

MEETING OF THE BOARD OF THE COLLEGE OF PHYSIOTHERAPISTS OF ONTARIO

Virtual Meeting

Monday, January 20, 2025, from 12:00 – 1:00 p.m.

Commitment to the Public Interest

The public interest is the foundation of all decisions made by this Board. 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

Board Directors 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.



BOARD MEETING AGENDA

January 20, 2025

12:00 p.m. - 1:00 p.m.

Virtual Meeting

Item	Time	Topic	Page	Purpose
*	12:00 p.m.	Welcome and Call to Order <i>(K. Schulz)</i> <ul style="list-style-type: none"> • Roll Call • Territory Acknowledgement 	N/A	N/A
1.	12:05 p.m.	Review and Approval of the Agenda <i>(K. Schulz)</i>	2	Decision
2.	12:10 p.m.	Declaration of Conflicts of Interest <i>(K. Schulz)</i> Following approval of the Agenda, Directors are being asked to declare any known conflicts of interest with the Agenda.	N/A	Discussion
3.	12:15 p.m.	Executive Committee Election <i>(C. Roxborough)</i> The Board will conduct an election to ensure the Executive Committee is fully constituted.	3-12	Decision
*	1:00 p.m.	Adjournment		

BOARD BRIEFING NOTE

For Decision

Topic:	Executive Committee Election
Public Interest Rationale:	Ensuring appropriate governance of the College of Physiotherapists through election of a Vice-Chair.
Strategic Alignment:	<i>Performance & Accountability:</i> Following established processes to fill unexpected vacancies within the Executive Committee.
Submitted By:	Craig Roxborough, Registrar & CEO
Attachments:	Appendix A: College By-laws Part 6 & 7 Appendix B: Policy 1.6 Role of the Vice-Chair Appendix C: Candidate Statements Received

Issue

- There is an opening for the Vice-Chair position on the Executive Committee for the remainder of the 2024-2025. A vote will take place at the January 2025 Board of Directors Meeting to fill this position.

Background

- The Executive Committee consists of the Chair, Vice-Chair, and three Members at Large. The Committee should be composed of at least three Professional Directors and two Public Directors, unless only one Public Director stands for election, in which case one Public Director shall be sufficient.
- There is currently a vacancy for the Vice-Chair position. In accordance with the By-laws, a Special Meeting of the Board has been called by the Chair to fill the vacancy for the remainder of the 2024-2025 Board year.
- The Executive Committee's current 2024-2025 composition includes:
 - Katie Schulz, Chair
 - Theresa Stevens, Member at Large
 - Carole Baxter, Member at Large
 - Gary Rehan, Member at Large

Current Status and Analysis

- The following nominations for the role of Vice-Chair were received prior to the deadline of January 8, 2025:
 - Mark Heller
 - Gary Rehan

- Nominations from the floor are permitted.
- All nominees will be given the opportunity to address the Board prior to the election.
- The election will be administered by the Registrar.
- The election will be held using an electronic voting software that facilitates secret ballot voting. All Board members must have access to their computer during the voting period to access the voting link.
- Directors will vote by ranking the candidates in order of preference, using a 1 to indicate their first choice, a 2 to indicate their second choice and progressively higher numbers to indicate any additional choices.
- Once all Directors in attendance have submitted their votes, the Registrar will ensure that the results are tabulated and declare the candidate with the lowest total score to be elected.
- The new Vice-Chair of the Executive Committee will assume the role immediately following the election.

Next Steps

- In the event that one of the current Executive Committee members is elected as the Vice-Chair, this would result in an opening for a Member at Large on the Executive Committee.
- If a Member at Large position needs to be filled, nominations for that role will be accepted from the floor during the meeting, and a second election would be held to fill that open position.
- Preference would be given to any Public Director standing for election for an open Member at Large position on the Executive Committee in accordance with the composition requirements outlined in the By-laws (attached).
- The same election process as for the role of Vice-Chair would be followed, unless there is only one eligible candidate for the open Member at Large position, in which case the candidate would be acclaimed.
 - An acclamation would occur if either there is only one Public Director standing for election for the Member at Large position among the candidates or if there is only a single Director standing for election.

