



## COUNCIL MEETING AGENDA

March 25, 2022 (9:00am – 2:10pm)

Join Zoom Meeting

<https://collegeofdietitians-org.zoom.us/j/81721385330?pwd=c0d3MWQwOGJBRlNvK0NETW9QMkhqQT09>

Meeting ID: 817 2138 5330

Passcode: 368336

Dial in: +1 647 374 4685 Canada

Item & Discussion	ACTION	TIME		ATTACHMENT
1.0 Call to Order		9:00 – 9:05am (5mins)	KL	
<b>EVALUATION</b>				
2.0 Council Meeting Survey Results: December 9, 2021	Information/ Discussion	9:05 – 9:15am (10mins)	KL	<a href="#">2.1 Council Meeting Survey Results – December 9, 2021</a> <a href="#">2.2 Council Meeting Evaluation Trends</a>
3.0 Council Meeting Survey Results: March 24, 2022	Information/ Discussion	9:15 – 9:25am (10mins)	KL	<a href="#">3.1 Council Meeting Survey Results – March 24, 2022</a>
4.0 Council Training debrief	Information/ Discussion	9:25 – 9:35am (10mins)	KL	
<b>OVERSIGHT &amp; ACCOUNTABILITY</b>				
5.0 Review of the College Performance Measurement Framework Report	Information/ Discussion	9:35 – 10:35am (60mins)	MW	<a href="#">5.1 Briefing Note – CPMF</a> Draft 2021 CPMF Report ( <b>will be posted on Box March 18</b> )

Item & Discussion	ACTION	TIME		ATTACHMENT
<b>BREAK</b> <b>10:35 – 10:55am (20mins)</b>				
<b>POLICY WORK</b>				
<b>6.0 Risk Management Policy and Monitoring Report</b>	Approval/ Motion	10:55 – 11:40am (45 mins)	MW	<a href="#">6.1 Briefing Note - DRAFT Risk Management Policy with Policy Statement</a>
<b>EDUCATION</b>				
<b>7.0 CDO Public Awareness Survey</b>	Information/ Discussion	11:40–12:00 (20mins)	Colin Ellis	<a href="#">7.1 CDO Public Awareness Benchmarking Survey</a>
<b>LUNCH</b> <b>12:00– 12:45pm (45mins)</b>				
<b>OVERSIGHT &amp; ACCOUNTABILITY</b>				
<b>8.0 EDI Update</b>	Information/ Discussion	12:45– 1:20pm (35mins)	MW	
<b>9.0 Governance Committee Update</b>	Approval/ Motion	1:20 –1:30pm (10mins)	MW	<a href="#">9.1 Briefing Note-DRAFT-Memo-Governance Committee amendment with TOR</a>
<b>ADMINISTRATIVE</b>				
<b>10.0 Reminders/Standing Items:</b> <ul style="list-style-type: none"> <li>• Council meeting evaluation-March 25</li> <li>• Annual Council Performance Evaluation Survey (April)</li> <li>• Annual Committee Evaluation Survey (April)</li> </ul>		1:30–1:35pm (5mins)	KL	

<p><b>11.0 In Camera minutes from December 9, 2021</b>  <i>In camera session pursuant to s. 7(2)(e) of the Health Professions Procedural Code, being Schedule 2 to the Regulated Health Professions Act, 1991</i></p>	Approval/ Motion	1:35–1:40 (5mins)	KL	
<p><b>12.0 In Camera to discuss HR matter</b>  <i>In camera session pursuant to s. 7(2)(d) of the Health Professions Procedural Code, being Schedule 2 to the Regulated Health Professions Act, 1991</i></p>	Information/ Discussion	1:40– 2:10pm (30mins)	KL	
<p><b>Adjourn In Camera</b></p>	Approval/ Motion	2:10pm	KL	
<p><b>Adjournment</b></p>	Approval/ Motion	2:10pm	KL	

# Council Meeting Evaluation Survey Results- December 9, 2021

1) Every member of Council had an opportunity to express their opinion.

Respondents: 11

Choice	Percentage	Count
All of the time	63.64%	7
Most of the Time	27.27%	3
Some of the Time	9.09%	1
None of the Time	0.00%	0
<b>Total</b>	<b>100%</b>	<b>11</b>

#	Please add a comment if you selected Most of the Time, Some of the Time or None of the Time.
1	Some topics were discussed longer than the allotted time and I feel like it could've been discussed a lot longer.
2	Sometimes agenda items took longer than expected, so we needed to move on.
3	Speaking orders were not followed, making it difficult to make a point
4	Thursday was my first meeting. Cannot honestly say or judge at this early stage, but Thursday was very well run.

