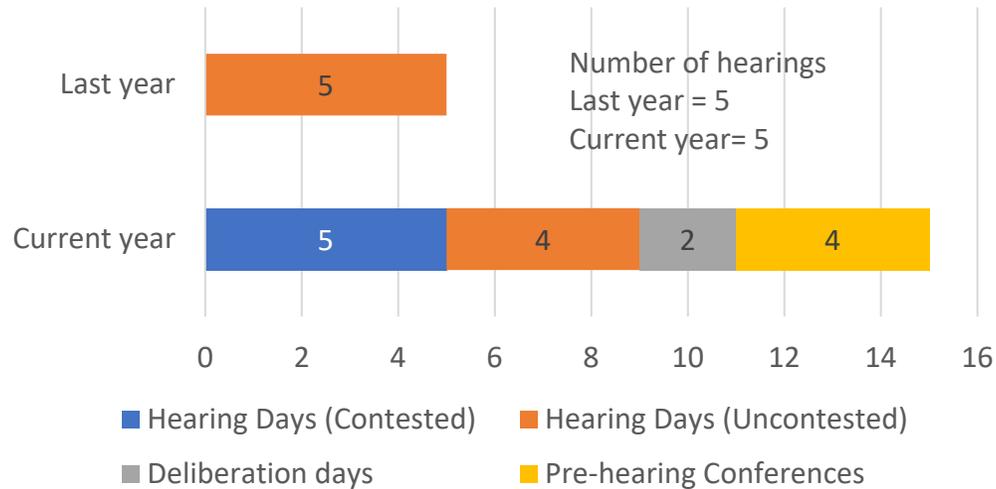
Our Ability to Meet Timelines: Registrar's Inquiries – 18 cases closed



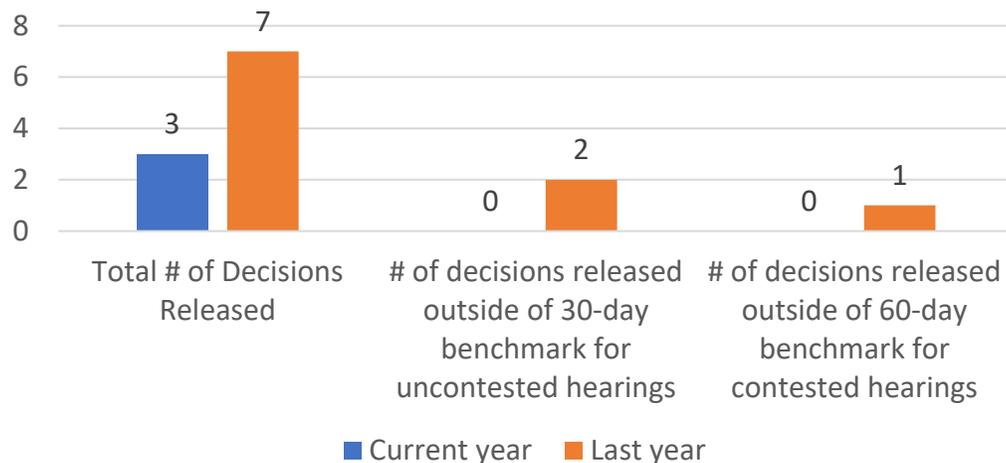
- For Registrar's inquiries, there is no legislative timeline requirement, we use 150 days as our internal benchmark to align with complaints
- Registrar's inquiries are more complex investigations, many of them involving fraud or billing issues, which require document collection and review by multiple parties
- The decision release timelines for Registrar's inquiries are shorter than in 2021 due to the fact that many of them were referred to Discipline which means there is no need to draft a decision, thus shortening the time

Discipline: April 1 – October 31

Hearing Days



Decisions Released



- There were 7 matters (17 hearing days) scheduled during this period, however 2 matters were adjourned
- Hearings are being scheduled more closely together in attempt to work through the backlog of files requiring hearings and in anticipation of a greater number of file being referred
- More matters are requiring pre-hearing conferences to try and reach an agreement on aspects of the file and be at the point where a hearing can be scheduled
- New decision writing timelines were introduced in September 2021 as guidelines for panel members to be accountable to

Committee Commitments: April 1 – October 31



Risk

ICRC Meetings

	# of meetings	# of meeting hours
Budgeted	7	41
Actual	12	50.75



Risk

QAC Meetings

	# of meetings	# of meeting hours
Budgeted	5	15
Actual	5	10



Risk

Registration Meetings

	# of meetings	# of meeting hours
Budgeted	6	19
Actual	7	16

- ICRC has required more meetings than anticipated to address the increased case load. This has increased the workload for committee members.
- While the Registration Committee has met for fewer hours than anticipated, the volume of cases considered is significantly more than anticipated.

Strategic Projects

Strategic Projects: As Of October 31

● = Completed ● = In Progress ● = Not Started

Strategic Measure	Status	Will this be completed by March 31, 2023?	Explanatory Note
Completed organizational capacity assessment and implement recommendations	●	Yes	1
Completed psychological health and safety assessment for staff that identifies areas of strengths and improvement; develop an action and approved by Registrar	●	No	2
Completed third-party independent assessment of the College's governance practices and policies	●	No	3
Completed strategy and work plan to implement governance improvements approved by Registrar	●	No	3
Completed work plan to assess the pathway to licensure requirements and present to Council	●		4
Completed risk registries by departments and for Council, including identification of highest risk categories; present strategic and key organizational risk to Council	●	No	5
Completed plan of initiatives and collaborative partnerships to support registrants through registration and early years of practice and approved by Registrar	●		6
Completed equity impact assessment	Deferred	No	7
Developed EDI strategy and action plan and present to Council	Deferred	No	7
Completed review and revisions to the first group of Standards related to business practices and present to Council for approval	●	No	8

Strategic Projects: Explanatory Notes

Work is proceeding in most of the strategic projects, however, in general the work is progressing slower than we originally anticipated. Resources from many areas of the College have been diverted to support the implementation of the Ontario Clinical Exam and the increased volume in registration.

1. The College has completed an organizational review. We are currently in the process of recruiting for new positions.
2. The College will undertake the psychological health and safety assessment of staff in Q4. We will hire a consultant to help us to analyze the results, with a plan to implement recommendations coming out of the report in the subsequent months.
3. The College is in the final stages of selecting a consultant to conduct the governance review. It is anticipated that the review will take place in the first half of 2023. Once the review is completed, the recommendations and implementation plan will be presented to Council.
4. Staff will prepare a workplan to support the work of the entry to practice working group however given the recent launch of the OCE Council will need to determine if this work is still a priority.

Strategic Projects: Explanatory Notes

5. The College will develop an Enterprise Risk Management (ERM) Strategy for review and approval by Council. It will be supported by governance policies and standard operating procedures and a risk register. Council and staff will participate in training. This work is expected to occur in January-June 2023.
6. The College has partnered with Zubin Austin to create 6 online modules to support individuals entering practice. The content will be of benefit to anyone new to the profession, but may be especially supportive for those people educated outside of Canada. Key content areas include: communications and collaboration strategies, understanding consent and boundaries, the business of physiotherapy as it applies to the standards and providing information specific to the Canadian health care environment. Production of the modules will occur in the first half of 2023.
7. HPRO is leading an initiative to develop an equity impact assessment tool tailored for health regulatory colleges specifically. The new tool is anticipated to be ready for piloting in early 2023. **Staff recommend that we defer our own project to Year 2 (April 2023-March 2024).**
8. The Policy Team is implementing a multi-year Standards review cycle. The team is in the process of reviewing the first group of standards related to business practices. We are anticipating presenting the first group of updated standards to Council in June 2023.

Financial Health

Financial Health: As Of September 30



- This overall financial health indicator is a composite indicator that considers the College's current assets and liabilities, operating cash, and operating reserve levels
- The College's overall financial health as of September 30, 2022, is stable and good
- For additional information, please refer to the Q2 Financial Report item on the agenda



COLLEGE OF
PHYSIOTHERAPISTS
of ONTARIO

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PHYSIOTHÉRAPEUTES
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5. Investment Status Review and Orientation

No materials, presentation only.



Meeting Date:	November 22, 2022
Agenda Item #:	6.
Category:	Finance
Issue:	Q2 Financial Report and Projections to the end of Q4
Submitted by:	Zoe Robinson, VP Finance and Reporting

The following financial report provides information for the period April 1, 2022, to September 30, 2022 covering FY 2023 Q1 and Q2. The financial statements are prepared in accordance with the Accounting Standards for Not-for-Profit Organizations.

Bottom Line:

The College’s overall financial health as of September 30, 2022, is stable and good, as reflected in the statement of financial position. The College’s financial performance is better than planned for the period July to September 2022 and for the fiscal year-to-date as of September 30, 2022. The financial management dashboard provides an overview between April 1, 2022, and September 30, 2022, of the College’s financial performance (top row), financial health (middle row), and the trending of revenue and expenses against the approved budget and the same period during the prior year fiscal year.

Figure 1 - Finance Dashboard as of September 30, 2022





Financial Health

The College's overall financial health as of September 30, 2022, is stable and good, as reflected in the statement of financial position.

The current assets are greater than the current liabilities which means there are enough resources to cover financial commitments for the next 12 months. Our current ratio, i.e., current assets, excluding long-term investments, divided by current liabilities, is 1.31.

The College has sufficient operating cash to manage its daily operations and our investments are healthy. We have approximately \$4 million in operating cash on hand and \$5.3 million invested in

***ASSETS** are resources owned and controlled by the College that can generate or be converted to cash now or in the future.*

***LIABILITIES** are debts owed by the College to another party.*

Guaranteed Investment Certificates (GIC) and government bonds as of September 30, 2022.

The College's operating reserve, referred to on the financial statements and the financial dashboard as unrestricted net assets, sits at 6.1 months at the end of September 2022. The College's net assets represent our ability to cover future expenses.

The College has three different types of net assets:

NET ASSETS = Total Assets minus Total Liabilities

1. Restricted net assets total \$1.1 million and include \$1 million for complaints and discipline costs and \$100,000 for the funding for therapy and counseling related to sexual abuse. Accessing the restricted net assets requires approval by Council.
2. Retained earnings captures the surplus or loss of money when expenses are deducted from revenue for the reporting period, e.g., April 1, 2022 to September 30, 2022. This could be a positive or negative number. This information appears on the statement of operations (i.e., income statement).
3. Unrestricted net assets represent the total of unrestricted net assets plus/minus retained earnings. This is also known as the operating reserve.



Financial Performance

The College's financial performance is better than planned for the period July to September 2022 and for the fiscal year-to-date as of September 30, 2022.

The College's financial performance is measured on the statement of operations (i.e., income statement) by the income, expenses, and net income (income less expenses). The analysis of the College's financial performance considers variances between the approved budget and actual amounts for a period, plus consideration of the materiality of the variance to the College overall financial performance represented by the net income. Materiality is a threshold above or below which a variance is of concern.

Net income for Q1 and Q2 combined is a loss of **\$218,013** based on revenue of **\$3,286,044** and expenses of **\$3,504,057**. Our anticipated loss for this period was \$554,238.

Total revenue between April 1, 2022, and September 30, 2022, is 5.8% lower than planned in the approved budget. This is primarily driven by the revenue recognition criteria for the fees received for the Registration Committee Exemption policy process. The criteria requires that the revenue of \$800 for these fees be recognized in two (2) stages: (1) \$600 is recognized when the Provisional Practice Certificate holder is granted their Independent Practice Certificate; (2) \$200 is recognized when the physiotherapist completes the QA screening interview following the receipt of the IPC. Between April 1, 2022, and September 30, 2022, 470 IPCs were granted and 404 screening interviews were completed.

Expenses for the period are 23% lower than planned due to project spending delayed to Q3 or Q4, projects not being implemented as planned, changes in staffing, committees meeting virtually, and lower than planned program specific expenses. The college is experiencing higher than planned expenses for the area of professional conduct due to greater use of external investigator, more referrals to the Discipline Committee, more pre hearing conferences and a greater number of contested discipline cases.

The result of 23% lower expenditures and 5.8% lower revenues in Q1 and Q2 is a loss of \$218,013, a **favourable variance** of 61% compared to the anticipated budgeted net loss of \$554,328. The dashboard shows the expense variance as "red" because the variance exceeds the +/- 5% variance used to trigger a more in-depth analysis.

Operating Reserve

Unrestricted net assets, commonly referred to as the operating reserve, sits at \$4,199,044 and will cover 6.1 months of annual operating expenses based on the current annual operating expenses of \$8,258,940. The operating reserve exceeds the College's policy guidance to cover 3 to 6 months of the annual operating expenses. Notwithstanding the operating reserve is above the maximum limit for the operating reserve policy, the operating reserve continues trend downward when compared with prior periods (see Figure 2). The operating reserve has decreased from 9.63 months at the end of FY 2021 to 8.48 months at the end of FY 2022 to 6.4 months at the end of FY 2023 Q1, and 6.1 months at the end of FY 2023 Q2. It is anticipated the operating reserve will continue to decrease to the end of FY 2023, March 31, 2023. Guidance provided by the Auditor suggests an operating reserve should not exceed 3-

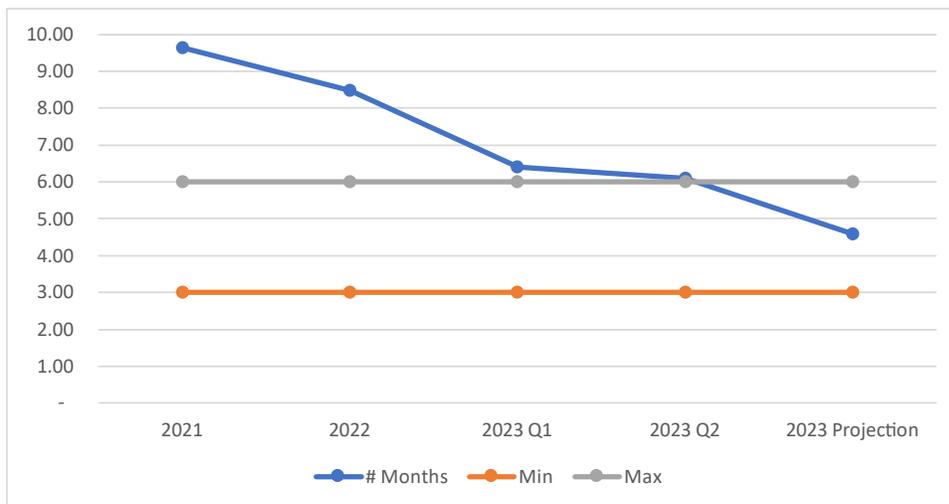


12 months of operating expenses. The College’s operating reserve policy requires reserves be maintained to cover 3-6 months of operating expenses. The CRA does not provide specific guidance on maintain reserves because there are many ways to calculate a reserve and the CRA judges each situation on its unique merits. Grant Thornton LLP suggests:

“A prudent not-for-profit will manage any accumulated surplus with documented intentionality, to be able to explain to its members and the CRA why it has targeted to hold or accumulate certain balances.

Operating reserves are intended to cover situations where the organization may have to wind down operations quickly and the money required to meet the obligations as we wind down the business. A number of years ago it was identified that the reserves were too high and Council has made intentional efforts to bring the levels down over the last number of years.

Figure 2 - Operating Reserve



Forecast

The next important piece of information for Council to consider is what does the financial picture look like for the remainder of the fiscal year.

Figure 3 presents the forecast to March 31, 2023, as of October 31, 2022.