Part 6 — Election of Executive Committee

ELECTION OF CHAIR AND VICE-CHAIR

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

ELECTION OF REMAINING EXECUTIVE COMMITTEE MEMBERS

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

DUTIES AND POWERS OF CHAIR AND VICE-CHAIR

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

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

Part 7—Statutory and Non-statutory Committees

STATUTORY COMMITTEES

The Executive Committee

- 7.1. (1) (a) The Executive Committee shall be composed of five persons of whom:
- (i) at least three are Directors who are Registrants; and
 - (ii) two are Public Directors, unless only one Public Director stands for election, in which case one Public Director shall be sufficient.
- (b) In a manner consistent with subsection (1) (a), the Chair and Vice-Chair of the College shall be included in the membership of the Executive Committee.
- (c) The Chair of the Board shall be the Chair of the Executive Committee.

The Registration Committee

- (2) The Registration Committee shall be composed of at least five persons of whom:
- (i) at least two are Registrants; and
 - (ii) at least two are Public Directors.

The Inquiries, Complaints and Reports Committee

- (3) The Inquiries, Complaints and Reports Committee shall be composed of at least five persons of whom:
- (i) at least two are Registrants; and
 - (ii) at least two are Public Directors.

The Discipline Committee

- (4) The Discipline Committee shall be composed of at least ten persons of whom:
- (i) at least two are Directors who are Registrants;
 - (ii) at least three are Public Directors; and
 - (iii) at least one is a Non-Board Committee Member.

The Fitness to Practise Committee

- (5) The Fitness to Practise Committee shall be composed of at least ten persons of whom:
- (i) at least two are Directors who are Registrants;
 - (ii) at least three are Public Directors; and

<u>Section:</u>	Roles & Responsibilities	Policy #1.6
Title:	Role of Vice-Chair	
Date approved:	June 2002	
Date revised:	June 2006, June 2007, December 2011, February 2013, March 2014, June 2021, September 2023, March 2024	

By-law References

- a. By-laws: s.6.3(2)

Primary Function

The Vice-Chair is elected by the Board to serve as an officer of the College and to assist and collaborate with the Chair in their role.

Term

The Vice-Chair serves a one-year term and is elected annually in March and takes office at the first regular Board meeting following an election. An individual may hold this office twice during any period of consecutive service on the Board.

Subject to the election process, incumbents in the Vice-Chair's role will typically take over the role of the Chair when the Chair has completed their term(s).

Responsibilities

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

1. In the absence of the Chair, perform the Chair's duties including:
 - a. chair Board and Executive Committee meetings;
 - b. act as a signing officer of the College;
 - c. receive and review all matters directed to the attention of the Board
 - d. in cooperation with the Registrar, act as a spokesperson of the College;
 - e. monitor and manage all risk-related matters and periodically report this information to Board; and
 - f. where appropriate, represent the College, either solely or with the Registrar, at public functions and official liaison opportunities.
2. Serve as a member of the Executive Committee and participate on other committees and task forces as directed by the Board.
3. Serve as a member of the Risk, Audit, and Finance Committee.

4. As advised by the Chair, develop their personal knowledge of the role and duties of the Chair in order to prepare to undertake this role.
5. Chair an appeal process where the Registrar has concerns or disagrees with the performance review process or the outcome. (Policy # 7.4 — Registrar's Performance Review).
6. Assist and advise the Chair in performing their duties.