2) Active listening was demonstrated at all times.

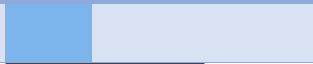
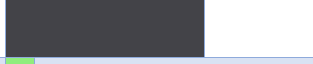
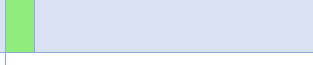
Respondents: 11

Choice	Percentage	Count
Yes	90.91%	10
No	9.09%	1
<b>Total</b>	<b>100%</b>	<b>11</b>

#	Additional Comments:
1	People were jumping in with comments
2	Again, same comments as before. but so far - very impressed.

3) No member dominated the discussion.



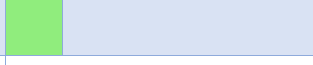
Respondents: 11

Choice	Percentage	Count	
Strongly Agree	27.27%	3	
Agree	63.64%	7	
Disagree	9.09%	1	
Strongly disagree	0.00%	0	
<b>Total</b>	<b>100%</b>	<b>11</b>	

#	Additional Comments:
1	There were times where some members felt passionately about a subject and dominated the conversation. But for the most part, discussions were balanced.

4) Time was efficiently managed during the meeting.

Respondents: 11

Choice	Percentage	Count	
All of the Time	36.36%	4	
Most of the Time	45.45%	5	
Some of the Time	18.18%	2	
None of the Time	0.00%	0	
<b>Total</b>	<b>100%</b>	<b>11</b>	

#	Additional Comments:
1	This meeting was very packed for a full day meeting, we ended later than planned but still appreciate the one day only meeting vs two days if we did not have enough items for a full 2 days.
2	I think the agenda was too packed and items took longer than anticipated.
3	Quite a few of the discussions went over time.
4	Not everything covered. Ran overtime. Some discussions cut short
5	Some members are taking more time .
6	Felt as though this meeting could have been over 2 days to allow for discussion.
7	Sorry to get everyone off track a bit on the investment side

5) Decisions made were summarized after each agenda item.

Respondents: 11

Choice	Percentage	Count	
All of the Time	90.91%	10	
Most of the Time	0.00%	0	
Some of the Time	9.09%	1	
None of the Time	0.00%	0	
Total	100%	11	

# Additional Comments:

1 Not usually done

6) Members of Council actively participated in the decision-making process.

Respondents: 11

Choice	Percentage	Count	
All of the Time	100.00%	11	
Most of the Time	0.00%	0	
Some of the Time	0.00%	0	
None of the Time	0.00%	0	
Total	100%	11	

# Additional Comments:

7) Council demonstrated an ability to make the best decisions possible.

Respondents: 11

Choice	Percentage	Count	
All of the Time	100.00%	11	
Most of the Time	0.00%	0	
Some of the Time	0.00%	0	
None of the Time	0.00%	0	
Total	100%	11	

# Additional Comments:

8) Climate was respectful.

Respondents: 11

Choice	Percentage	Count	
All of the Time	100.00%	11	
Most of the Time	0.00%	0	
Some of the Time	0.00%	0	
None of the Time	0.00%	0	
Total	100%	11	

# Additional Comments:

9) In your opinion, were operational issues discussed inappropriately?

Respondents: 11

Choice	Percentage	Count	
Yes	18.18%	2	
No	81.82%	9	
Total	100%	11	

# Additional Comments:

1 Investment conversation

10) Additional Remarks:

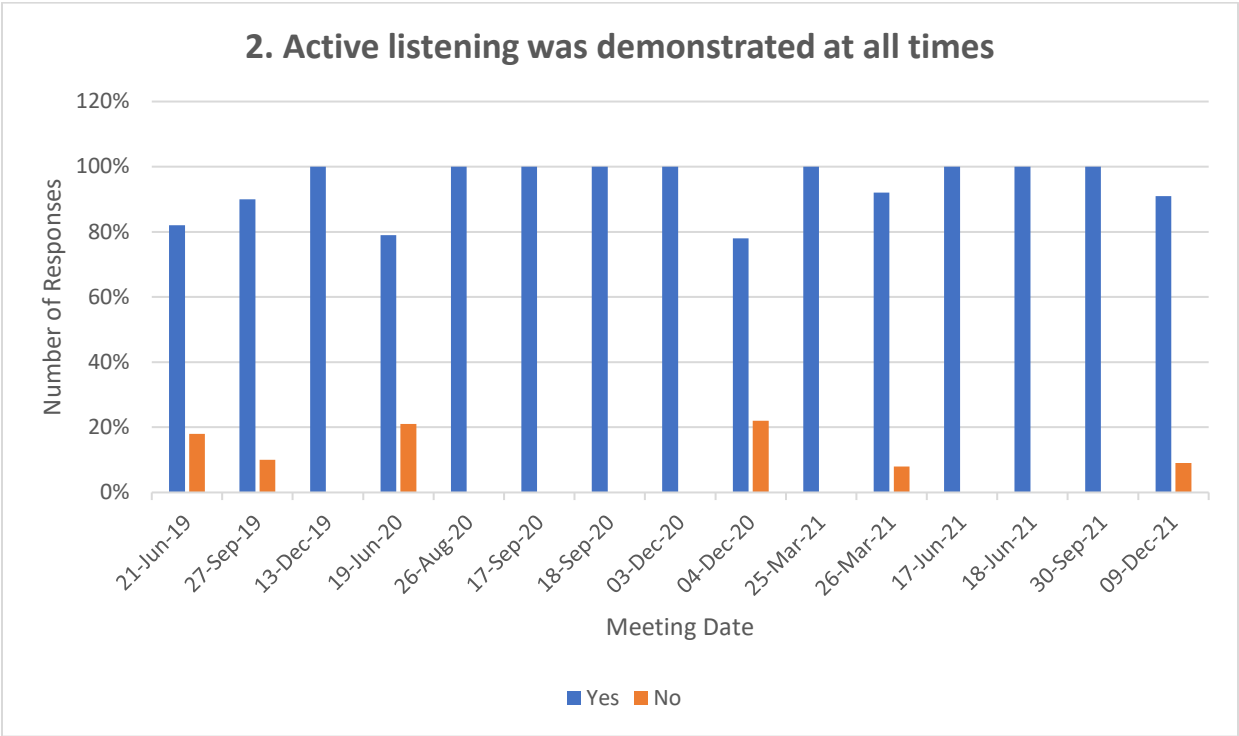
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