Figure 3 - FY 2023 Forecast to March 31, 2023

	TOTAL		TOTAL	
	Apr '22 - Mar 23	Apr '22 - Mar 23		
	Forecast	Budget	Variance \$	Variance %
Ordinary Income/Expense				
Income				
Total 4001 · Registration Fees	5,858,229.99	5,914,830.30	-56,600.31	-1%
4002 · Interest Income	151,130.47	138,277.36	12,853.11	9%
Total 4008 · Admin Fees	182,400.00	162,200.00	20,200.00	12%
4030 · ETP Assessment Fees				
4033 · OCE Fees - \$1,985	972,650.00	312,000.00	660,650.00	212%
4032 · Reg Com Screening Intv Fee - \$450	2,700.00	0.00	2,700.00	#DIV/0!
4031 · Reg Com Exemption Fees - \$600 / \$200	350,400.00	442,400.00	-92,000.00	-21%
Total 4030 · ETP Assessment Fees	1,325,750.00	754,400.00	571,350.00	76%
Total Income	7,517,510.46	6,969,707.66	547,802.80	8%
Gross Profit	7,517,510.46	6,969,707.66	547,802.80	8%
Expense				
Total 5000 · Committee Per Diem	147,203.90	162,164.90	-14,961.00	-9%
Total 5050 · Committee Reimbursed Expenses	77,327.34	130,040.00	-52,712.66	-41%
Total 5100 · Information Management	403,704.31	433,046.45	-29,342.14	-7%
5200 · Insurance	14,462.46	11,068.03	3,394.43	31%
Total 5300 · Networking	552.92	780.00	-227.08	-29%
5301 · Conferences and Travel	14,489.74	11,057.00	3,432.74	31%
Total 5400 · Office and General	963,179.06	758,524.39	204,654.67	27%
Total 5500 · Regulatory Effectiveness	130,164.00	120,266.00	9,898.00	8%
Total 5600 · Communications	88,098.51	117,640.00	-29,541.49	-25%
Total 5700 · Professional fees	678,084.61	656,612.64	21,471.97	3%
Total 5800 · Programs	1,399,059.78	1,085,704.50	313,355.28	29%
Total 5900 · Staffing	4,460,964.75	4,608,990.63	-148,025.88	-3%
6001 · Amortization	163,607.37	163,045.26	562.11	0%
Total Expense	8,540,898.75	8,258,939.80	281,958.95	3%
Net Ordinary Income	-1,023,388.29	-1,289,232.14	265,843.85	-21%
Net Income	-1,023,388.29	-1,289,232.14	265,843.85	-21%

The forecast anticipates a loss of \$1,023,388 for the fiscal year ending March 31, 2023, based on \$6,969,708 in revenues (8% higher than forecasted) and \$8,540,899, in expenses (3% higher than forecasted). This is a 21% favourable variance on the budgeted loss of \$1,289,232, meaning that we had budgeted for a larger loss when Council passed the budget in March 2022. .

The improved financial performance is driven by higher than anticipated revenue from the Registration Committee Exam Exemption Policy fees and the application fees for the Ontario Clinical Exam. Expenses are forecasted to be on budget with a 1% variance.

By March 31, 2023, it is anticipated:

1. 490 candidates are projected to attempt the Ontario Clinical Exam. A separate briefing note will provide further detail about the financial performance of the OCE.
2. The Registration Committee Exemption policy is forecasted to generate \$350,400 in revenue in the following manner. The forecast includes PPC holders that **are currently** in the process of applying for the exemption. It is anticipated more PPC holders will opt to apply for an exemption before the March 31, 2023, than is currently forecast. The forecast for income from the Registration Committee Exemption policy will be updated following December 31, 2022, based on new information at that time. The forecast for the Registration Committee Exemption policy includes:



- a. 426 PPC holders will have received their Independent Practice Certificate (IPC) through the Registration Committee Exemption policy in FY 2023. This equals \$255,600 in revenue recognized in FY 2023.
- b. 474 PPC holders granted an IPC through the Registration Committee Exemption policy will have completed a screening interview during FY 2023. This equal \$94,800 in revenue recognized in FY 2023.

The result is a favourable variance of \$547,803 in revenue for the fiscal year 2023.

Expenses are forecasted to come in with a 3% unfavourable variance, totalling \$8,540,899. There are variations with the expense budget items based on changes of activity over the fiscal year. The most significant variations are:

1. Office rent is forecasted to be 73% more than budgeted, an increase of \$207,669 from the original budget. This is due to inability to secure a sublease agreement by October 2022, the planned date when we anticipated to see a reduction in the rent paid as a tenant paid the College a sublease.
2. Committee expenses are forecasted to be 41% lower than planned due to the continued use of virtual meetings.
3. Information management is 7% lower than planned due to less than anticipated work by our external service provider
4. Communications budget is forecasted to be 25% under budget as web site developments are delayed due to the focus on supporting the OCE and the Registration Committee exemption policy.
5. The quality assurance program is forecasted to be 31% under budget by \$69,649 due to a lower number of QA screening interviews because the QA assessors have been supporting the Registration Committee Exemption process and these costs are assigned to the registration area of the College.
6. Staffing is forecasted to be 3% lower than budgeted. This is due to staff departures that were not immediately replaced, changes in the staffing structure due to the College's structural reorganization and the passing of the Registrar. Staffing does not include the costs of the College's Ontario Clinical Exam staff.

Risks

Potential risks that may have a significant and negative impact on the College's financial performance and health include:

- The ability to sublease or find partners to share the office space at 375 University Ave.
- Ensuring the College has the necessary human resources to fulfill its regulatory duties and strategic vision and mission.

Potential risks that provide opportunities for the College include:

- The successful implementation of the Ontario Clinical Exam.



COLLEGE OF
PHYSIOTHERAPISTS
of ONTARIO

ORDRE DES
PHYSIOTHÉRAPEUTES
de l'ONTARIO

Council

Respectfully submitted,

Zoe Robinson, CPA, CMA
VP Finance and Reporting

Appendices:

- Statement of operations compared to budget for Q2
- Statement of operations compared to prior year for Q2
- Statement of financial position for Q2
- Statement of cash flows
- Statement of Operations – Forecast to March 31, 2023
- Ontario Clinical Exam Financial Update – November 7 Finance Committee Briefing Note

College of Physiotherapists of Ontario
Profit & Loss Budget vs. Actual
 April through September 2022

	Apr - Sep 22	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
4001 · Registration Fees				
4011 · Independent Practice - \$575	2,799,101.75	2,785,875.00	13,226.75	100.5%
4012 · Independent Practice - ProRated	76,268.95	91,208.23	-14,939.28	83.6%
4013 · Prof Corp Fees \$250	35,000.00	51,625.00	-16,625.00	67.8%
4014 · Provisional Practice Fees \$75	29,475.00	17,250.00	12,225.00	170.9%
4020 · Courtesy Registration Fee \$100	1,100.00			
4021 · Cross Border Fee \$100	0.00	200.00	-200.00	0.0%
4007 · Registration fee credits	-24,671.36	-21,429.84	-3,241.52	115.1%
Total 4001 · Registration Fees	2,916,274.34	2,924,728.39	-8,454.05	99.7%
4002 · Interest Income	77,044.80	70,065.44	6,979.36	110.0%
4008 · Admin Fees				
4015 · Application Fees \$100	78,300.00	67,600.00	10,700.00	115.8%
4016 · Letter of Prof Stand / NSF \$50	7,500.00	4,249.98	3,250.02	176.5%
4017 · Wall Certificates \$25	1,100.00	1,125.00	-25.00	97.8%
4018 · Late Fees \$225	2,925.00	2,250.00	675.00	130.0%
4019 · Prof Corp Application \$700	12,600.00	7,000.02	5,599.98	180.0%
Total 4008 · Admin Fees	102,425.00	82,225.00	20,200.00	124.6%
4030 · ETP Assessment Fees				
4032 · Reg Com Screening Interview Fee	2,700.00	0.00	2,700.00	100.0%
4031 · Reg Com Exemption Fees	187,600.00	412,800.00	-225,200.00	45.4%
Total 4030 · ETP Assessment Fees	190,300.00	412,800.00	-222,500.00	46.1%
Total Income	3,286,044.14	3,489,818.83	-203,774.69	94.2%
Gross Profit	3,286,044.14	3,489,818.83	-203,774.69	94.2%
Expense				
5000 · Committee Per Diem				
5001 · Chairs meeting - per diem	0.00	3,570.00	-3,570.00	0.0%
5002 · ICRC - per diem	20,112.50	17,936.00	2,176.50	112.1%
5003 · Council - per diem	16,075.00	23,847.00	-7,772.00	67.4%
5005 · Discipline Committee - per diem	7,823.50	15,942.50	-8,119.00	49.1%
5006 · Executive - per diem	13,548.00	6,826.00	6,722.00	198.5%
5010 · Patient Relations - per diem	978.50	1,266.00	-287.50	77.3%
5011 · QA Committee - per diem	2,741.00	6,268.00	-3,527.00	43.7%
5012 · Registration Com. - per diem	1,527.00	4,748.00	-3,221.00	32.2%
5017 · Finance Committee - per diem	1,431.00	2,364.00	-933.00	60.5%
Total 5000 · Committee Per Diem	64,236.50	82,767.50	-18,531.00	77.6%

College of Physiotherapists of Ontario
Profit & Loss Budget vs. Actual
 April through September 2022

	Apr - Sep 22	Budget	\$ Over Budget	% of Budget
5050 · Committee Reimbursed Expenses				
5051 · Chairs meeting - expenses	0.00	11,486.00	-11,486.00	0.0%
5052 · ICRC - expenses	3,756.49	11,647.00	-7,890.51	32.3%
5053 · Council - expenses	11,930.58	44,514.00	-32,583.42	26.8%
5055 · Discipline Committee - expenses	0.00	3,258.00	-3,258.00	0.0%
5056 · Executive Committee - expenses	4,503.27	3,966.00	537.27	113.5%
5061 · Patient Relations - expenses	0.00	0.00	0.00	0.0%
5062 · QA Committee - expenses	0.00	2,747.00	-2,747.00	0.0%
5063 · Registration Comm. - expenses	0.00	2,217.00	-2,217.00	0.0%
5075 · Finance Committee - expenses	0.00	1,054.00	-1,054.00	0.0%
Total 5050 · Committee Reimbursed Expenses	20,190.34	80,889.00	-60,698.66	25.0%
5100 · Information Management				
5101 · IT Hardware	11,826.55	13,325.50	-1,498.95	88.8%
5102 · Software	45,599.29	49,694.20	-4,094.91	91.8%
5103 · IT Maintenance	51,489.21	80,123.15	-28,633.94	64.3%
5104 · IT Database	50,511.76	87,626.10	-37,114.34	57.6%
5105 · Information Management Strategy	0.00	0.00	0.00	0.0%
Total 5100 · Information Management	159,426.81	230,768.95	-71,342.14	69.1%
5200 · Insurance	11,133.18	7,738.75	3,394.43	143.9%
5300 · Networking	162.92	390.00	-227.08	41.8%
5301 · Conferences and Travel	13,432.74	0.00	13,432.74	100.0%
5400 · Office and General				
5402 · Bank & service charges	22,563.39	22,420.91	142.48	100.6%
5403 · Maintenance & repairs	0.00	0.00	0.00	0.0%
5405 · Memberships & publications	8,268.11	13,247.54	-4,979.43	62.4%
5406 · CAPR Fees	113,921.24	119,658.06	-5,736.82	95.2%
5407 · Office & kitchen supplies	2,340.39	600.00	1,740.39	390.1%
5408 · Postage & courier	2,008.51	2,040.00	-31.49	98.5%
5409 · Rent	236,035.35	244,518.18	-8,482.83	96.5%
5411 · Printing, Filing & Stationery	1,544.66	1,487.00	57.66	103.9%
5412 · Telephone & Internet	18,396.89	16,846.08	1,550.81	109.2%
5413 · Bad Debt	3,229.75	7,500.00	-4,270.25	43.1%
Total 5400 · Office and General	408,308.29	428,317.77	-20,009.48	95.3%

College of Physiotherapists of Ontario
Profit & Loss Budget vs. Actual
April through September 2022

	Apr - Sep 22	Budget	\$ Over Budget	% of Budget
5500 · Regulatory Effectiveness				
5513 · Governance	0.00	25,600.00	-25,600.00	0.0%
5506 · Entry to Practice - WG	14,755.71	29,982.00	-15,226.29	49.2%
5502 · Strategic Operations	39,324.00	0.00	39,324.00	100.0%
5503 · Council Education	3,188.26	0.00	3,188.26	100.0%
5504 · Elections	0.00	0.00	0.00	0.0%
5505 · Policy Development	-1,587.97	12,800.00	-14,387.97	-12.4%
Total 5500 · Regulatory Effectiveness	55,680.00	68,382.00	-12,702.00	81.4%
5600 · Communications				
5605 · Translation Services	8,077.20	8,100.00	-22.80	99.7%
5620 · Print Communication	192.43	380.00	-187.57	50.6%
5621 · Online Communication	34,644.22	62,920.00	-28,275.78	55.1%
5622 · In-Person Communication	244.66	1,300.00	-1,055.34	18.8%
Total 5600 · Communications	43,158.51	72,700.00	-29,541.49	59.4%
5700 · Professional fees				
4004 · Cost recovery from cost orders	-14,667.86	-44,000.00	29,332.14	33.3%
5701 · Audit	0.00	0.00	0.00	0.0%
5702 · Hearing Expenses	3,339.83	2,956.08	383.75	113.0%
5704 · Investigation Services				
5710 · Undercover Assessment Fees	0.00	452.00	-452.00	0.0%
5711 · External Investigators	102,500.21	20,000.00	82,500.21	512.5%
5712 · PC - Chart Review	3,086.55	12,000.00	-8,913.45	25.7%
5713 · Summons - Conduct fees	0.00	200.00	-200.00	0.0%
5714 · Fees to Secure Records	160.60	100.00	60.60	160.6%
5715 · Corporate Searches	0.00	94.00	-94.00	0.0%
5716 · Transcripts	5,168.40	8,400.00	-3,231.60	61.5%
5704 · Investigation Services - Other	0.00	0.00	0.00	0.0%
Total 5704 · Investigation Services	110,915.76	41,246.00	69,669.76	268.9%
5705 · Professional services - Other	11,459.63	4,000.00	7,459.63	286.5%
5706 · Investigator travel	0.00	200.00	-200.00	0.0%
5707 · Decision writing	21,439.58	12,175.00	9,264.58	176.1%
5708 · Peer / Expert opinions	5,233.70	10,800.00	-5,566.30	48.5%
5750 · Legal				
5756 · C & D Accrual Expense	-77,480.28	0.00	-77,480.28	100.0%
5758 · Legal - Practice Advice	0.00	2,000.00	-2,000.00	0.0%
5751 · Legal - QA	6,481.40	3,503.00	2,978.40	185.0%
5752 · Legal - Registration	23,910.81	18,800.00	5,110.81	127.2%

College of Physiotherapists of Ontario
Profit & Loss Budget vs. Actual
 April through September 2022

	Apr - Sep 22	Budget	\$ Over Budget	% of Budget
5753 · Legal - Professional Conduct				
5760 · General Counsel	23,200.26	0.00	23,200.26	100.0%
5761 · Independent Legal Advice	39,391.77	65,193.57	-25,801.80	60.4%
5762 · Hearing Counsel	75,429.01	93,332.33	-17,903.32	80.8%
5763 · Court Proceedings & Appeals	15,424.43	0.00	15,424.43	100.0%
Total 5753 · Legal - Professional Conduct	153,445.47	158,525.90	-5,080.43	96.8%
5754 · Legal - Council Advice	0.00	9,040.00	-9,040.00	0.0%
5755 · General Legal	1,256.00	2,636.67	-1,380.67	47.6%
5757 · Legal - Executive Office	20.58	3,000.00	-2,979.42	0.7%
Total 5750 · Legal	107,633.98	197,505.57	-89,871.59	54.5%
Total 5700 · Professional fees	245,354.62	224,882.65	20,471.97	109.1%
5800 · Programs				
5830 · Entry to Practice - Projects	179,341.88	366,410.52	-187,068.64	48.9%
5810 · Quality Program				
5811 · QA Program Development & Eval.	5,712.00	21,018.00	-15,306.00	27.2%
5821 · Assessor Travel	118.00	1,528.00	-1,410.00	7.7%
5823 · Assessor Training	14,595.00	16,814.00	-2,219.00	86.8%
5824 · Assessor Onsite Assessment Fee	4,448.00	5,400.00	-952.00	82.4%
5825 · Assessor Remote Assessment	32,638.00	82,400.00	-49,762.00	39.6%
Total 5810 · Quality Program	57,511.00	127,160.00	-69,649.00	45.2%
5802 · Jurisprudence	2,816.01	11,846.00	-9,029.99	23.8%
5880 · Remediation				
5887 · Coach Training	3,087.50			
5871 · QA Practice Enhancement fees				
4029 · QA Remediation Chargeback	0.00	-200.01	200.01	0.0%
5871 · QA Practice Enhancement fees - Other	3,139.05	4,215.00	-1,075.95	74.5%
Total 5871 · QA Practice Enhancement fees	3,139.05	4,014.99	-875.94	78.2%
5882 · Remediation - ICRC				
4028 · ICRC Remediation Chargeback	-11,581.48	-11,800.01	218.53	98.1%
5882 · Remediation - ICRC - Other	11,935.18	11,800.01	135.17	101.1%
Total 5882 · Remediation - ICRC	353.70	0.00	353.70	100.0%
5883 · Remediation - Registration				
4027 · Registration Chargeback	-1,377.50	-500.01	-877.49	275.5%
5883 · Remediation - Registration - Other	1,413.75	500.01	913.74	282.7%
Total 5883 · Remediation - Registration	36.25	0.00	36.25	100.0%