2024-2025 Executive Committee Candidate Statement



Gary Rehan

District 4 Eastern

Nominated for:

Vice-Chair

Elected Board Terms:

2014 – 2017

2017 – 2020

2023 – 2026

CPO Committees:

Discipline and Fitness to Practice Committees	2014 - 2016, 2023 - 2025
Quality Assurance Committee	2012 - 2016
Executive Committee	2015 – 2020, 2024-2025
Inquiries, Complaints and Reports Committee	2011 - 2012, 2016 - 2025
Registration Committee	2016 - 2017
Risk, Audit and Finance Committee	2016 - 2021, 2023 - 2025

Candidate Statement:

I am truly honored to be nominated by our peers for the role of Vice Chair of our Board. The future demands inspiring and knowledgeable leadership. I am very pleased to see Katie and Craig leading the organization from the front. My goal as Vice Chair would be to work collaboratively with and support the leadership team and the Board in furthering our public protection mandate.

As we face potential regulatory changes, we need strong leadership to seize opportunities for modernization and growth. We must empower staff to tackle the challenges ahead creatively, ensuring the freedom to innovate within this evolving regulatory environment.

As past-President, I share the Board’s vision for proactive risk management, modernization of our strategic plan, and building partnerships that enhance our effectiveness. Together, we can ensure ongoing access to high-quality physiotherapy services for Ontarians, with an eye on the societal value of self-regulation.

I have a demonstrated record of progressive leadership at our College and within multiple provincial and federal organizations. Over the past 14 years, I have been privileged to have the opportunity to serve on many College committees and chair the Registration, ICRC, Finance, and the Executive Committee. These experiences have helped me demonstrate the leadership skills, knowledge, and commitment necessary for the Vice Chair position.

Starting my career as an internationally-educated physiotherapist, I subsequently earned a Master’s Degree in Health Management from the DeGroot School of Business, and the Certified Health Executive designation. The combination of education and past leadership experience with my organizational experiences at the College position me well to be an effective partner with the Chair, Registrar, and the Board in leading our College into the future.

Thank you for considering my candidacy. I am committed to working diligently to uphold your trust and further the College’s mandate of public protection.

Gary Rehan, PT CHE

2024-2025 Executive Committee Candidate Statement



Mark Heller
Public Director

Nominated for:
Vice-Chair

Appointed Board Terms:
September 7, 2023 - September 6, 2024
September 7, 2024 – September 6, 2025

CPO Committees:

Discipline and Fitness to Practice Committees	2023-2025
Quality Assurance Committee	2024-2025
Inquiries, Complaints and Reports Committee	2023-2024

Candidate Statement:

I am honoured to submit my candidacy for the position of Vice Chair with the College of Physiotherapists of Ontario (CPO). With a wealth of **experience in regulatory governance** and healthcare leadership and a proven **record of advancing organizational progress**, I am committed to supporting the CPO through its next chapter of growth and transformation.

As a seasoned leader, I have served on numerous healthcare and regulatory bodies, including **four years on the executive committee and three years as President of the College of Homeopaths of Ontario**. This extensive experience has given me a deep understanding of **governance, strategic decision-making, and the importance of balanced and inclusive board participation**. I am passionate about ensuring the CPO responds effectively to the evolving regulatory landscape while **prioritizing patient and public protection**.

My environmental infection prevention and control expertise has shaped my ability to drive **impactful change in regulated environments**. I have led services in over 650 healthcare facilities across Canada and currently chair the CSA Z316.16 Subcommittee, which sets national standards for cleaning and disinfection in healthcare facilities. This experience underscores my ability to contribute to the CPO's mission of **advancing high standards in the profession and enhancing patient-public safety**.

I strongly believe in the power of **collaboration**, particularly between the College, professional associations, and educational institutions, to support a thriving profession. With a clear vision for **fostering continuous improvement**, I am dedicated to ensuring the **strength and future success** of the CPO.

My educational background includes a Master of Business Administration from Queen's University. Born in Oshawa, I reside with my partner in Fergus, Ontario.

I look forward to the opportunity to serve and help lead our college into a dynamic future.

Thank you for considering my candidacy.

Mark Heller