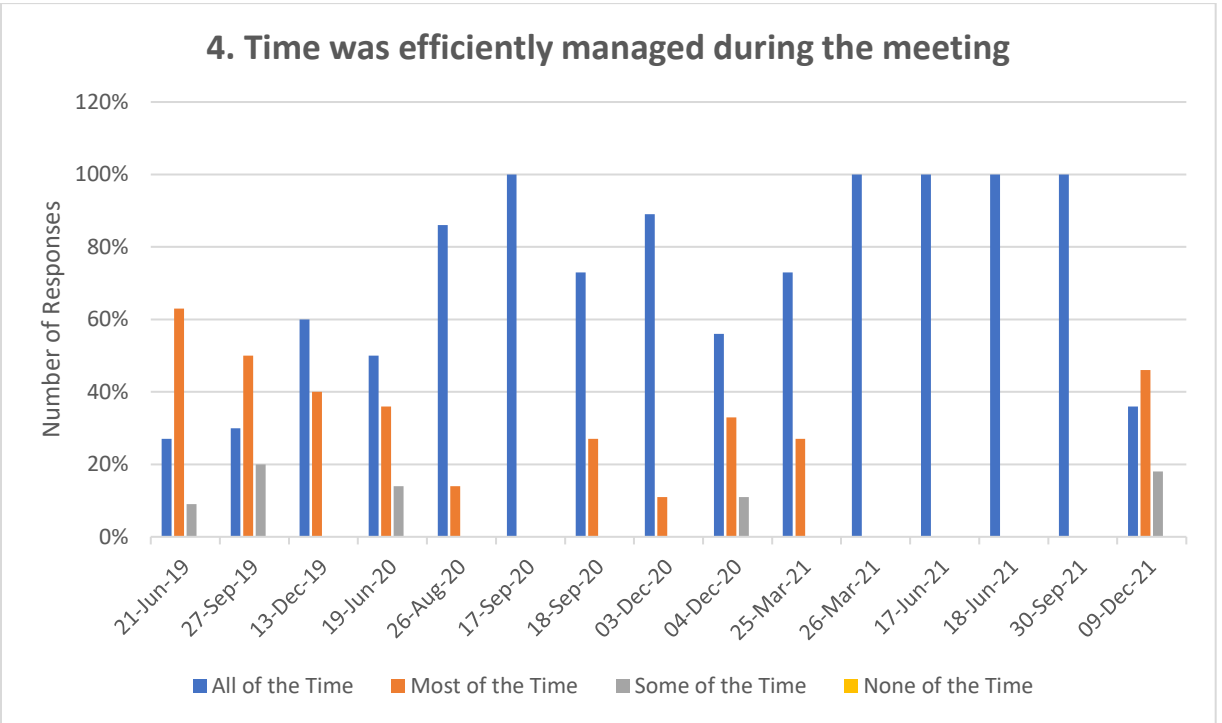
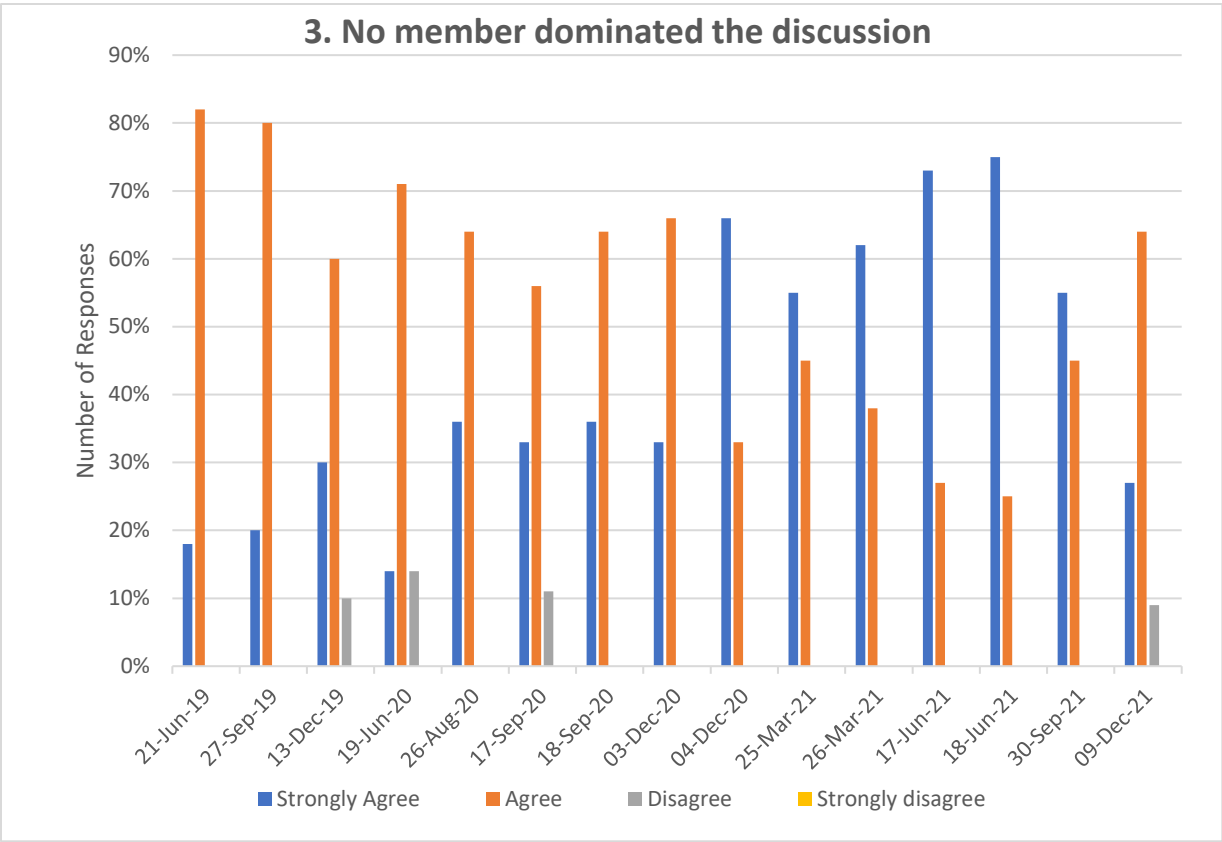
Respondents: 3