College of Physiotherapists of Ontario
Profit & Loss Budget vs. Actual
April through September 2022

	Apr - Sep 22	Budget	\$ Over Budget	% of Budget
5884 · Remediation - Discipline				
4026 · Discipline Chargeback	-3,856.45	-9,120.00	5,263.55	42.3%
5884 · Remediation - Discipline - Other	3,781.55	9,120.00	-5,338.45	41.5%
Total 5884 · Remediation - Discipline	-74.90	0.00	-74.90	100.0%
4025 · Office of Registrar Chargeback	0.00	-250.02	250.02	0.0%
5886 · Remediation - Office+Registrar	0.00	250.02	-250.02	0.0%
Total 5880 · Remediation	6,541.60	4,014.99	2,526.61	162.9%
4022 · Recovery of Therapy Costs	-4,666.68	-3,000.00	-1,666.68	155.6%
5890 · Therapy and Counselling Fund	14,577.76	16,755.00	-2,177.24	87.0%
Total 5800 · Programs	256,121.57	523,186.51	-267,064.94	49.0%
5900 · Staffing				
5901 · Salaries	1,791,254.38	1,840,159.78	-48,905.40	97.3%
5902 · Employer Benefits	63,140.45	69,030.76	-5,890.31	91.5%
5903 · Employer RRSP Contribution	90,844.81	97,783.11	-6,938.30	92.9%
5904 · Consultant fees	27,001.93	43,959.84	-16,957.91	61.4%
5905 · Staff Development	29,230.67	44,644.80	-15,414.13	65.5%
5906 · Recruitment	5,357.61	3,713.18	1,644.43	144.3%
5907 · Staff Recognition	7,046.06	7,870.00	-823.94	89.5%
5908 · Registrar & Requested Education	0.00	150.00	-150.00	0.0%
5911 · CPP - Canadian Pension Plan	68,986.40	70,188.32	-1,201.92	98.3%
5912 · EI - Employment Insurance	23,960.97	25,332.36	-1,371.39	94.6%
5913 · EHT - Employer Health Tax	36,765.89	37,111.88	-345.99	99.1%
Total 5900 · Staffing	2,143,589.17	2,239,944.03	-96,354.86	95.7%
6001 · Amortization	83,262.15	84,179.34	-917.19	98.9%
Total Expense	3,504,056.80	4,044,146.50	-540,089.70	86.6%
Net Ordinary Income	-218,012.66	-554,327.67	336,315.01	39.3%
Net Income	-218,012.66	-554,327.67	336,315.01	39.3%

College of Physiotherapists of Ontario
Profit & Loss Prev Year Comparison
April through September 2022

	Apr - Sep 22	Apr - Sep 21	\$ Change	% Change
Ordinary Income/Expense				
Income				
4001 · Registration Fees				
4011 · Independent Practice - \$575	2,799,101.75	2,777,870.60	21,231.15	0.8%
4012 · Independent Practice - ProRated	76,268.95	19,733.36	56,535.59	286.5%
4013 · Prof Corp Fees \$250	35,000.00	51,000.00	-16,000.00	-31.4%
4014 · Provisional Practice Fees \$75	29,475.00	17,625.00	11,850.00	67.2%
4020 · Courtesy Registration Fee \$100	1,100.00	0.00	1,100.00	100.0%
4007 · Registration fee credits	-24,671.36	-30,627.79	5,956.43	19.5%
Total 4001 · Registration Fees	2,916,274.34	2,835,601.17	80,673.17	2.9%
4002 · Interest Income	77,044.80	59,125.64	17,919.16	30.3%
4010 · Miscellaneous Income	0.00	1,885.00	-1,885.00	-100.0%
4008 · Admin Fees				
4015 · Application Fees \$100	78,300.00	39,100.00	39,200.00	100.3%
4016 · Letter of Prof Stand / NSF \$50	7,500.00	7,050.00	450.00	6.4%
4017 · Wall Certificates \$25	1,100.00	725.00	375.00	51.7%
4018 · Late Fees \$225	2,925.00	2,700.00	225.00	8.3%
4019 · Prof Corp Application \$700	12,600.00	16,800.00	-4,200.00	-25.0%
Total 4008 · Admin Fees	102,425.00	66,375.00	36,050.00	54.3%
4030 · ETP Assessment Fees				
4032 · Reg Com Screening Interview Fee	2,700.00	0.00	2,700.00	100.0%
4031 · Reg Com Exemption Fees	187,600.00	0.00	187,600.00	100.0%
Total 4030 · ETP Assessment Fees	190,300.00	0.00	190,300.00	100.0%
Total Income	3,286,044.14	2,962,986.81	323,057.33	10.9%
Gross Profit	3,286,044.14	2,962,986.81	323,057.33	10.9%
Expense				
5709 · Registration - Other	0.00	3,361.75	-3,361.75	-100.0%
5000 · Committee Per Diem				
5001 · Chairs meeting - per diem	0.00	0.00	0.00	0.0%
5002 · ICRC - per diem	20,112.50	22,207.00	-2,094.50	-9.4%
5003 · Council - per diem	16,075.00	15,546.00	529.00	3.4%
5005 · Discipline Committee - per diem	7,823.50	9,643.00	-1,819.50	-18.9%
5006 · Executive - per diem	13,548.00	28,759.00	-15,211.00	-52.9%
5010 · Patient Relations - per diem	978.50	305.00	673.50	220.8%
5011 · QA Committee - per diem	2,741.00	2,611.50	129.50	5.0%
5012 · Registration Com. - per diem	1,527.00	1,608.00	-81.00	-5.0%
5017 · Finance Committee - per diem	1,431.00	1,428.00	3.00	0.2%
Total 5000 · Committee Per Diem	64,236.50	82,107.50	-17,871.00	-21.8%
5050 · Committee Reimbursed Expenses				
5051 · Chairs meeting - expenses	0.00	0.00	0.00	0.0%
5052 · ICRC - expenses	3,756.49	1,178.61	2,577.88	218.7%
5053 · Council - expenses	11,930.58	9,811.03	2,119.55	21.6%
5056 · Executive Committee - expenses	4,503.27	9,828.86	-5,325.59	-54.2%
5062 · QA Committee - expenses	0.00	835.91	-835.91	-100.0%
5063 · Registration Comm. - expenses	0.00	0.00	0.00	0.0%
5075 · Finance Committee - expenses	0.00	-2,620.49	2,620.49	100.0%
Total 5050 · Committee Reimbursed Expens...	20,190.34	19,033.92	1,156.42	6.1%
5100 · Information Management				
5101 · IT Hardware	11,826.55	6,335.87	5,490.68	86.7%
5102 · Software	45,599.29	42,326.42	3,272.87	7.7%
5103 · IT Maintenance	51,489.21	37,934.05	13,555.16	35.7%
5104 · IT Database	50,511.76	56,157.93	-5,646.17	-10.1%
Total 5100 · Information Management	159,426.81	142,754.27	16,672.54	11.7%
5200 · Insurance	11,133.18	7,936.38	3,196.80	40.3%
5300 · Networking	162.92	0.00	162.92	100.0%

College of Physiotherapists of Ontario
Profit & Loss Prev Year Comparison
April through September 2022

	Apr - Sep 22	Apr - Sep 21	\$ Change	% Change
5301 · Conferences and Travel	13,432.74	0.00	13,432.74	100.0%
5400 · Office and General				
5402 · Bank & service charges	22,563.39	11,981.66	10,581.73	88.3%
5403 · Maintenance & repairs	0.00	1,250.94	-1,250.94	-100.0%
5405 · Memberships & publications	8,268.11	11,158.59	-2,890.48	-25.9%
5406 · CAPR Fees	113,921.24	107,659.36	6,261.88	5.8%
5407 · Office & kitchen supplies	2,340.39	1,219.42	1,120.97	91.9%
5408 · Postage & courier	2,008.51	3,853.78	-1,845.27	-47.9%
5409 · Rent	236,035.35	234,817.69	1,217.66	0.5%
5411 · Printing, Filing & Stationery	1,544.66	18,934.02	-17,389.36	-91.8%
5412 · Telephone & Internet	18,396.89	17,758.08	638.81	3.6%
5413 · Bad Debt	3,229.75	13,847.43	-10,617.68	-76.7%
Total 5400 · Office and General	408,308.29	422,480.97	-14,172.68	-3.4%
5500 · Regulatory Effectiveness				
5506 · Entry to Practice - WG	14,755.71	0.00	14,755.71	100.0%
5502 · Strategic Operations	39,324.00	9,153.00	30,171.00	329.6%
5503 · Council Education	3,188.26	24,016.67	-20,828.41	-86.7%
5505 · Policy Development	-1,587.97	37,027.54	-38,615.51	-104.3%
Total 5500 · Regulatory Effectiveness	55,680.00	70,197.21	-14,517.21	-20.7%
5600 · Communications				
5605 · Translation Services	8,077.20	12,134.25	-4,057.05	-33.4%
5620 · Print Communication	192.43	573.53	-381.10	-66.5%
5621 · Online Communication	34,644.22	28,590.33	6,053.89	21.2%
5622 · In-Person Communication	244.66	-273.97	518.63	189.3%
Total 5600 · Communications	43,158.51	41,024.14	2,134.37	5.2%
5700 · Professional fees				
4004 · Cost recovery from cost orders	-14,667.86	-56,000.00	41,332.14	73.8%
5701 · Audit	0.00	80.00	-80.00	-100.0%
5702 · Hearing Expenses	3,339.83	1,584.26	1,755.57	110.8%
5704 · Investigation Services				
5711 · External Investigators	102,500.21	7,358.69	95,141.52	1,292.9%
5712 · PC - Chart Review	3,086.55	7,517.92	-4,431.37	-58.9%
5714 · Fees to Secure Records	160.60	76.84	83.76	109.0%
5716 · Transcripts	5,168.40	103.96	5,064.44	4,871.5%
Total 5704 · Investigation Services	110,915.76	15,057.41	95,858.35	636.6%
5705 · Professional services - Other	11,459.63	11,081.07	378.56	3.4%
5707 · Decision writing	21,439.58	3,919.50	17,520.08	447.0%
5708 · Peer / Expert opinions	5,233.70	0.00	5,233.70	100.0%
5703 · Communications Consultant	0.00	23,984.25	-23,984.25	-100.0%
5750 · Legal				
5756 · C & D Accrual Expense	-77,480.28	-169,299.68	91,819.40	54.2%
5751 · Legal - QA	6,481.40	0.00	6,481.40	100.0%
5752 · Legal - Registration	23,910.81	12,407.40	11,503.41	92.7%
5753 · Legal - Professional Conduct				
5760 · General Counsel	23,200.26	40,216.84	-17,016.58	-42.3%
5761 · Independent Legal Advice	39,391.77	24,808.58	14,583.19	58.8%
5762 · Hearing Counsel	75,429.01	37,838.87	37,590.14	99.3%
5763 · Court Proceedings & Appeals	15,424.43	974.63	14,449.80	1,482.6%
Total 5753 · Legal - Professional Conduct	153,445.47	103,838.92	49,606.55	47.8%
5754 · Legal - Council Advice	0.00	10,201.08	-10,201.08	-100.0%
5755 · General Legal	1,256.00	3,417.12	-2,161.12	-63.2%
5757 · Legal - Executive Office	20.58	966.15	-945.57	-97.9%
Total 5750 · Legal	107,633.98	-38,469.01	146,102.99	379.8%
Total 5700 · Professional fees	245,354.62	-38,762.52	284,117.14	733.0%
5800 · Programs				
5830 · Entry to Practice - Projects	179,341.88	0.00	179,341.88	100.0%

College of Physiotherapists of Ontario
Profit & Loss Prev Year Comparison
April through September 2022

	Apr - Sep 22	Apr - Sep 21	\$ Change	% Change
5810 · Quality Program				
5811 · QA Program Development & Eval.	5,712.00	0.00	5,712.00	100.0%
5821 · Assessor Travel	118.00	0.00	118.00	100.0%
5823 · Assessor Training	14,595.00	4,428.00	10,167.00	229.6%
5824 · Assessor Onsite Assessment Fee	4,448.00	4,950.00	-502.00	-10.1%
5825 · Assessor Remote Assessment	32,638.00	33,830.00	-1,192.00	-3.5%
Total 5810 · Quality Program	57,511.00	43,208.00	14,303.00	33.1%
5802 · Jurisprudence	2,816.01	16,340.44	-13,524.43	-82.8%
5880 · Remediation				
5887 · Coach Training	3,087.50	0.00	3,087.50	100.0%
5881 · Remediation - QA	0.00	1,351.35	-1,351.35	-100.0%
5871 · QA Practice Enhancement fees	3,139.05	3,383.03	-243.98	-7.2%
5882 · Remediation - ICRC				
4028 · ICRC Remediation Chargeback	-11,581.48	-7,706.74	-3,874.74	-50.3%
5882 · Remediation - ICRC - Other	11,935.18	6,945.24	4,989.94	71.9%
Total 5882 · Remediation - ICRC	353.70	-761.50	1,115.20	146.5%
5883 · Remediation - Registration				
4027 · Registration Chargeback	-1,377.50	-883.75	-493.75	-55.9%
5883 · Remediation - Registration - Other	1,413.75	903.75	510.00	56.4%
Total 5883 · Remediation - Registration	36.25	20.00	16.25	81.3%
5884 · Remediation - Discipline				
4026 · Discipline Chargeback	-3,856.45	-9,940.84	6,084.39	61.2%
5884 · Remediation - Discipline - Other	3,781.55	13,202.61	-9,421.06	-71.4%
Total 5884 · Remediation - Discipline	-74.90	3,261.77	-3,336.67	-102.3%
Total 5880 · Remediation	6,541.60	7,254.65	-713.05	-9.8%
4022 · Recovery of Therapy Costs	-4,666.68	-3,000.00	-1,666.68	-55.6%
5890 · Therapy and Counselling Fund	14,577.76	7,139.25	7,438.51	104.2%
Total 5800 · Programs	256,121.57	70,942.34	185,179.23	261.0%
5900 · Staffing				
5901 · Salaries	1,791,254.38	1,577,102.60	214,151.78	13.6%
5902 · Employer Benefits	63,140.45	57,450.43	5,690.02	9.9%
5903 · Employer RRSP Contribution	90,844.81	77,140.24	13,704.57	17.8%
5904 · Consultant fees	27,001.93	27,498.58	-496.65	-1.8%
5905 · Staff Development	29,230.67	13,102.64	16,128.03	123.1%
5906 · Recruitment	5,357.61	2,304.64	3,052.97	132.5%
5907 · Staff Recognition	7,046.06	5,024.22	2,021.84	40.2%
5911 · CPP - Canadian Pension Plan	68,986.40	53,612.40	15,374.00	28.7%
5912 · EI - Employment Insurance	23,960.97	18,720.83	5,240.14	28.0%
5913 · EHT - Employer Health Tax	36,765.89	32,312.36	4,453.53	13.8%
Total 5900 · Staffing	2,143,589.17	1,864,268.94	279,320.23	15.0%
6001 · Amortization	83,262.15	103,478.61	-20,216.46	-19.5%
Total Expense	3,504,056.80	2,788,823.51	715,233.29	25.7%
Net Ordinary Income	-218,012.66	174,163.30	-392,175.96	-225.2%
Net Income	-218,012.66	174,163.30	-392,175.96	-225.2%