#	10) Additional Remarks:
1	Presentations good. Would have liked more concrete next steps or tools from John Risk
2	Council members should take less time to express their views.
3	Very impressed with what I saw. Very much looking forward to actively participating in more areas for the council

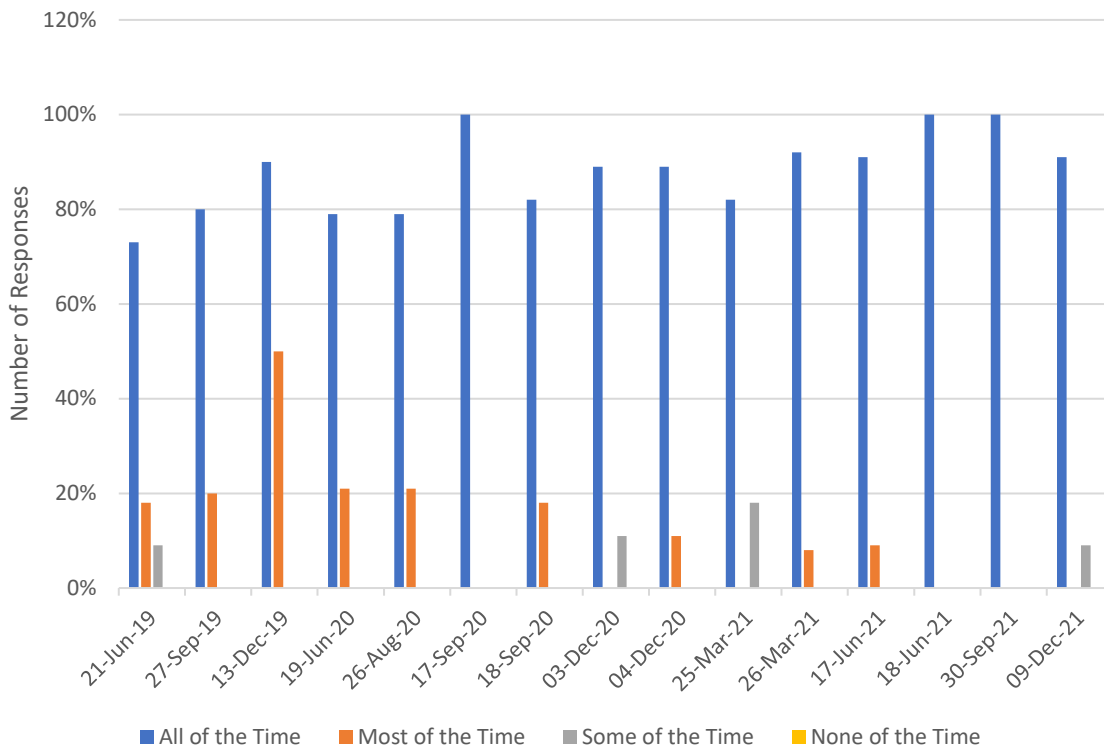


**Council Meeting Evaluation Trends**

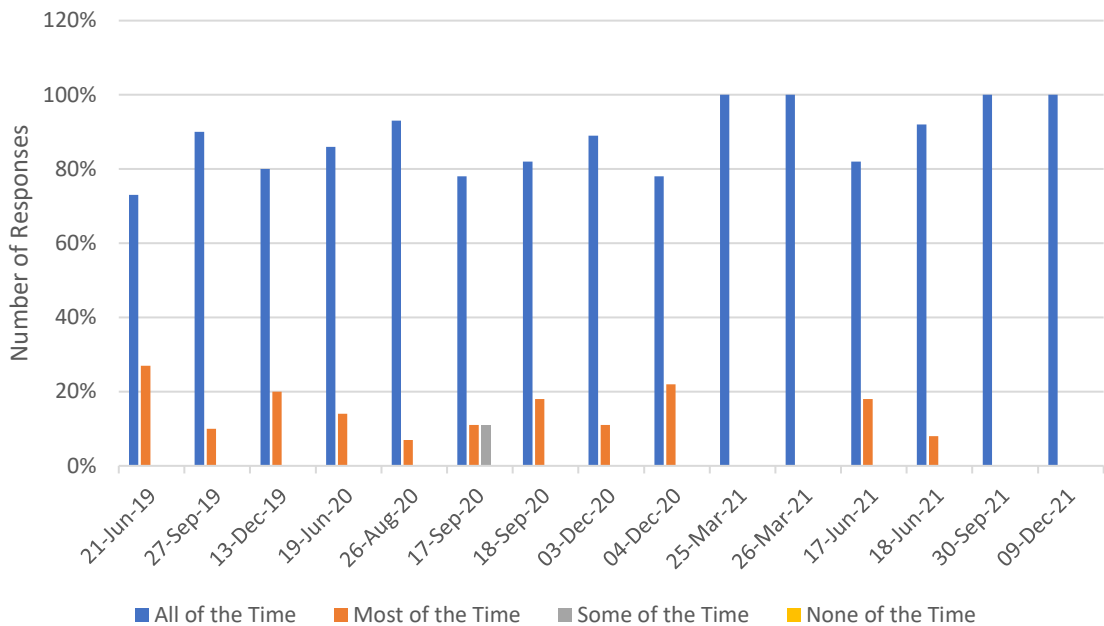




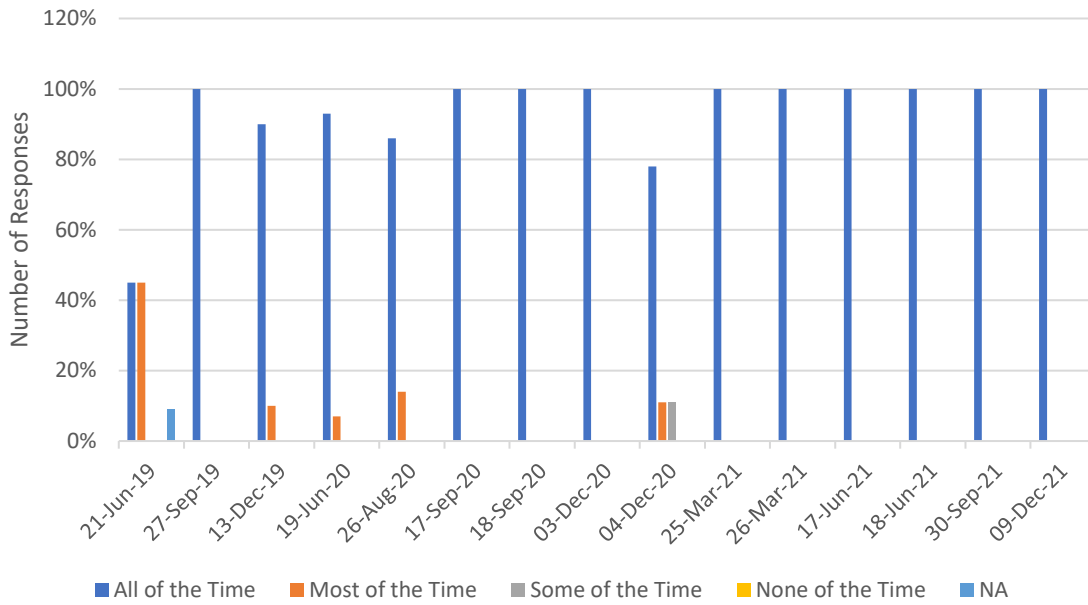
### 5. Decisions made were summarized after each agenda item



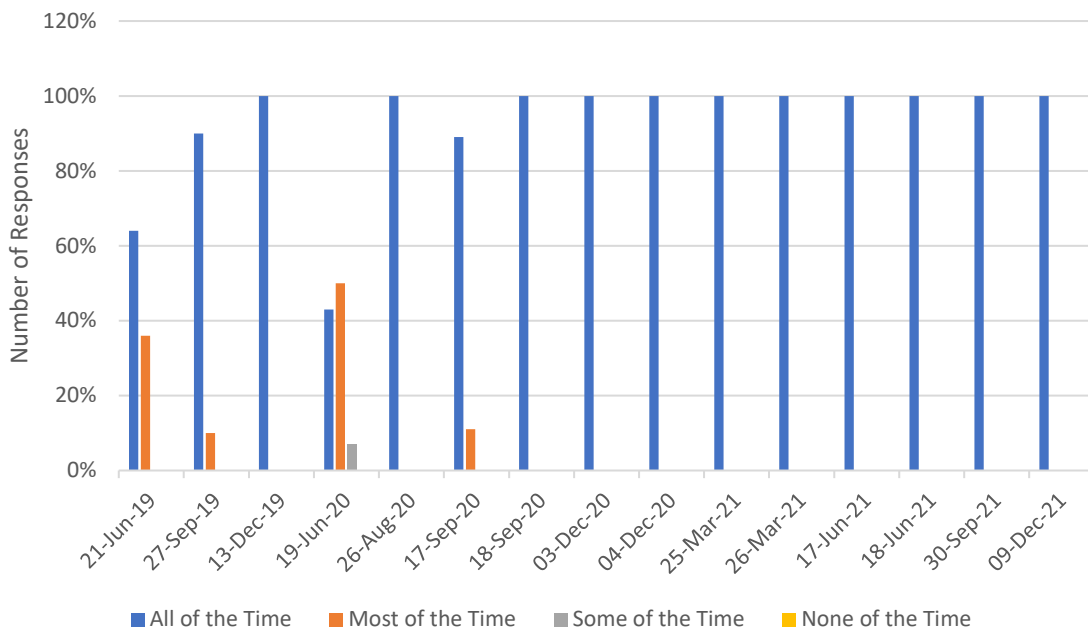
### 6. Members of Council actively participated in the decision-making process