Balance Sheet

As of September 30, 2022

	Sep 30, 22	Jun 30, 22
ASSETS		
Current Assets		
Chequing/Savings		
1000 · Cash on Hand		
1001 · Petty Cash	250.00	250.00
1003 · CC Clearing - RBC - 100-999-2	6,416.71	4,423.20
1005 · Operating - RBC - 102-953-7	46,294.98	46,922.52
1103 · Savings - RBC - 100-663-4	3,921,649.82	5,210,919.13
Total 1000 · Cash on Hand	3,974,611.51	5,262,514.85
1100 · Investments		
1102 · Investments - Short Term	1,062,897.84	1,145,886.83
1104 · Investments - Long Term	4,233,338.94	4,116,200.28
Total 1100 · Investments	5,296,236.78	5,262,087.11
Total Chequing/Savings	9,270,848.29	10,524,601.96
Accounts Receivable		
1200 · Accounts Receivable	50,668.00	43,942.32
Total Accounts Receivable	50,668.00	43,942.32
Other Current Assets		
1206 · Accrued Receivable	70,400.00	0.00
1201 · Allowance for Doubtful Accounts	-35,577.67	-38,090.42
1400 · Prepaid Expenses		
1401 · Prepaid Software	8,014.75	15,398.93
1403 · Prepaid IT services	38,705.07	51,779.16
1405 · Prepaid Insurance	4,113.45	7,295.40
1406 · Prepaid Membership	67,660.62	124,621.23
1411 · Prepaid Rent	43,111.00	43,111.00
Total 1400 · Prepaid Expenses	161,604.89	242,205.72
Total Other Current Assets	196,427.22	204,115.30
Total Current Assets	9,517,943.51	10,772,659.58
Fixed Assets		
1301 · Computer equipment	146,644.16	143,536.52
1302 · Computer Software	110,740.00	110,740.00
1305 · Computer equipment - Acc dep	-91,413.17	-82,500.31
1306 · Computer Software - Acc Dep	-92,283.31	-83,054.98
1310 · Furniture and Equipment	377,049.09	377,049.09
1312 · Furniture & Equipment -Acc Dep	-359,870.13	-358,087.13
1320 · Leasehold Improvements	793,263.20	793,263.20
1322 · Leasehold Improvments -Acc dep	-426,303.53	-406,232.65
Total Fixed Assets	457,826.31	494,713.74
TOTAL ASSETS	9,975,769.82	11,267,373.32
LIABILITIES & EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
2000 · Accounts Payable	116,941.88	80,801.06
Total Accounts Payable	116,941.88	80,801.06
Other Current Liabilities		
2011 · Vacation Accrual	224,088.63	224,088.63
2010 · Accrued Liabilities	486,564.34	483,994.31

Balance Sheet

As of September 30, 2022

	Sep 30, 22	Jun 30, 22
2100 · Deferred Revenue		
2101 · Deferred Registration Fees		
2108 · Deferred Revenue - OCE Fee	175,480.00	0.00
2102 · Deferred Full Fee Revenue	2,772,127.27	4,157,720.45
2103 · Deferred Pro-Rated Fee Revenue	87,544.74	77,198.60
2107 · Deferred Reg Com Exemption Fee	80,400.00	29,600.00
Total 2101 · Deferred Registration Fees	3,115,552.01	4,264,519.05
2110 · Banked refunds	43,811.09	45,917.23
Total 2100 · Deferred Revenue	3,159,363.10	4,310,436.28
2150 · Other Payables		
2152 · Due to Manulife (RRSP)	29,330.25	0.00
Total 2150 · Other Payables	29,330.25	0.00
Total Other Current Liabilities	3,899,346.32	5,018,519.22
Total Current Liabilities	4,016,288.20	5,099,320.28
Long Term Liabilities		
2125 · Deferred Rent - Tenant Incentiv	124,242.08	131,018.91
Total Long Term Liabilities	124,242.08	131,018.91
Total Liabilities	4,140,530.28	5,230,339.19
Equity		
3000 · Unrestricted Net Assets	4,417,053.73	4,417,053.73
3001 · Invested in Capital Assets	536,198.47	536,198.47
3010 · Restricted Reserves		
3011 · Contingency Reserve / C&D	1,000,000.00	1,000,000.00
3012 · Fee Stab / Sex Abuse Therapy	100,000.00	100,000.00
Total 3010 · Restricted Reserves	1,100,000.00	1,100,000.00
Net Income	-218,012.66	-16,218.07
Total Equity	5,835,239.54	6,037,034.13
TOTAL LIABILITIES & EQUITY	9,975,769.82	11,267,373.32

College of Physiotherapists of Ontario
Statement of Cash Flows
 April through September 2022

	Apr - Sep 22
OPERATING ACTIVITIES	
Net Income	-218,012.66
Adjustments to reconcile Net Income to net cash provided by operations:	
1200 · Accounts Receivable	-9,827.71
1200 · Accounts Receivable:1207 · Employer Health Tax Receivable	5,343.25
1206 · Accrued Receivable	-52,800.00
1201 · Allowance for Doubtful Accounts	3,229.75
1400 · Prepaid Expenses:1401 · Prepaid Software	462.25
1400 · Prepaid Expenses:1403 · Prepaid IT services	-26,487.13
1400 · Prepaid Expenses:1405 · Prepaid Insurance	2,794.50
1400 · Prepaid Expenses:1406 · Prepaid Membership	-50,675.28
2000 · Accounts Payable	40,236.11
2010 · Accrued Liabilities	-183,532.68
2100 · Deferred Revenue	-60,000.00
2100 · Deferred Revenue:2101 · Deferred Registration Fees:2108 · Deferred ...	175,480.00
2100 · Deferred Revenue:2101 · Deferred Registration Fees:2102 · Deferred ...	-2,762,822.73
2100 · Deferred Revenue:2101 · Deferred Registration Fees:2103 · Deferred ...	64,691.08
2100 · Deferred Revenue:2101 · Deferred Registration Fees:2107 · Deferred ...	80,400.00
2100 · Deferred Revenue:2110 · Banked refunds	-2,407.66
2150 · Other Payables:2152 · Due to Manulife (RRSP)	29,330.25
Net cash provided by Operating Activities	-2,964,598.66
INVESTING ACTIVITIES	
1301 · Computer equipment	-42,388.73
1305 · Computer equipment - Acc dep	15,784.31
1306 · Computer Software - Acc Dep	18,456.66
1312 · Furniture & Equipment -Acc Dep	8,879.42
1322 · Leasehold Improvments -Acc dep	40,141.76
Net cash provided by Investing Activities	40,873.42
FINANCING ACTIVITIES	
2125 · Deferred Rent - Tenant Incentiv	-13,553.66
Net cash provided by Financing Activities	-13,553.66
Net cash increase for period	-2,937,278.90
Cash at beginning of period	12,208,127.19
Cash at end of period	9,270,848.29

College of Physiotherapists of Ontario
Forecast to March 31, 2023

Ordinary Income/Expense	TOTAL		TOTAL	
	Apr '22 - Mar 23	Apr '22 - Mar 23	Variance \$	Variance %
	Forecast	Budget		
Income				
4001 · Registration Fees				
4011 · Independent Practice - \$575	5,559,684.15	5,571,750.00	-12,065.85	0%
4012 · Independent Practice - ProRated	209,997.06	247,790.00	-37,792.94	-15%
4013 · Prof Corp Fees \$250	86,625.00	103,250.00	-16,625.00	-16%
4014 · Provisional Practice Fees \$75	46,725.00	34,500.00	12,225.00	35%
4021 · Cross Border Fee \$100	1,300.00	400.00	900.00	225%
4007 · Registration fee credits	-46,101.22	-42,859.70	-3,241.52	8%
Total 4001 · Registration Fees	5,858,229.99	5,914,830.30	-56,600.31	-1%
4002 · Interest Income	151,130.47	138,277.36	12,853.11	9%
4008 · Admin Fees				
4015 · Application Fees \$100	145,900.00	135,200.00	10,700.00	8%
4016 · Letter of Prof Stand / NSF \$50	11,750.02	8,500.00	3,250.02	38%
4017 · Wall Certificates \$25	2,225.00	2,250.00	-25.00	-1%
4018 · Late Fees \$225	2,925.00	2,250.00	675.00	30%
4019 · Prof Corp Application \$700	19,599.98	14,000.00	5,599.98	40%
Total 4008 · Admin Fees	182,400.00	162,200.00	20,200.00	12%
4030 · ETP Assessment Fees				
4033 · OCE Fees - \$1,985	972,650.00	312,000.00	660,650.00	212%
4032 · Reg Com Screening Intv Fee - \$450	2,700.00	0.00	2,700.00	#DIV/0!
4031 · Reg Com Exemption Fees - \$600 / \$200	520,000.00	442,400.00	77,600.00	18%
Total 4030 · ETP Assessment Fees	1,495,350.00	754,400.00	740,950.00	98%
Total Income	7,687,110.46	6,969,707.66	717,402.80	10%
Gross Profit	7,687,110.46	6,969,707.66	717,402.80	10%
Expense				
5000 · Committee Per Diem				
5001 · Chairs meeting - per diem	3,570.00	3,570.00	0.00	0%
5002 · ICRC - per diem	38,348.50	36,172.00	2,176.50	6%
5003 · Council - per diem	49,789.00	57,561.00	-7,772.00	-14%
5005 · Discipline Committee - per diem	14,088.50	22,207.50	-8,119.00	-37%
5006 · Executive - per diem	23,920.40	17,198.40	6,722.00	39%
5010 · Patient Relations - per diem	2,532.50	2,820.00	-287.50	-10%
5011 · QA Committee - per diem	6,021.00	9,548.00	-3,527.00	-37%
5012 · Registration Com. - per diem	4,335.00	7,556.00	-3,221.00	-43%
5017 · Finance Committee - per diem	4,599.00	5,532.00	-933.00	-17%
Total 5000 · Committee Per Diem	147,203.90	162,164.90	-14,961.00	-9%
5050 · Committee Reimbursed Expenses				
5051 · Chairs meeting - expenses	7,986.00	11,486.00	-3,500.00	-30%
5052 · ICRC - expenses	17,841.49	25,732.00	-7,890.51	-31%
5053 · Council - expenses	39,499.58	72,083.00	-32,583.42	-45%
5055 · Discipline Committee - expenses	0.00	3,258.00	-3,258.00	-100%

College of Physiotherapists of Ontario
Forecast to March 31, 2023

	TOTAL		TOTAL	
	Apr '22 - Mar 23	Apr '22 - Mar 23		
	Forecast	Budget	Variance \$	Variance %
5056 · Executive Committee - expenses	8,469.27	7,932.00	537.27	7%
5061 · Patient Relations - expenses	1,583.00	1,583.00	0.00	0%
5062 · QA Committee - expenses	0.00	2,747.00	-2,747.00	-100%
5063 · Registration Comm. - expenses	0.00	2,217.00	-2,217.00	-100%
5075 · Finance Committee - expenses	1,948.00	3,002.00	-1,054.00	-35%
Total 5050 · Committee Reimbursed Expenses	77,327.34	130,040.00	-52,712.66	-41%
5100 · Information Management				
5101 · IT Hardware	19,502.05	21,001.00	-1,498.95	-7%
5102 · Software	112,514.13	116,609.04	-4,094.91	-4%
5103 · IT Maintenance	151,630.27	138,264.21	13,366.06	10%
Total 5104 · IT Database	120,057.86	157,172.20	-37,114.34	-24%
5105 · Information Management Strategy	0.00	0.00	0.00	#DIV/0!
Total 5100 · Information Management	403,704.31	433,046.45	-29,342.14	-7%
5200 · Insurance	14,462.46	11,068.03	3,394.43	31%
5300 · Networking				
5300 · Networking - Other	552.92	780.00	-227.08	-29%
Total 5300 · Networking	552.92	780.00	-227.08	-29%
5301 · Conferences and Travel	14,489.74	11,057.00	3,432.74	31%
5400 · Office and General				
5402 · Bank & service charges	167,242.41	161,099.93	6,142.48	4%
5403 · Maintenance & repairs	0.00	0.00	0.00	#DIV/0!
5405 · Memberships & publications	20,022.98	25,002.41	-4,979.43	-20%
5406 · CAPR Fees	233,579.29	239,316.11	-5,736.82	-2%
5407 · Office & kitchen supplies	2,940.39	1,200.00	1,740.39	145%
5408 · Postage & courier	4,048.51	4,080.00	-31.49	-1%
5409 · Rent	494,035.35	286,366.78	207,668.57	73%
5411 · Printing, Filing & Stationery	2,876.66	2,819.00	57.66	2%
5412 · Telephone & Internet	30,190.97	28,640.16	1,550.81	5%
5413 · Bad Debt	8,242.50	10,000.00	-1,757.50	-18%
Total 5400 · Office and General	963,179.06	758,524.39	204,654.67	27%
5500 · Regulatory Effectiveness				
5513 · Governance	41,736.00	44,736.00	-3,000.00	-7%
5506 · Entry to Practice - WG	25,303.71	40,530.00	-15,226.29	-38%
5502 · Strategic Operations	49,324.00	10,000.00	39,324.00	393%
5503 · Council Education	3,188.26	0.00	3,188.26	#DIV/0!
5504 · Elections	0.00	0.00	0.00	#DIV/0!
5505 · Policy Development	10,612.03	25,000.00	-14,387.97	-58%
Total 5500 · Regulatory Effectiveness	130,164.00	120,266.00	9,898.00	8%
5600 · Communications				
Total 5605 · Translation Services	16,277.20	16,300.00	-22.80	0%
5620 · Print Communication	472.43	660.00	-187.57	-28%
5621 · Online Communication	71,104.22	99,380.00	-28,275.78	-28%

College of Physiotherapists of Ontario
Forecast to March 31, 2023

	TOTAL		TOTAL	
	Apr '22 - Mar 23	Apr '22 - Mar 23	Variance \$	Variance %
	Forecast	Budget		
5622 · In-Person Communication	244.66	1,300.00	-1,055.34	-81%
Total 5600 · Communications	88,098.51	117,640.00	-29,541.49	-25%
5700 · Professional fees				
4004 · Cost recovery from cost orders	-42,167.86	-71,500.00	29,332.14	-41%
5701 · Audit	19,492.50	19,492.50	0.00	0%
5702 · Hearing Expenses	5,817.87	5,434.12	383.75	7%
Total 5704 · Investigation Services	152,161.76	82,492.00	69,669.76	84%
5705 · Professional services - Other	17,787.63	10,328.00	7,459.63	72%
5706 · Investigator travel	200.00	400.00	-200.00	-50%
5707 · Decision writing	32,914.58	23,650.00	9,264.58	39%
5708 · Peer / Expert opinions	16,033.70	21,600.00	-5,566.30	-26%
Total 5750 · Legal	475,844.43	564,716.02	-88,871.59	-16%
Total 5700 · Professional fees	678,084.61	656,612.64	21,471.97	3%
5800 · Programs				
5830 · Entry to Practice - Projects	1,292,091.94	814,311.53	477,780.41	59%
Total 5810 · Quality Program	152,883.00	222,532.00	-69,649.00	-31%
5802 · Jurisprudence	14,816.01	11,846.00	2,970.01	25%
Total 5880 · Remediation	6,454.08	7,014.97	-560.89	-8%
4022 · Recovery of Therapy Costs	-4,666.68	-3,000.00	-1,666.68	56%
5887 · Coach Training	3,087.50	-2,999.00	6,086.50	-203%
5890 · Therapy and Counselling Fund	30,822.76	33,000.00	-2,177.24	-7%
Total 5800 · Programs	1,399,059.78	1,085,704.50	313,355.28	29%
5900 · Staffing				
5901 · Salaries	3,621,080.11	3,837,810.74	-216,730.63	-6%
5902 · Employer Benefits	136,480.35	144,687.68	-8,207.33	-6%
5903 · Employer RRSP Contribution	158,980.17	201,338.21	-42,358.04	-21%
5904 · Consultant fees	47,501.93	87,919.68	-40,417.75	-46%
5905 · Staff Development	53,400.44	68,814.57	-15,414.13	-22%
5906 · Recruitment	5,525.98	3,881.55	1,644.43	42%
5907 · Staff Recognition	17,891.06	18,715.00	-823.94	-4%
5908 · Registrar & Requested Education	900.00	1,050.00	-150.00	-14%
5911 · CPP - Canadian Pension Plan	175,158.63	136,027.77	39,130.86	29%
5912 · EI - Employment Insurance	56,599.38	49,655.87	6,943.51	14%
5913 · EHT - Employer Health Tax	91,017.88	59,089.56	31,928.32	54%
Total 5900 · Staffing	4,460,964.75	4,608,990.63	-148,025.88	-3%
6001 · Amortization	163,607.37	163,045.26	562.11	0%
Total Expense	8,540,898.75	8,258,939.80	281,958.95	3%
Net Ordinary Income	-853,788.29	-1,289,232.14	435,443.85	-34%
Net Income	-853,788.29	-1,289,232.14	435,443.85	-34%

Meeting Date:	November 22, 2022
Agenda Item #:	13
Issue:	Ontario Clinical Exam Financial Update
Submitted by:	Zoe Robinson, VP Finance and Reporting

Issue:

The Ontario Clinical Exam (OCE) was developed this year and the first administration of the exam was delivered in late October 2022. The OCE was planned to be revenue neutral over 5 years which requires regular monitoring and reporting of the OCE financial performance to ensure the goal is met.