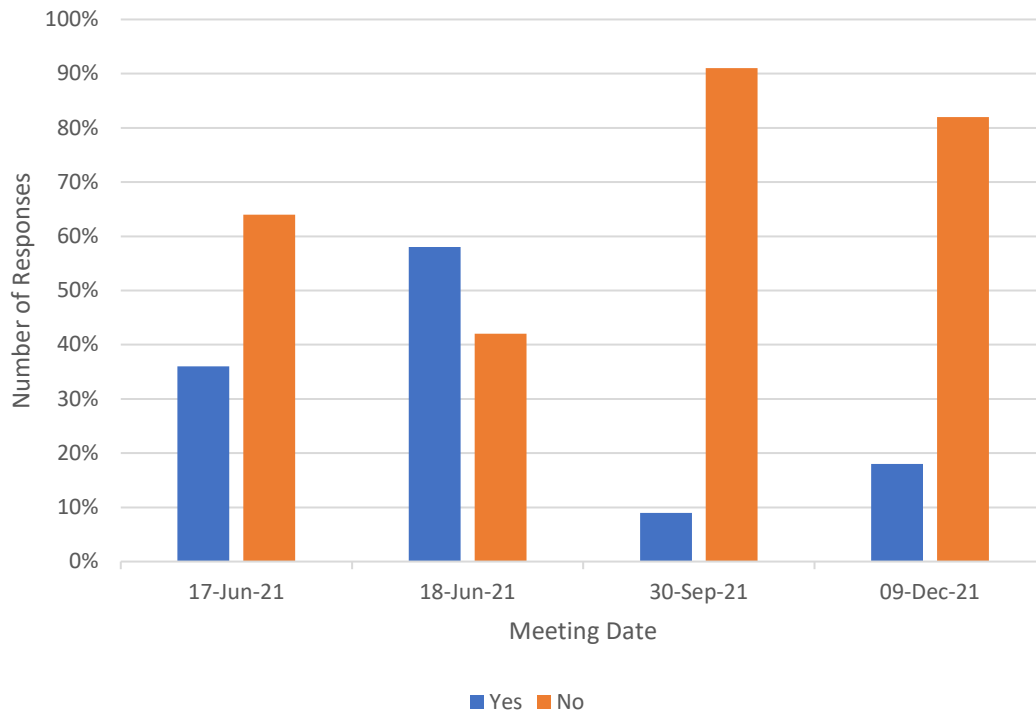
### 7. Council demonstrated an ability to make the best decisions possible



### 8. Climate was respectful



### 9. In your opinion, were there operational issues discussed inappropriately during the meeting?





## Council Briefing Note

<b>Topic:</b>	Risk Management Policy Statement and March 2022 Risk Monitoring Report
<b>Purpose:</b>	Decision Required
<b>Strategic Plan Relevance:</b>	Risk-Based and Right-Touch Regulation
<b>From:</b>	Melanie Woodbeck, Registrar & Executive Director

### ISSUE

To consider and approve a new Risk Management Policy Statement and review the first quarterly Risk Monitoring Report.

### PUBLIC INTEREST RATIONALE

In the public's interest, an essential aspect of College's governance and management is to ensure that organizational risks are identified, assessed, and managed efficiently and effectively.

### BACKGROUND

In Fall 2021, CDO staff conducted an internal organization-wide assessment of risk using the College's risk register. The risk register is typically completed annually and contains risks of all levels, including operational ones.

On December 9, 2021, John Risk provided training to Council on Risk Management to assist the Council in continuing to build on risk management culture and awareness and to find an efficient and practical way of assessing the critical risks to the organization. Council discussed its current risk register and directed the Registrar to develop a risk policy and risk monitoring report for its consideration. The College consulted with John Risk to develop the Draft Risk Management Policy.

The Executive Committee reviewed the Draft Risk Management Monitoring Policy meeting on February 23<sup>rd</sup>, 2022. The Executive Committee recommended that the risk management policy and a monitoring report be presented to Council.

## **CONSIDERATIONS**

The draft Risk Monitoring Policy (Appendix 1) is included for Council's consideration and approval. The policy sets out Council's role around risk management, how Council will ensure and cultivate a risk management culture, and the Registrar's accountability to Council through reporting and the establishment of operational procedures.

Council will receive risk monitoring reports from the Registrar on a quarterly basis on the major risks faced by the College (in consideration of likelihood and impact). These reports will contain approximately 5 to 10 identified risks and the College's mitigating responses. The Registrar will also report to Council on any urgent, rapidly developing and critical risks should they arise between council meetings. Low and frequently monitored risks will be recorded and managed.

The procedures will include staff involvement at all levels to ensure that emerging risks can be identified quickly, and that a strong risk management culture is cultivated throughout the organization.

Please refer to Appendix 2 for the March 22 Risk Monitoring Report.

## **RECOMMENDATION/NEXT STEPS**

To approve the Draft-Risk Management Policy Statement and to provide feedback on the current risk assessment and mitigation efforts.

## **ATTACHMENT**

- Appendix 1: DRAFT Risk Management Policy Statement
- Appendix 2: March 2022 Risk Monitoring Report

**DRAFT RISK MANAGEMENT POLICY STATEMENT**

Council has a responsibility to ensure that the College identifies and manages risks to its programs and operations. The purpose of this statement is to set out how Council fulfills this responsibility.