The financial reporting for the exam in the current fiscal year requires a modified approach since staff did not have full information about exam design and implementation at the time when the budget was approved, and therefore the approved budget does not fully capture the planned expenses and revenues for the exam.

Background

In December 2021, Council directed management to develop a clinical exam and the College was notified by CAPR in January 2022 it would no longer be offering the clinical exam moving forward.

Since January 2022, staff have been working to develop this new exam. Once we learned that the Ontario initiative would be a long term solution, management identified several concerns about moving forward with the original initial design based on behavioural-based interview and after March 2022 revisited the design to address the risks. The revised exam format based on structural interviews was presented to Council in May 2022. To establish the new exam, the College hired staff to manage the exam development and implementation, develop the exam content, set up an exam program infrastructure, develop a technology platform, and provide logistical support for the delivery of the exam. The development of any exam is a resource-intensive activity.

The first delivery of the OCE took place on October 24, 2022. Six (6) more exam days are planned up to March 31, 2023. The OCE is delivered this fiscal year in a hybrid format with the candidates on site at the Touchstone Institute in Toronto and the examiners participating virtually. From April 2023 onward, the OCE will be delivered in a fully virtual format, with the examiners and candidates participating remotely.

The Council adopted an OCE fee of \$1,985 in August 2022 based on designing a financial model that is revenue neutral over a 5-year period. Council will consider an exam fee by-law in December 2022 following a period of consultation.

Exam Costs and Exam Fee

In Council's previous discussions about the exam, the approach has been to consider the exam as a self-funding activity, meaning that all costs associated with developing and administering the exam will be funded by the fees charged to candidates who will sit the exam.

To provide a basis for the determination of an exam fee, staff developed a financial model that captures the costs associated with developing and administering the Ontario Clinical Exam, including staffing costs, for its minimum expected life cycle (currently projected to the end of Fiscal Year 2027-2028).

The projected costs were developed on the assumption that the Ontario Clinical exam will be delivered in a hybrid format (candidates attend a testing centre, examiners located remotely) for the first seven (7) administrations which will occur in the current fiscal year. Starting in Fiscal 2023/2024, the exam will be delivered entirely virtually, where candidates and examiners are located remotely and connect through the exam technology platform.

The financial model includes the following major categories of costs:

- Exam development: exam consultant; blueprint development and item writing; IT development, translation
- Exam program overhead: staffing; exam committee; maintenance of exam content; payment processing; legal, psychometric and other consultant fees
- Exam delivery: examiners; computer equipment rental (for hybrid sessions only); exam software user fee
- Venue (for hybrid sessions only): space rental, venue support staff, CPO staff on-site
- Examiner onboarding and training
- Exam software annual subscription

The revenue used for the financial model is based on:

- 325 candidates in FY 2023
- 540 candidates per year between FY 2024 and FY 2028.

Financial Model

The financial model was constructed based of several assumptions, some of which changed following its development, as noted below:

- Year 1 (2022-2023) would be held in a hybrid format with candidates on site and examiners participating virtually.
- Years 2 – 5 (2023 – 2028) would be held virtually
- Development costs would only be present in Year 1
- College exam staff (3 people) are included in the model
- Exam Committee is included in the model
- 325 candidates would participate in 2022-2023
- 540 candidates would participate annually between 2023 – 2028
- 2 examiners per candidate
- Exam platform would be created by a third-party vendor and include annual fees

Figure 1 - Original OCE financial model

Multi-year Presentation	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Totals
Revenue	\$ 645,125	\$ 1,071,900.00	\$ 1,071,900.00	\$ 1,071,900.00	\$ 1,071,900.00	\$ 1,071,900.00	\$ 6,004,625.00
Expenses							
Exam Delivery							
Exam Delivery	\$ 263,444	\$ 313,804.00	\$ 313,804.00	\$ 313,804.00	\$ 313,804.00	\$ 313,804.00	\$ 1,832,464.00
Venue Costs	\$ 103,627	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 103,626.60
Meals & Misc.	\$ 2,700	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,700.00
Examiner Costs	\$ 140,018	\$ 269,990.00	\$ 269,990.00	\$ 269,990.00	\$ 269,990.00	\$ 269,990.00	\$ 1,489,967.50
Travel & Accommodation	\$ 29,150	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 29,150.00
Total Exam Delivery	\$ 538,938	\$ 583,794	\$ 3,457,908				
Overhead							
Technology subscriptions	\$ 76,911	\$ 76,911.19	\$ 76,911.19	\$ 76,911.19	\$ 76,911.19	\$ 76,911.19	\$ 461,467.14
CPO Staffing	\$ 198,115	\$ 273,000.00	\$ 281,190.00	\$ 289,625.70	\$ 298,314.47	\$ 307,263.91	\$ 1,647,508.88
Exam Committee	\$ 14,432	\$ 14,432.00	\$ 14,432.00	\$ 14,432.00	\$ 14,432.00	\$ 14,432.00	\$ 86,592.00
Translation	\$ 10,000	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 60,000.00
Moneris	\$ 2,780	\$ 4,619.89	\$ 4,619.89	\$ 4,619.89	\$ 4,619.89	\$ 4,619.89	\$ 25,879.93
Legal	\$ 6,000	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	\$ 36,000.00
Total Overhead	\$ 308,238	\$ 384,963	\$ 393,153	\$ 401,589	\$ 410,278	\$ 419,227	\$ 2,317,448
Development Costs	\$ 151,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 151,000.00
Total Expenses	\$ 998,177	\$ 968,757	\$ 976,947	\$ 985,383	\$ 994,072	\$ 1,003,021	\$ 5,926,356
Surplus (Deficit)	\$ (353,052)	\$ 103,143	\$ 94,953	\$ 86,517	\$ 77,828	\$ 68,879	\$ 78,269

The original model anticipated a loss of \$353,00 during the first year (2022-2023) since exam development costs are incurred upfront. This loss would be recouped over the next 5 years so the overall OCE program will be financially self sustaining.

Assumptions that have changed since the original financial model was prepared include:

- Increase the number of candidates taking the exam in FY 2023 from 325 to 490 (51% increase).

- The number of examiners required is increased in FY 2023 to 240 to 330. This increases the fees paid to examiners for delivering the exam and training.
- The addition of professional service fees from Fry IT Canada, who provided the exam platform, to support the exam administrations during FY 2023.
- The annual subscription for the exam software platform, Practique, is amortized over 12 months in accordance with accrual accounting standards.

Budget for Entry to Practice (ETP) Programs

The budget approved by Council in March included revenue and expenses for a clinical exam based on a draft model that is substantially different in structure, revenue, and costs than what is being implemented.

The budget figures were not updated to reflect new information about the exam implementation, it is a standard practice to not change a budget once it is approved. Due to the aggressive timelines to deliver the OCE this in the Fall of 2022, Council confirmed the College would financially support the exam as required. The variances for the ETP Program will be explained in the quarterly financial management report and should be reviewed with the understanding the model for the OCE was developed and accepted following the approval of the FY 2023 operating budget.

A separate report on the OCE will be prepared each quarter to provide financial transparency about the program.

OCE Financial Performance to September 30, 2022, and year-end forecast

The financial analysis of the OCE will compare actuals **to the financial model** not the approved budget. This is a more accurate reflection of the financial performance of the program.

Revenue and expenses will be reported on an accrual basis which means income and expenses will be recognized on the statement of operations when the activity is completed (as opposed to when the cash transaction happened).

For revenue, this means OCE fees will be received from candidates in advance of the exam date and the revenue will be recognized in the month the candidate sits the exam. For example, much of the \$59,550 in revenue for the first 30 candidates who sat the exam on October 24, 2022 was received in prior to the end of September. The \$59,550 is not reported in September (i.e., Q2) and will be reported in October as part of the Q3 report.

Expenses are treated in a similar manner. The College pays some expenses in advance of the activity taking place. The Fry-IT Canada software subscription agreement is an example of this. The Practique exam platform annual subscription covers the period September 8, 2022, to September 7, 2023. The annual subscription covers 12 months of activity and expenses for the software subscription will be recognized on the statement of operations in 12 equal monthly amounts.

For the period April 1, 2022, to September 30, 2022, there is no revenue recognized for the OCE and expenses totalled \$159,250 which included staff compensation, structured interview development costs with iComp, miscellaneous consultant expenses, examiner on-boarding and training, and costs for item writers.

Figure 2 presents a summary of the forecast for the Ontario Clinical Exam to March 31, 2023.

Appendix 1 provides a detail summary of the forecast for the Ontario Clinical Exam to March 31, 2023.

Figure 2 - FY 2023 OCE Forecast

Item	Projected Totals FY 2023	Plan Totals FY 2023	Variance (\$)	Variance (%)
Total Income	\$ 975,350	\$ 645,125	\$ 330,225	51%
Expenses				
Exam Delivery	\$ 351,408	\$ 263,444	\$ 87,964	33%
Venue	\$ 77,120	\$ 103,627	\$ (26,507)	-26%
Examiner Training	\$ 171,623	\$ 140,018	\$ 31,605	23%
CPO Staff Expenses	\$ 34,550	\$ 31,850	\$ 2,700	8%
Exam Administration	\$ 265,245	\$ 231,327	\$ 33,918	15%
Technology	\$ 39,648	\$ 76,911	\$ (37,263)	-48%
Development	\$ 147,223	\$ 151,000	\$ (3,777)	-3%
Exam Totals	\$ 1,086,816	\$ 998,177	\$ 88,639	9%
Total OCE FY 2023	\$ (111,466)	\$ (353,052)	\$ 241,586	-68%

Discussion of Forecast

The overall projected deficit for the OCE in FY 2023 is \$111,466 which is 68% less than we initially anticipated. Revenues are 51% higher than planned while expenses were 9% higher than planned. The improved projected program deficit is driven primarily by improved revenue due to a high number of candidates writing the exam than planned.

The original plan included 325 candidates in FY 2023. The current plan to March 31, 2023, is for 490 candidates to sit the exam. The planned revenue was \$645,125 compared to projected revenue of \$975,350. This is \$330,225 (51%) better than planned due to 165 more candidates sitting the exam than planned up to March 31, 2023.

The expenses projected March 31, 2023, are \$88,639 (9%) lower than planned:

- Examiner fees are higher than planned.
- Additional expenses for support from Fry-IT Canada during the exam delivery days was not included in the original plan.
- The costs for extra staff from the Touchstone Institute are lower than planned.
- Examiners' training expenses are higher than planned.
- The Practique annual subscription costs are lower than planned due to accrual accounting treatment of the expenses. The amount paid by the College for the annual Practique subscription matches the planned amount.
- CPO staff costs are higher than planned.

The main driver for improved financial performance of the Ontario Clinical Exam in FY 2023 is from the higher than planned revenues due to more candidate sitting the exam up to March 31, 2023.

Decision by the Executive Committee

For discussion only

Decision Sought

For discussion only

Appendices

- FY 2023 Projections – Ontario Clinical Exam vs. Financial Model

FY 2023 Projections
Ontario Clinical Exam vs. Financial Model
November 2, 2022

Item		Projected Totals FY 2023	Plan Totals FY 2023	Variance (\$)	Variance (%)
Income	OCE Fees	\$ 972,650	\$ 645,125	\$ 327,525	51%
	OCE Assessment Fees	\$ 2,700	\$ -	\$ 2,700	100%
	Total Income	\$ 975,350	\$ 645,125	\$ 330,225	51%
Expenses					
Exam Delivery					
	Examiner Fees	\$ 260,470	\$ 218,400	\$ 42,070	19%
	Computers, etc	\$ 38,829	\$ 38,829	\$ -	0%
	Exam Software per user	\$ 5,537	\$ 6,215	\$ (678)	-11%
	Examiner SaaS License	\$ 43,872	\$ -	\$ 43,872	100%
	Examiner Expenses	\$ -	\$ -	\$ -	100%
	F&B costs	\$ 2,700	\$ -	\$ 2,700	100%
	Exam Delivery	\$ 351,408	\$ 263,444	\$ 87,964	33%
Venue					
	Rental Fees	\$ 49,000	\$ 55,370	\$ (6,370)	-12%
	Facility Extra Costs	\$ 1,960	\$ 1,960	\$ -	0%
	Facility Staff	\$ 26,160	\$ 46,297	\$ (20,137)	-43%
	Venue	\$ 77,120	\$ 103,627	\$ (26,507)	-26%
Examiner Training					
	Examiners - onboarding	\$ 42,263	\$ 45,938	\$ (3,676)	-8%
	Examiners - training	\$ 129,360	\$ 94,080	\$ 35,280	38%
	Examiner Training	\$ 171,623	\$ 140,018	\$ 31,605	23%
CPO Staff					
	Hotel - staff	\$ 11,550	\$ 11,550	\$ -	0%
	Travel - staff	\$ 14,400	\$ 14,400	\$ -	0%
	Ground - staff	\$ 3,200	\$ 3,200	\$ -	0%
	Meals - staff	\$ 5,400	\$ 2,700	\$ 2,700	100%
	CPO Staff Expenses	\$ 34,550	\$ 31,850	\$ 2,700	8%
Exam Administration					
	CPO Exam Staff	\$ 232,949	\$ 198,115	\$ 34,834	18%
	Exam Committee	\$ 10,821	\$ 14,432	\$ (3,611)	-25%
	Plain Language / Translation	\$ 10,000	\$ 10,000	\$ -	0%
	CC Charges	\$ 4,095	\$ 2,780	\$ 1,315	47%
	Miscellaneous	\$ 1,000	\$ -	\$ 1,000	100%
	Legal Costs	\$ 6,380	\$ 6,000	\$ 380	6%
	Exam Administration	\$ 265,245	\$ 231,327	\$ 33,918	15%
Technology					
	Fry-Practique Subscription	\$ 39,648	\$ 76,911	\$ (37,263)	-48%
	Technology	\$ 39,648	\$ 76,911	\$ (37,263)	-48%
Development					

FY 2023 Projections
Ontario Clinical Exam vs. Financial Model
November 2, 2022

Item	Projected Totals FY 2023	Plan Totals FY 2023	Variance (\$)	Variance (%)
iComp Consulting	\$ 102,083	\$ 80,000	\$ 22,083	28%
Project Consultants	\$ 7,002	\$ 42,000	\$ (34,998)	-83%
Development Costs	\$ 25,990	\$ 20,000	\$ 5,990	30%
SME / Item Writers	\$ 11,408	\$ 9,000	\$ 2,408	27%
SME / Item Writers - expenses	\$ 740	\$ -	\$ 740	100%
Development	\$ 147,223	\$ 151,000	\$ (3,777)	-3%
Exam Totals	\$ 1,086,816	\$ 998,177	\$ 88,639	9%
Total OCE FY 2023	\$ (111,466)	\$ (353,052)	\$ 241,586	-68%



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Motion No.: 7.0

**Council Meeting
December 12 -13, 2022**

Agenda # 7: Appointment of the Auditor

It is moved by

and seconded by

that:

Council appoint Hilborn LLP as the Auditor for the College of Physiotherapists of Ontario for the fiscal year 2023.

Meeting Date:	December 12-13, 2022
Agenda Item #:	7
Category:	Finance
Issue:	Appointment of the Auditor
Submitted by:	Zoe Robinson, VP Finance and Reporting

Issue:

The external financial auditor for the Fiscal Year 2023 must be approved by Council.

Background

The College by-laws, section 2.7 (“Audit”), requires the College to conduct an annual external audit of its financial statements completed by an external auditor (“Auditor”) appointed by the Council. The Auditor is required to be licensed under the *Public Accounting Act, 2004* and is appointed annually.

The College conducted an open tender for an Auditor in FY 2021 to conduct the College’s annual audit for a 5-year period beginning in Fiscal Year 2022. The successful bid was provided by Hilborn LLP, who completed the audit of the College’s annual financial statements for the year ending March 31, 2022.

Fiscal Year 2023, ending March 31, 2023, would be Hilborn’s second year of the current agreement and their 7th year conducting the audit.

Assessment of the Fiscal Year 2022 Audit

Both the senior leadership team and the Finance Committee did not have any concerns about the quality of the audit completed by Hilborn for the fiscal year 2022.

- The audit was completed virtually and did not require an on-site visit by the Auditors.
- Communication with between Hilborn and College staff was timely made smooth through the use of an on-line portal provided by Hilborn, password protected, to share documents back and forth.
- The Auditor provided required background documents for the College to complete. The documents included information provided the prior year by members of the senior leadership team and allowed for updates to be provided.
- The Auditor was responsive to enquiries made by members of the senior leadership team and assisted members of the senior leadership team as requested.



- New work was required to reach an agreement on the accounting treatment for the Registration Committee Exemption fees that aligned with the Canadian accounting standards. The Auditor was helpful while providing the necessary guidance in this respect.
- The Auditor made themselves available for several meetings with members of the senior leadership team and the Chair of the Finance Committee to review the audited statements in detail and answer any questions prior to the presentation of the audited statements to the Finance Committee. Meeting with the Chair of the Finance Committee prior to the Finance Committee meeting was a new activity this year and it helped with the management of Finance Committee's discussion.
- The Auditor presented a complete audit plan to the Finance Committee prior to the execution of the audit field work. This plan was thorough and improved from plans provided in the previous year. The information provided was easier to understand and the details of the plan were clear.
- The presentation of the audited statements to the Finance Committee and Council was concise and highlighted key factors supporting the statements.

Decision by the Council

The Council approves the following motion:

"To appoint Hilborn LLP as the Auditor for the College of Physiotherapists of Ontario for the fiscal year 2023."



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Motion No.: 8.0

**Council Meeting
December 12 -13, 2022**

Agenda # 8: Motion to go in camera pursuant to Section 7 (2)(b)(d) of the Health Professions Procedural Code

It is moved by

and seconded by

that:

Council move to an in camera session.



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9. Decisions from In Camera Session to be recorded in the public minutes

No materials



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Motion No.: 10.0

**Council Meeting
December 12 -13, 2022**

Agenda # 10: Review of the College's Financial Policies, Structures and Resources

It is moved by

and seconded by

that:

Council approves the College retaining an external third party to review the College's financial operations, practices, procedures, and processes and produce a report outlining their findings and recommendations by March 31, 2023. The cost of the review is to be no more than \$20 000.

Meeting Date:	December 12-13, 2022
Agenda Item #:	10
Category	Finance
Issue:	Review of College Financial Operations
Submitted by:	Anita Ashton, Interim Registrar Zoe Robinson, VP Finance & Reporting

Issue:

That Council approve the College retaining an external third party to review the College's financial operations, practices, procedures and processes and produce a report outlining their findings and recommendations, to be completed by March 31, 2023. The cost of the review is to be no more than \$20 000.

Background:

The College has recently undergone an organization review and restructure. As a part of the review, it was identified that the College could benefit from undergoing an external review of our financial operations, practices, policies, and procedures. There has been no review of this nature in at least 15 years and no changes to our practices over this time even though the profession has grown by over 50% to the 11 500 we have today.

How Has the Work Changed Over the Last 15 Years:

- Our statutory committees meet more often
- There has been a significant increase in the number of discipline hearings
- We have over 200 independent contractors who support the work of the College in the role of assessors, practice enhancement coaches or examiners
- There have been no recent technology supports introduced. The work is still carried out through a desktop version of QuickBooks and Excel spreadsheets that are managed manually
- We have program areas that are running as cost recovery cost centres.
- We are managing a newly introduced \$1.2 million exam business. This requires a more detailed financial reporting framework to analyze and report on the financial performance of the program.
- We have more individuals accessing funding for therapy and counseling which is financially managed by the College
- We currently manage over 500 individual line items in the College's annual budget using Excel spreadsheets and linking them to a master excel file.

- Managing the financial activities associated with fee credits and the Registration Committee Exam Exemption Policy have been time consuming (due to the requirements of the accrual accounting method)

We are asking for the approval to initiate this work now for several reasons:

1. We have just completed the organizational review and this is the one area that requires an assessment from a financial expert
2. The review with recommendations should be completed by March 31, 2023 so that any recommendations can be incorporated into the budget planning process for 2023 / 2024
3. If there are significant recommendations these can be phased in over time
4. If we need to address the resources to support this area, this too can be considered for the 2023/2024 budget.

By the end of this review we hope to have a better understanding as to:

- The ways that we can incorporate technology into our practices to become more efficient and effective
- The ways in which we can automate the generation of reports so that not only is it quicker it minimizes the risk of human error
- The ways that we can efficiently manage budget planning and forecasting by improving the workflow and processes for budget owners to prepare and review expenses in their departments.
- The resources required to support the fiscal management of an organization our size
- Where our financial controls meet or exceed industry standards and where there are gaps
- The financial policies that are required, and then to develop them with the assistance of the Finance Committee and implement them

The purpose of the review is to improve the efficiency and efficacy of the College's financial management structures and process to serve the growing work requirements of the College. The intent is not to save costs and the review may result in additional costs to support an effective finance department.

The scope of the review would include the following:

- Review of software applications utilized by the Finance team
- Review of operational cadence documentation and related materials including but not limited to: Finance Committee meeting minutes and related documentation, weekly operational activities, reporting and communications, monthly close process, procedures, and deliverables, monthly reporting and related documentation, monthly/quarterly forecasting activities, and annual budget activities

The review will further address the following questions:

1. Does the structure and skillsets of the Finance & Reporting team align with the current needs of the College?
 - a. Where are the gaps in the current team in meeting its current objectives/mandates?
 - b. Where are the gaps in the current team in meeting the optimal future state objectives/mandates of the department?
2. What processes are operating in an optimal state vs. processes that need to be augmented and/or added?
 - a. What processes require additional formalization and/or documentation?
 - b. Do the tools and applications support the current and optimal future state of the Finance team?

Key Deliverables:

The above assessment will then be used to drive several key deliverables:

1. A findings report addressing the questions listed above
2. A high-level change roadmap and Gantt chart for the team including the identified process changes recommended in the future optimal state of the department
3. Draft organizational roadmap, identifying:
 - Staffing / Outsourcing and/or insourcing considerations
 - Proposed timing of changes
4. Identification of the tools/applications required within the optimal future state of the team

Given that this expense was not budgeted for in 2022/2023 Council is being asked to approve this expenditure. In doing so, any recommendations coming out of the review can be addressed through budget planning process for 2023 / 2024.

Risk In Not Undertaking This Work Now:

We could decide to defer this work and instead budget for it to take place in 2023/2024. In doing this we would not be able to address the shortcomings and gaps until 2024-2025. This delay will delay the ability for us to make the appropriate changes to address the challenges that we are currently experiencing.

Public Interest:

Appropriate management of the College's finances and the policies, procedures, and structures that support this work is key to the College's ability to run the programs and services that are needed to meet our regulatory mandate. Demonstrating and evaluating fiscal responsibly and accountability is in the public interest.

Decision Sought

That Council approves the College retaining an external third party to review the College's financial operations, practices, procedures, and processes and produce a report outlining their findings and recommendations by March 31, 2023. The cost of the review is to be no more than \$20 000.



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11. Ontario Clinical Exam (OCE) Update

No materials, verbal presentation only.



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Motion No.: 12.0

**Council Meeting
December 12- 13, 2022**

Agenda # 12: Exam Fees By-law Consultation Summary and Final Approval

It is moved by

and seconded by

that:

Council formally approve the proposed By-law 8.7 Fees – Ontario Clinical Exam, to take effect immediately.

Meeting Date:	December 12-13, 2022
Agenda Item #:	12
Category:	Policy
Issue:	Exam Fees By-law Consultation Summary and Final Approval <i>For Decision</i>
Submitted by:	Evguenia Ermakova, Policy Analyst

Issue

On August 2, 2022, Council approved the proposed fee structure for the Ontario Clinical Exam (OCE). The following fees were approved in principle by Council, which are defined in the proposed By-law 8.7 Fees – Ontario Clinical Exam:

- Exam fee: \$1,985
- Exam date re-booking fee: \$200
- Exam review fee: \$200
- Exam appeal fee: \$300

The College circulated the by-law outlining these fees for stakeholder comment from September 26 to November 25, 2022. Council is now being asked to formally approve the proposed by-law.

Background

The College began work to develop the OCE in early 2022 to respond to the unavailability of the clinical exam previously offered by the Canadian Alliance of Physiotherapy Regulators. To establish the new exam, the College needed to develop exam content, set up an exam program infrastructure, develop a technology platform, and provide logistical support for the delivery of the exam. The College must also support the administration and implementation of the exam for as long as it is in use.

Council had discussions regarding the exam's fee structure in [August](#) and [September](#) 2022 and approved a fee model where the College will charge fees to exam candidates to help cover the cost to develop and administer the exam over the period of time that the exam would be available. The above noted fees were approved based on that cost-recovery principle.

The *Health Professions Procedural Code* requires that by-laws related to fees be circulated to stakeholders for consultation for at least 60 days, although the feedback is not binding. Below is a summary of the responses received for Council review.

Consultation Feedback Summary

Throughout the 60-day timeline, the College received feedback from 13 individual respondents and one submission on behalf of the Ontario Physiotherapy Association (OPA). There were 14 submissions in total. All 13 individual respondents believed the proposed exam fees (both for the exam itself and all associated fees) were too high.

The common themes noted by the individual respondents included:

- Entry into the profession should not be cost-prohibitive for new graduates, who already pay a lot to earn a physiotherapy degree;
- The College should save on operating costs and seek out alternative funding models to offset the cost of the exam;
- Concerns that exam fees are higher than those in other jurisdictions; and
- The need for transparency and itemization around how the exam fees are being used.

Going forward, the College will provide financial reports regarding the financial performance of the exam program which will outline the revenue generated from the fees and exam-related expenses.

The submission provided by the OPA noted their support of a cost-recovery approach to setting exam fees so as not to shift any remaining costs to current registrants of the College. Though the OPA is understanding of why Ontario has the highest physiotherapy exam costs in the country, they do raise some concern around OCE fees impacting candidates facing financial challenges, particularly those who are internationally educated. As such, the OPA recommends reviewing the by-law in the future to ensure there are no unintended consequences on which province candidates choose to pursue registration or licensing, and therefore on the supply of physiotherapists in Ontario. The OPA response is appended here for Council review.

Public Interest Assessment

The mandate of the College to serve and protect the public interest, and it delivers programs and services to fulfill that mandate. One of the ways it does this is to administer the Ontario Clinical Exam to help ensure that new physiotherapists entering the profession can provide safe, competent, and ethical care. As the development of any exam is a resource-intensive activity, the College needs to ensure that exam fees are sustainable so that it is adequately resourced to continue delivering all programs and services to meet the public interest mandate.

Decision Sought

That Council formally approve the proposed By-law 8.7 Fees – Ontario Clinical Exam, to take effect immediately.

Related Action Items

None.

Attachments

- Appendix 1: Proposed By-law 8.7 Fees – Ontario Clinical Exam
- Appendix 2: Consultation Submission from the Ontario Physiotherapy Association (OPA)

Appendix 1: Proposed By-law 8.7 Fees – Ontario Clinical Exam

FEES — ONTARIO CLINICAL EXAM

- 8.7.** (1) The fees relating to the Ontario Clinical Exam are as follows:
- (a) The fee to sit the Ontario Clinical Exam is \$1,985.00.
 - (b) The fee to change or rebook the date a candidate is scheduled to sit the Ontario Clinical Exam is \$200.00.
 - (c) The fee for candidates who request a Review of their results on the Ontario Clinical Exam (“Exam Review”) is \$200.00.
 - (d) The fee for appealing the results of an Exam Review to the Exam Committee is \$300.00.
- (2) Any issues regarding the refundability of fees relating to the Ontario Clinical Exam (for such things as late cancellations or late arrivals) will be addressed in accordance with the College’s exam policies.



November 23, 2022

Ms. Theresa Stevens, President

Ms. Anita Ashton, Interim Registrar

College of Physiotherapists of Ontario
375 University Avenue, Suite 800
Toronto, Ontario
M5G 2J5

Via email to: consultation@collegept.org

Subject: Consultation New By-law Consultation – Exam Fees

Dear Ms. Stevens and Ms. Ashton,

The Ontario Physiotherapy Association (OPA) remains committed to working with the College of Physiotherapists of Ontario (CPO) and other stakeholders to successfully implement the interim pathway to full registration for independent practice in the province. In keeping with this commitment, we are writing in response to the consultation on the proposed bylaw change for the implementation of fees for the Ontario Clinical Exam (OCE).

The OPA supports solutions for registration that are accessible, fair, and equitable, and that address public safety through the mitigation of risk so to ensure that all who hold the title meet the standards of the profession. We acknowledge and applaud the work that has gone into the development and implementation of the Ontario Clinical Examination, in addition to the current exemption policy and the pathways to registration now available to candidates.

We have reviewed the rationale for the proposed bylaw for the OCE fee. We have also reviewed the rationale for the fee increase to all registrants that will be implemented in the next registration year. We note that likely, should the CPO not choose to apply fully the cost recovery approach used to calculate the OCE fee, the remaining costs would have to be assumed by all registrants which would be in addition to the increase already planned. For these reasons, at this time, the OPA supports the cost-recovery approach proposed amortized over the years that the exam is predicted to be in place and the number of candidates who will challenge the OCE during that time.

We do note that the costs associated with interim registration/licensing processes vary significantly across Canada with the CPO OCE being by far the highest fee, with the



closest comparator being British Columbia at \$1,400 for their exam, while other provinces are between \$150 to \$1,000 for either an exam or practice-based assessment. We acknowledge that the variances are due to many factors, including the risk profile that individual Colleges must address through their registration/licensing processes, the number of candidates presenting on an annual basis, and differences in regulatory regimes. However, OPA has some concern that the fee associated with the CPO OCE may have an impact on all current and future candidates who experience financial challenges, especially at this time due to the pandemic and delays in registration. This financial impact is often felt most strongly by internationally-educated candidates who face additional financial challenges associated with immigration and entry-to-practice preparation. We highly recommend that the bylaw associated with the OCE fee be reviewed at the earliest opportunity to ensure fees do not have an unintended impact on where candidates choose to pursue registration/licensing and, in turn, on the supply of physiotherapists in the province.

Thank you for this opportunity to participate in this consultation. We would be pleased to meet with you to discuss this submission if you should have any questions or comments.

Sincerely,

A handwritten signature in black ink that reads "O. Cheifetz".

Dr. Oren Cheifetz, PhD, PT
President

A handwritten signature in black ink that reads "D. Sauvé".

Dorianne Sauvé
Chief Executive Officer

Meeting Date:	December 12-13, 2022
Agenda Item #:	13
Category:	Policy
Issue:	Council Workshop – Future Approach to Standards Development <i>For Discussion</i>
Submitted by:	Joyce Huang, Strategic Projects Manager Evguenia Ermakova, Policy Analyst

Issue and Background

Council will participate in a workshop to consider and provide feedback on the future approach to Standards development. During this workshop, Council will consider recommendations regarding three questions:

1. Should our standards include principles?
2. Should we have clinical standards?
3. Should we have sector-specific standards?

The goal of this discussion is to inform Council of findings and preliminary recommendations from staff, generate feedback from Council, and obtain Council direction for standards work going forward.

Staff are seeking Council direction about the future approach to standards development because with the ever-changing nature of the physiotherapy practice environment, there is a need to ensure that our standards development process evolves with the profession and continues to align with our public interest mandate. As such, staff have identified the need to re-examine the approach by which we develop our standards more broadly.

Staff recently began a new cycle of standards review, starting with Advertising, Conflict of Interest, and Fees, Billing, and Accounts Standards. In the process of reviewing this first group of standards, staff identified those three questions for further consideration. Staff had identified the need to address these three questions before proceeding with the review of the content of the first three standards being reviewed, as these questions are higher-level principles that guide standards development and drafting more broadly. The College is now taking this opportunity to revisit our development approach so that any direction received from Council can apply to all standards work going forward.

Standards Development Process: Historical Context

The *Regulated Health Professions Act* states that all health regulatory colleges must, as one of their objects, “develop, establish and maintain programs and *standards of practice* to assure the quality of the practice of the profession.”

Standards is one of several tools that the College has to guide physiotherapist behaviour and to hold them accountable. There are other documents that articulate expected performance and behaviour of physiotherapists, including the College’s [Professional Misconduct Regulations](#), and external rules like the [Health Care Consent Act](#) and the [Personal Health Information Protection Act](#) (PHIPA).

The College’s published standards are based on how the profession practices, the rules are defined by the profession, and they evolve over time. The standards describe minimum expectations for physiotherapists’ practice and behaviour.

While the College writes and publishes standards, these documents do not represent the entirety of physiotherapists’ professional obligations and expectations. Courts have found that [unwritten standards](#) are just as real, and that some actions that are considered misconduct don’t need to be written down. Physiotherapists also follow unwritten rules about their behaviour and conduct that are inherently established over time within the profession.

Because the College’s standards are derived from practice and rules within the profession, which can evolve over time, we have an obligation to review standards regularly to ensure they remain current and relevant as practice changes.

The College last undertook a comprehensive standards review and update in 2013-2018. In addition, standards are also reviewed and updated where there is an identified need. In [June 2021](#), Council approved a new Standards Review Process where standards are divided into four thematic sub-categories, and each category is reviewed annually. The first category up for review is the “Business Practice Standards” grouping, which includes the Advertising, Conflict of Interest, and Fees, Billing, and Accounts standards.

The College uses a set of internal criteria to help determine when we should develop a standard on a particular issue, including:

- There is no higher-level document (like legislation or regulations) that specifically defines expectations on the issue,
- There is a reasonable expectation that a standard on that issue will have relevance for an extended period of time,
- The practice issue applies to a reasonable number of physiotherapists,
- There is a reasonable expectation that the issue places patients at a substantial degree of risk, and

- There is a reasonable expectation that physiotherapists are likely to be at risk of unprofessional or unethical behaviour absent a standard.

When the College develops or reviews a standard, it follows an established process, which includes some or all of the following steps:

- Clearly identify the issue or problem,
- Assess and confirm that the College has the statutory mandate to address the issue or problem,
- Collect information on the issue from a variety of sources and perspectives,
- Identify the key factors that are relevant to the issue,
- Consult with relevant stakeholders and analyze their feedback,
- Draft a standard based on the research, consultation and analysis,
- Present the standard to Council for approval,
- Distribute and communicate the standard to stakeholders, and develop resources to help communicate and educate about the standard, and
- Evaluate the environment and determine when a review of the standard is needed.

The College's current standards mostly deal with professional issues and behaviours, but few deal with clinical practice issues. The College did have in the past two guidelines related to clinical practice, however the College later rescinded these clinical guidelines. The College does not possess expertise about clinical practice, the expertise lies with the profession. Clinical standards can evolve quickly based on new evidence and evolving experience. Therefore, it is very resource-intensive for the College to establish and maintain clinical standards or guidelines.

Research Findings and Staff Recommendations

Staff examined the available research and data, from both internal and external sources, when considering the preliminary recommendations for each of the discussion questions. The following recommendations are presented here for Council consideration:

1. *Should our standards include principles?*

For Consideration:

Whether to introduce broader, high-level principles into our standards writing. Currently, our standards are written as a set of specific requirements or behavioural expectations and do not include overarching principles defining higher-level outcomes or objectives. Staff examined three options in addressing this question:

- Maintaining our current "status quo" of writing standards in a primarily rules-based fashion,
- Pivoting to a more principles-based way of drafting standards, or
- Adopting a "hybrid" approach which combines our existing rules with higher-order principles.

Preliminary Recommendation and Rationale:

Staff recommend adopting a **hybrid approach**, which would incorporate principles into our current standards to complement our existing rules and expectations. Introducing principles would help ground our expectations into a larger purpose and help patients and PTs to better understand specific expectations of physiotherapy care. This approach would also help encourage outcome-focused behaviour from PTs by moving away from “box-checking” rules and making it harder for creative compliance. This may also be useful for adjudicative purposes, as committees can refer to principles in addition to specific expectations in decision-making and enforcement. The [Standards of Practice of the College of Massage Therapists of Ontario](#) (CMTO) is an example of this “hybrid” model as they outline outcomes and key competencies in addition to performance indicators.

2. *Should we have clinical standards?*

For Consideration:

Clinical standards are evidence-based standards of practice that describe the care patients should be offered by health professionals for specific and commonly encountered clinical conditions or processes. Clinical standards integrate large bodies of evidence, information, and professional opinion into a brief and digestible set of expectations and recommendations.

Currently, the College’s standards focus mostly on professional matters. Historically this College has not developed standards for clinical practice, partly based on the idea that the College is not the expert on physiotherapy clinical practice, rather it is the profession who holds that expertise. However, we are seeing a gap in clinical cases coming to the attention of the College – since we have no specific standards addressing clinical care, it is tough for decision-makers to know how to make a judgment. Clinical standards may also assist registrants in helping to meet regulatory expectations when performing clinical duties or assessing certain conditions.

Preliminary Recommendation:

Staff recommend that the College create new standards that speak to **core competencies of clinical practice** rather than creating standards for specific clinical conditions or treatments. For example:

- A standard around evidence-based practice
- A standard around competencies related to assessment, diagnosis, and treatment (etc.)

The [CAPR Core Standards](#) document is a helpful model here, as they already have standards that address these competencies.

At this time staff recommend against creating standards about specific conditions or treatments, as evidence and practice evolve quickly, and it would be hard for the College to maintain the evidentiary threshold required to develop and review such standards. However, staff do recognize that certain

activities, such as the controlled acts, pose a higher risk to patients, and in the future, staff will explore the regulatory tools that could be used to safeguard that risk, be it standards or something else.

3. Should we have sector-specific standards?

For Consideration:

Sector-specific standards refers to writing standards that apply to a certain sector specifically – for example, private practice, hospital settings, community clinics, etc. An example is [Standard 1 from the College of Respiratory Therapists of Ontario](#) (CRTO).

Historically this College has not organized our standards based on practice sector; rather, our standards are written to apply broadly to PTs regardless of where they practice. However, we are recognizing that there are limitations to this approach, as there is little nuance around how certain expectations may apply to different circumstances and practice models. Organizing standards around a specific practice sector may help registrants to meet their expectations as part of that sector. This may help registrants identify the expectations that are most relevant to them.

Preliminary Recommendation:

Staff currently believe that there is not enough information to make a recommendation on this issue. Staff propose that additional research needs to be conducted to answer questions such as:

- Do certain practice sectors carry more risk than other sectors? How can we mitigate or address those risks as a regulator?
- Do PTs need different types of support from the College depending on their practice sector? If so, which additional supports do they need?

Workshop Process and Content

Council will participate in a facilitated discussion during the meeting to consider and provide feedback on each of the three questions being considered. The intended outcome of the discussion is to obtain feedback and broad support from Council on the recommendations presented. This feedback and direction will then inform staff as we continue our standards review work.

Council is not being asked to make a final decision, and there will be opportunities to re-calibrate our approach as needed going forward.

Next Steps

Following this workshop, staff will continue the standards review work according to Council direction and in line with the following milestones:

At the **March 2023 Council meeting**, Council can expect to review and provide feedback on a draft set of the first standards grouping which are called the “Business Practice Standards”: Advertising, Conflict of Interest, and Fees, Billing, and Accounts. The draft versions will be informed by:

- Council direction around introducing principles into our standards
- Consultation with stakeholders: the profession including professional associations, the public, insurers, academic representatives, and legal review
- Internal review to assess clarity and usability

At the **June 2023 Council meeting**, the final draft version of the updated Business Practice Standards will be presented for Council approval. Council will be updated on the stakeholder comments obtained on the draft set of standards after March 2023.

Following Council approval, staff will begin implementing this set of standards with a focus on communication, education, and outreach activities. Staff will then begin work on reviewing the next grouping of practice standards.

In addition to the regular standards review work, staff will also conduct additional research around the development of clinical and sector-specific standards, if Council confirms this direction during the December workshop.

Public Interest Assessment

The College’s standards of practice ensure that the quality of the physiotherapy profession is maintained and/or improved, that the public is protected from harm in the delivery of physiotherapy services, and that PTs are held accountable to their patients, the College, and the public. As such, it is the responsibility of the College to review and update standards regularly to ensure that they reflect the current practice environment. To this end, revisiting the philosophical approaches behind our standards development process is important in ensuring our standards are fit for purpose in meeting our mandate to protect the public interest.

Decision Sought

None, this item is for discussion, and Council will be asked to provide feedback and direction during the workshop.

Related Action Items

None.



COLLEGE OF
PHYSIOTHERAPISTS
of ONTARIO

ORDRE DES
PHYSIOTHÉRAPEUTES
de l'ONTARIO

Motion No.: 14.0

**Council Meeting
December 12 -13, 2022**

Agenda # 14: Strategic Projects: Prioritization for year 2 of the Strategic Plan

It is moved by

and seconded by

that:

Council direct staff to include the following strategic projects in their operational and budget planning for FY2023-2024:

1. EDI Strategy;
2. Data Strategy;
3. Cybersecurity audit;
4. External audit of Professional Conduct;
5. Governance Review;
6. Standards Review; and
7. Enterprise Risk Management.

Meeting Date:	December 12-13, 2022
Agenda Item #:	14
Category	Strategic
Issue:	Strategic Projects: Prioritization for Year 2 of the Strategic Plan <i>For Direction</i>
Submitted by:	Joyce Huang, Strategic Projects Manager

Issue:

Council is asked to confirm a list of proposed projects for year 2 of the College's current strategic plan. This direction will assist staff with budget planning.

Background:

In March 2022, Council approved a new strategic plan for 2022-2026, and in June 2022, they approved a list of associated strategic initiatives. (See Appendix 1)

While the overall strategic direction, priorities, and initiatives are established by Council at the beginning of the strategic plan period (2022-2026), our approach to strategic project planning is an iterative one where the specific projects will be planned on an annual basis as part of the operational and budget planning process. This approach allows the College to be flexible in adjusting its approach to the work in response to changes in the environment, in the organization, and to build on work and learnings from previous years' work.

In identifying potential projects for year 2 of the strategic plan, staff considered the goals and initiatives in the strategic plan, the work that are being done in the projects in year 1, and considered which specific areas to focus on in year 2 to advance the College towards meeting the goals set out in the plan in the subsequent years. Part of the planning is also to consider the organization's capacity to take on extra projects in addition to completing core activities to fulfill our regulatory mandate.

The following new strategic projects are being proposed for year 2:

1. **EDI Strategy:** Conduct an equity impact assessment and use the findings to create an EDI strategy for the College. This project was deferred from Year 1 to better align with a related project being undertaken by HPRO. This project supports the initiative to embrace a culture where equity, diversity and inclusion lens is intentionally incorporated into all levels of decision making at the College. It also helps the College meet one of the requirements in the CPMF.

Expected outcome: That the College will have developed an EDI strategy and a plan for its implementation in subsequent years of the strategic plan.

2. **Data Strategy:** Develop a data management strategy that would support risk-based and evidence-informed decision making. This project supports the Performance & Accountability pillar in the strategic plan. This work will be closely linked to the College's IT strategy as technology will be a major enabler of the data strategy.

Expected outcome: That the College will have developed a data strategy and a plan for its implementation in subsequent years of the strategic plan.

3. **Cybersecurity audit:** The College will retain an external expert to conduct phase two of the cybersecurity audit of all of the College's technology systems and use the findings to implement improvements to our systems' security. Phase one of the work (an internal audit) has already been completed. Cybersecurity risk is a material risk facing all organizations, and the College needs to ensure that we safeguard sensitive data that we hold. This project also helps us meet one of the CPMF requirements.

Expected outcome: The audit will yield a set of recommended improvements to the College's technology systems to ensure security.

4. **External audit of Professional Conduct:** The College will retain an external third party to review current policies and practices in the professional conduct area to ensure compliance with legislative requirements and assess opportunities for efficiencies in current practices. This project supports the Regulation & Risk pillar in the strategic plan which is focused on effectively regulating the physiotherapy profession through a risk-based approach.

Expected outcome: The audit will yield a set of recommendations for potential process improvements and/or resource changes for the Professional Conduct area.

In addition to the proposed new strategic projects, there are also a number of projects that were started in year 1 whose work will continue into year 2:

5. **Governance Review:** The College is in the final stages of selecting a consultant to conduct the governance review. It is anticipated that the review will take place in the first half of 2023. Once the review is completed, the recommendations and implementation plan will be presented to Council.

Expected outcome: The review will yield a set of recommended governance improvements and a plan for implementation in subsequent years of the strategic plan.



6. **Standards Review:** The Policy Team is implementing a multi-year Standards review cycle. The team is in the process of reviewing the first group of standards related to business practices. We anticipate presenting the first group of updated standards to Council in June 2023. Once that review is completed, the team will initiate the review of the next group of standards.

Expected outcome: The standards review is a multi-year process, by the end of which the College will have an updated set of standards that reflect current practice, provide clear guidance to registrants, and assist committees in adjudication.

7. **Enterprise Risk Management:** Staff are currently developing the Enterprise Risk Management framework for Council consideration and approval. It is expected that a risk management framework and policy will be introduced to Council in March 2023 and approved by Council by June 2023. A risk registry will be developed and presented to Council by December 2023. This project supports the Performance & Accountability strategic pillar, specifically the implementation of an enterprise risk management strategy to support the College's activities. This project also helps us meet one of the requirements in the CPMF.

Expected outcome: The College will have an enterprise risk management framework in place to support the identification and mitigation of relevant risks and reporting about risk management activities to Council and other stakeholders.

Figure 1 – Proposed Strategic Projects Linked to Strategic Pillars



It should be noted that one of the projects we planned to undertake in year 1 was to formulate a work plan to assess the pathway to licensure requirements, which is related to the work of the entry to practice working group. This work has been on hold due to the competing resource requirements associated with the development of the Ontario Clinical Exam and the Registration Committee Exam Exemption Policy. This initiative will be revisited in Q4 and Council will have an update in March 2023.

Council is asked to confirm whether the proposed strategic projects for 2023-2024 align with its strategic direction and priorities, and to provide feedback to staff. Since the College has finite resources, it is important that we are intentional in deciding what projects to pursue to advance our strategic goals, with the recognition that we may not be able to proceed with all of the projects that we hope to in any given year.

It should be noted that, in addition to the strategic projects being proposed, there are a number of other activities planned for 2023-2024 as operational improvements or to respond to external requirements, which will also require resources. At this time these include:

- By-law Review (including changes to implement new CIHI data requirements and other changes based on identified need)
- Implementation of Bill 106 Requirements
- Continued work on the development of the College's database
- The development of a new website for the College
- Implementing the requirements from the CPMF where we are not meeting expectations
- Updating the QA screening interview questions (as part of the ongoing maintenance of the assessment tools)
- Develop an IT strategy and identify IT policies that need to be created (elements of the IT strategy will be in support of the College's data strategy)
- Revisiting the financial policies, procedures, processes and resources (should Council approve the request for the review of the Financial practices at this meeting)

After receiving Council's direction and feedback, staff would be able to further plan and assess the resources needed to support the identified projects and to incorporate those into the draft budget that Council will review and approve in March 2023.

Direction Sought:

That Council confirm the list of proposed strategic projects for 2023-2024 and provide feedback to staff to assist with further planning.

Public Interest Assessment:

The College's strategic plan identifies areas of focus that are intended to help the College better fulfill its public protection mandate. Elements of the strategic priorities touch on all domains of public interest: equity, equality, accessibility, protection, accountability, and quality care. The strategic projects contribute to the fulfilment of the goals established in the plan and strength's the College's work to serve the public interest.

Attachments:

- Appendix 1: Strategic Plan 2022-2026

Strategic Plan

2022-2026



Mission

To protect the public interest by ensuring physiotherapists provide **competent, safe, and ethical care.**



Vision

Inspiring **public confidence** in the physiotherapy profession.



Values

Integrity & Trust



Inclusion & Respect



Transparency & Accountability



Collaboration

Strategic Pillars and Initiatives

Regulation & Risk

Effectively regulate the physiotherapy profession in Ontario and advance its statutory work through a risk-based approach.

INITIATIVES

Create, implement and maintain a culture grounded in risk-based assessments and evidence-informed decision making.

Assess the pathways to licensure to ensure that they are appropriate and fair to both Canadian trained and internationally educated physiotherapists.

Engagement & Partnerships

Collaborate, partner and engage with the public, profession, and other stakeholders in a clear, transparent and timely manner to enhance trust and credibility.

INITIATIVES

Engage in purposeful and meaningful engagement, collaboration and partnerships which further our strategic goals and statutory mandates.

People & Culture

Promote a collaborative environment and a culture based on equity, diversity and inclusion principles while ensuring staff and Council have the resources they need to do their best work.

INITIATIVES

Develop and maintain an organizational infrastructure which supports our statutory obligations and strategic priorities.

Performance & Accountability

Implement strong corporate and governance structures and systems that include effective data, technology, and processes to enable informed decision-making and progressive corporate performance to extend CPO's work and impact.

INITIATIVES

Develop and maintain an enterprise risk management strategy which supports organizational, governance and statutory activities of the College.

Develop and implement a Data Management Strategy to support risk-based and evidence-informed decision making.



Focus on Equity, Diversity & Inclusion (EDI)

Embrace a culture where an Equity, Diversity and Inclusion lens is intentionally incorporated into all levels of decision making at the College.



Improve Governance Based on Government Direction and Best Practices

Create a governance framework which meets or exceeds industry standards as assessed against our regulator peers.

Meeting Date:	December 13, 2022
Agenda Item #:	15
Category	<i>Policy</i>
Issue:	Workshop: Social Media Guidance for Physiotherapists
Submitted by:	Fiona Campbell, Senior Practice Advisor Joyce Huang, Manager, Strategy

Issue:

The College continues to hear about the challenges that physiotherapists are having navigating professional boundaries as it relates to social media. The Council will participate in a workshop discussion at their December meeting to provide input on new guidance for the profession regarding the use of social media. During the workshop discussion, Council members will be asked to consider the following questions:

- 1 What are some examples of problematic or concerning behaviour on social media that they have seen? Would the draft content provide helpful guidance in those scenarios? If not, why not?
- 2 If I were a committee member who had to make decisions about a case where there are concerns about a PT's use of social media, would the guidance document be helpful to me? If not, why not?

Background:

Definition: "Social media" refers to the use of software applications that allow social interactions among people in which they create and share opinions, information, experiences, images, video, or audio clips. Some examples include Instagram (IG), Facebook, LinkedIn; Twitter; Pinterest, and TikTok. New applications and versions continue to appear. Other methods of digital communication, such as email and texting, could also be considered within the definition of social media."

It is estimated that over half of the world's population uses some form of social media in their daily routine¹. Increasingly PTs are using social media as part of their practice. The College recognizes social media offers benefits, and innovative opportunities to share information, collaborate and exchange ideas, or discuss health issues with peers. It offers opportunities for PTs to provide general education to the public.

Along with the benefits and innovation, there are real risks to the public. Risks include posting online content that can undermine a patient's trust, violate a person's privacy, spread misinformation, blur professional and personal activities, undermine public health information or damage professional reputations.

PTs are committed to working in the best interests of patients and maintaining professional standards of behavior. PTs must comply with legal and regulatory requirements in all interactions including those that occur on social media sites. PTs should recognize the impact of social media and consider ways to reduce risks to patients or themselves while protecting the profession's reputation.

When a PT posts on social media, they must:

1. Ensure patient privacy
2. Maintain professional boundaries with patients
3. Communicate respectfully and professionally

It is also important to note that physiotherapists must be thoughtful of their social media presence in general and not just towards patients. Where concerns are brought to the College's attention about a physiotherapist's online presence the College may be required to investigate.

What is the problem we are trying to fix?

1. PTs might be struggling to understand how numerous existing standards and legislation apply to online communication and the use of social media.
2. The College has received increasing public concerns about PT's conduct on social media. We had twelve cases involving PTs misusing social media over the last two years. The Practice Advisors receive 5-10% of inquiries related to advertising involving social media issues. Each concern involved multiple factors: privacy violations, misuse of titles, inappropriate advertising, and unethical messaging.
3. Our education of PTs in this area is very limited. The College published a blog in 2019 entitled "Social Media: The Line Between Professional and Personal". No further information has been published since then.
4. PTs have been asking for guidance in this area since 2014.
5. PTs often work in interprofessional practice settings and other regulators have issued guidance in this area.

Some regulatory organizations have published Standards for conduct in the use of social media and others have published guidelines. The intent of each is to make clear to the professional and to the public what the professional expectations are when posting information online.

Council recently suggested the College develop social media guidance to assist PTs, the public, and Committees to understand and apply the standards and legislation that apply to concerns about information posted online.

Goals of the guidance:

- Proactive. The guidance is intended to assist PTs in understanding how the various Standards and legislation apply to social media use. It is proactive by helping prevent inappropriate behavior and harm to the public.
- Reactive and enforceable. To be enforceable, the content must be drawn from other existing College Standards. The guideline draws on the *existing* Standards, Code of Conduct, and rules that apply to PTs in the online world and includes principles and professional expectations related to professionalism, responsibility, professional boundaries, security of information, confidentiality, and privacy of the patient and that of others and the requirement that a PT uses their professional judgment.

How did the staff go about determining the content in the draft guidance?

The College has received a growing number of questions and concerns related to PTs' use of social media. We considered the types of social media concerns received at the College, the complex nature, and the evolving scenarios. Each matter involved multiple factors: privacy violations, misleading advertising, and unethical messaging in addition to unprofessional interactions, sexting. Existing CPO standards that apply to the use of social media are the Advertising Standard, the Conflict-of-Interest Standard, and the Boundaries and Sexual Abuse Standard. Other resources that apply include Privacy legislation, the CPO Code of Ethics, the Essential Competency Profile for PTs in Canada (2017), and the Health Care Consent Act.

We reviewed existing literature from other regulatory colleges and attended online education sessions with groups of international regulators to better contextualize the issues of social media and regulated health professionals. We looked at the audiences who would be interested in and apply the guidelines: PTs, PT students, PTAs (physiotherapist assistants), employers, facility owners, researchers, ICRC, QAC and Discipline Committees. Given the different audiences the guidance should be clear and usable by all.

The guidance does not introduce new legal and ethical standards but draws from existing standards and legislation. The guidance must be flexible as technology evolves and guidance from other authorities is updated, e.g., the Information and Privacy Commissioner of Ontario. The College must ensure the guidance is current. The guidelines include some recommendations for thoughtful, professional social media use while accepting a PT's presence on it.

We have aligned with many other regulatory Colleges (Colleges of Nurses of Ontario, Ontario College of Social Workers and Social Service Workers, College of Physical Therapists of British Columbia, College of Physiotherapists of Alberta, and the American Physical Therapy Association) restating the importance of adhering to existing ethical and legal standards, with an emphasis on maintaining professional boundaries and protecting patient privacy and confidentiality within online forums. The guidance will clarify to all stakeholders how the Standards and legislation apply to social media use,

protect the public from harm, and can be used to hold physiotherapists accountable. We provide eight statements and scenarios to demonstrate how the Standards and rules apply.

Public Interest Assessment:

A significant risk to the public from PTs using social media includes the violation of a person's privacy. Other risks include the spread of misinformation, the blurring of professional and personal lines with a patient, or damage to other professional's reputations. PTs should recognize the negative impacts of improper use of social media and use their judgement to consider ways to reduce risks.

Guidance to Physiotherapists on Use of Social Media

1. *All the rules apply:* PTs are responsible for meeting the expectations of the College Standards, relevant legislation, and the College's Code of Ethics
2. *PT responsibility:* PTs are responsible for everything that is posted or sent under their name or an account representing them
3. *Protecting patients:* PTs have a responsibility to patients and the public. They must always ensure that anything they post or publish online should never undermine a patient's or a person's health, treatment, or safety.
4. *Safeguard privacy:* PT must recognize the risks to a patient's [privacy](#) and safeguard patient's personal health information.
5. *Position of trust:* PTs should understand that any material posted by those who represent themselves as a PT is likely to be taken on trust and may be taken to represent the views of the profession more widely.
6. *Would you do this IRL (In Real Life)?* PTs are expected to communicate online with the same level of professionalism, honesty, integrity, and respect as in face-to-face interactions.
7. *Maintain Boundaries:* PTs are expected to maintain professional boundaries when posting or communicating online.
8. *Think before you post:* PTs are expected to use professional judgment and maintain their professionalism when communicating online.

(Ref: Professional Misconduct Regulation, College Standards, Code of Ethics, Competency Profile for PTs in Canada (2017), HCCA (Health Care Consent Act), PHIPA (Personal Health Information Protection Act))

Scenarios

Scenario 1: Comments about another PT

A PT posts online negative comments using offensive language about another PT in their area.

Response: As regulated health professionals, physiotherapists are responsible for conducting themselves ethically in every professional practice situation. PTs must act with integrity and demonstrate respect including when posting on an online forum. The PT is not showing respect for another member of the profession, and it can negatively impact the other PTs reputation. Derogatory comments towards another are known as cyberbullying. Further, it can undermine the public trust in the profession. The patient may not seek needed care from the profession.

[Code of Ethics](#)

[Competency Profile for PTs in Canada \(2017\)](#)

[Privacy](#)

[O. Reg. 388/08: PROFESSIONAL MISCONDUCT](#)

Scenario 2: Posting about COVID

A PT is posting on instagram about the COVID-19 pandemic. In the posts, the physiotherapist identified themselves as a health worker with experience treating patients with respiratory illnesses. They posted a handful of comments questioning the validity of COVID-19 vaccines, and suggested that the number of deaths attributed to COVID was inaccurate.

Response: As regulated health care professionals, physiotherapists must always act in accordance with the law, public health orders and recommendations, regulatory standards, and the College's Code of Ethics when offering their opinions on public-facing platforms like social media. Any material posted by those who represent themselves as a PT is likely to be taken on trust and may be taken to represent the views of the profession more widely.

Physiotherapists hold a unique position of trust with the public and have a professional responsibility to not make comments or provide information that encourages the public to ignore public health guidance. The information physiotherapists share must not be misleading or deceptive and must be supported by scientific evidence.

[Code Of Ethics](#)

[Standards and Resources](#)

[Competency Profile for PTs in Canada \(2017\)](#) (Domain 7: Professionalism)

Case of the Month [When Posting Becomes Unprofessional](#)

Scenario 3. Posting a photo

A PT takes a photograph on their personal cell phone of a patient receiving acupuncture to their shoulder without the patient's consent. The patient is partially dressed but their face is blurred.

Response: This is an example of a serious privacy breach of patient's health information. The PT failed to get patients informed consent to take a photo using their cell phone. The PT collects personal health information (photo) and is accountable for the security of the information. Blurring a patient's face may not be sufficient to deidentify them. Using personal cell phones to take pictures of patients presents a significant risk to the patient's confidentiality. Cell phones are vulnerable to security concerns and may not have adequate protection though encryption, firewalls, and antivirus software. Cell phones may be stolen allowing unauthorized access to all your information. PTs must not transmit or place online identifiable patient information without express informed consent from the patient (PHIPA (Personal Health Information Protection Act)).

[Record Keeping Standard](#)

[Consent](#)

[Privacy](#)

[O. Reg. 388/08: PROFESSIONAL MISCONDUCT](#)

[Photographs from The Past](#)

[Frequently Asked Questions PHIPA](#)

Scenario 4 Blog post

A PT contributes to a blog post in a local newspaper's webpage. In the blog they write about a patient who fell on the ice and suffered a fracture. They share the patient is a well-known local restaurant owner, and that with PT care they are now back at work. Although the PT does not post the patient's name, the patient is furious that their personal information was made public without her consent.

Response: PTs must not transmit or place online identifiable patient information without express informed consent (PHIPA). Never share information about patients without first having a conversation with the patient about the risks and potential pitfalls of the patient being identified publicly and sharing personal health information. Leaving out details when you post information or images does not protect the patient's confidentiality. Others can copy and share posted information without the PTs knowledge or permission.

[Privacy](#)

[Consent](#)

[Boundaries and Sexual Abuse Standard](#)

[O. Reg. 388/08: PROFESSIONAL MISCONDUCT](#)

[Frequently Asked Questions PHIPA](#)

Scenario 5 Facebook friend request

A PT receives a friend request on FB (Facebook) from someone whose name sounds awfully familiar. They accept the request. After looking through the posts, they realize that the account belongs to one of their former patients who is on their waitlist. The patient sends the PT a Facebook message commenting on their vacation pictures and how much fun you seemed to have.

Response: Physiotherapists must always maintain professional boundaries with their patients. The patient now has access to personal information about you and your privacy is compromised. Can the professional boundary with the patient be maintained? Physiotherapists must always act in the patient's best interest to manage boundaries in the therapeutic relationship. Physiotherapists are advised to have two separate accounts on any social media platform, one for their professional account and a separate one for personal contacts. This is an important step towards maintaining a healthy professional therapeutic boundary.

[Boundaries and Sexual Abuse Standard](#)

[Where is the Line? Professional Boundaries in a Therapeutic Relationship.](#)

Scenario 6 Google Review

A PT saw a negative review about her clinic. The PT was sure they recognized the patient from the description and knew they had a good recovery and appeared pleased with their care. The PT decided to leave a response. They posted that they were surprised at the review as when they saw them last month the patient had returned to playing a number of different sports 4 weeks after injury.

Response: How you choose to respond to reviews and ratings is what is of concern for the College. Accidentally revealing something about someone's injury, treatment, or status creates a breach of the Privacy/Confidentiality Standard of Practice. Responding to a positive review with a sincere thank you and even including an emoji indicating your appreciation is completely fine. In the case of a negative review, it is best to thank the reviewer for their input and direct them to call you or the clinic to discuss the situation further, so you can come to a resolution privately, rather than airing it all out in public.

[Code Of Ethics](#)

[Privacy](#)

[Consent](#)

[Boundaries and Sexual Abuse Standard](#)

[Frequently Asked Questions PHIPA](#)

Scenario 7 Advertising

A PT receives a commission for selling exercise equipment. The PT posts about the benefits of the products and includes an 'affiliate link' on the post. This affiliate link provides the PT with a percentage of each exercise equipment sold by anyone who accesses it through her site.

Response: A physiotherapist is responsible for ensuring that any social media post is truthful, accurate, verifiable, not misleading to the public, and in compliance with regulatory and legal requirements about advertising. A physiotherapist must be transparent in their affiliation with an organization for which they are receiving a commission. A risk to the public is that they may be more likely to purchase equipment that is endorsed by a registered physiotherapist than by non-healthcare professional.

[Advertising Standard](#)

[Conflict of Interest Standard](#)

[About Incentives](#)

[Privacy](#)

[O. Reg. 388/08: PROFESSIONAL MISCONDUCT](#)

Scenario 8 – Young athlete

A young athlete is featured in a physiotherapist's Instagram post about a hip injury. The post includes a description of the hip injury, anatomical drawings describing the muscles, and the patient talking about how this hip has been bothering him for a long time. The PT tagged the athlete in the post. Later that year, the young athlete lost out on an opportunity for an athletic scholarship to an American College because the recruiter searched the patient's name on social media, saw the post from the PT clinic, and was worried about the hip injury. The patient found out and was upset that the post had remained on the clinic's Instagram account.

Response: A physiotherapist is responsible for having a conversation with a patient about the potential risks of sharing their personal health information online. The information posted and shared online must be considered as permanent, as it is beyond a PT's control to delete it once posted publicly. Others can take screenshots or even copy whole video clips from someone else's social media accounts. PTs must recognize that posting about a patient's treatment and recovery will primarily benefit them as professionals, not the patient. A physiotherapist must never incentivize a patient to participate in a social media campaign by offering complimentary treatments or discounts for items at the clinic.

[Consent](#)

[Privacy](#)

[About Incentives](#)

[O. Reg. 388/08: PROFESSIONAL MISCONDUCT](#)

[FAQ PHIPA IPC Website](#)

Scenario 9 – Texting with patients

A physiotherapist decided to start using text messages to confirm patient appointment times and check up on them to motivate them to do their home exercises. A patient was upset because a text was sent related to her Home Exercise Program (HEP) when she was not near her phone. Her co-worker read it and asked her why she was attending physiotherapy. The patient felt that her health information was not safeguarded appropriately.

Response: Texting may be an effective way to communicate quickly and directly with patients, but it comes with risks. Before engaging in a texting dialogue with a patient, discuss what kind of information will be shared and how to safeguard private health information through encrypted messages or two-step messaging, as examples. Physiotherapists should have a conversation with patients regarding how they would like to be contacted, and with what information. Considerations must also be made with regards to the timing of when text messages are sent – early morning or late-night texts may be interpreted as potential boundary violations by patients.

[Consent](#)

[Privacy](#)

[Information and Privacy Commissioner Health Fact Sheet](#)

[Boundaries and Sexual Abuse Standard](#)

[Where is the Line? Professional Boundaries in a Therapeutic Relationship.](#)

References

1. [Pew Research Center](#)
2. [Clear podcast](#) Episode 53; Regulating Licensees' use of Social Media
3. [College of PT of BC Pause Before You Post](#)
4. [College of PT of Alberta](#)

Agenda # 16

Member's Motion/s