Effective risk management is a key part of good Council decision-making. Council believes that through strengthening and ensuring the continuity of the College's regulatory programs and operations, strong corporate risk management practices contribute to the fulfillment of the College's duty to serve and protect the public interest. Effective risk management also supports innovation and the pursuit and realization of new opportunities at the College.

The following statements reflect Council's commitment to risk management as a necessary part of good governance:

1. The College will manage risks to achieving the goals of its strategic plan during the strategic planning process and during the review or monitoring of the plan.
2. The College's risk management activities and procedures covered by this statement address risks to the College, for example risk relating to the continuity of its operations or its financial sustainability. The College will address risks to clients (and to the public more generally) separately through its regulatory policies and programs, including risk-based regulatory initiatives.
3. Council will hold the Registrar accountable for developing and implementing procedures to identify and manage risks to the College, and to ensure that the College identifies, assesses, manages, records and reports risks.
4. Council will receive quarterly reports from the Registrar about the major risks facing the College and the responses to them.
5. The scope of risk management activities at the College will include as appropriate the identification and response to risks that pose a threat to effective College governance.
6. Council expects College staff and Council members to communicate clearly and directly about risks. Council will foster an environment that supports candid discussion of risk management topics while recognizing the appropriate line between governance and management, and the importance of cordiality and respect in Council deliberations.



7. Council will contribute to the creation of a strong risk management culture at the College through the following actions:
  - A. Demonstrating risk awareness and supporting the establishment of risk management procedures;
  - B. Supporting the willingness to discuss failure and to learn from mistakes;
  - C. Respecting a diversity of perspectives toward problem solving and discussions relating to risk management; and
  - D. Encouraging dialogue and effective risk management through eliminating the fear of blame and supporting creative thinking.
8. Council will ensure risk management is a topic for Council member orientation and for ongoing Council education as appropriate.
9. Council will review and discuss the effectiveness of this statement at least once every two years.

**Risk Monitoring Report  
March 2022**

Risk Area	Risk Identification	Risk Assessment	Risk Response
Program	Accreditation Provider Withdrawal	<p>Dietitians of Canada has withdrawn as the national education accreditation provider effective March 31, 2022, resulting in the need to secure another defensible, objective, and fair accreditation process for programs that are acceptable to the College and Dietetic Regulators across Canada as per the legislative requirements of Colleges. <i>The Health Professions Procedural Code</i> requires Colleges to develop, establish and maintain standards of qualifications for the purposes of registration. <i>The Dietetics Act</i> in Ontario requires that Canadian programs are accredited by an accredited agency approved by Council. National accreditation supports the registration of competent entry to practice candidates and facilitates labour mobility.</p> <p>Should a program choose not to sign on to the new accreditation process, the College would need to determine how to assess Canadian graduates from unaccredited programs. This would be an individualized, labour intensive equivalency process for the College.</p>	<ul style="list-style-type: none"> <li>• The College is part of the Alliance of National Dietetic Regulators. The Alliance meets regularly and collaborates on issues of national interest, including examinations and entry to practice standards. The Alliance has identified a credible third-party accreditation body (EQual/Accreditation Canada) and is currently in negotiations. EQual is an established and bilingual service provider that currently conducts accreditation for approximately 225 programs, including 22 health professions. Using each profession’s competency profile as the foundation (ICDEPs), they provide a framework and logistical support for the self-assessment, on-site review and determination of accreditation awards. Dietitian/educator surveyors are included on survey teams.</li> <li>• The Alliance is working with educators to communicate on the EQual accreditation process, develop a transition plan, and engage in consultation on the accreditation standards.</li> </ul>
Program	Potential Registration Regulatory Changes	The Ministry of Health recently consulted with Colleges regarding potential registration amendments related to Canadian experience, registration timelines, language proficiency, and	<ul style="list-style-type: none"> <li>• The College will be reviewing its registration policies, along with its internal timelines and service standards and will be reporting on its timelines as a KPI on the</li> </ul>

**Risk Monitoring Report  
March 2022**

Risk Area	Risk Identification	Risk Assessment	Risk Response
		<p>registration processes during emergencies. Consultations are also in progress for similar legislative amendments for non-health Colleges under the Fair Access to Regulated Professions and Compulsory Trades Act (FARPACTA). It appears likely that these amendments will come into effect for RHPA Colleges in the near future. The College has draft Registration Regulation amendments that are on hold and may need further revisions/modifications in light of these potential changes.</p> <p>The Office of the Fairness Commissioner (OFC) launched its Risk-Informed Compliance Framework (RICF) in 2021, which assigned a baseline low risk rating to the College. New annual reporting requirements for Colleges in their fair registration practices reports will be implemented in the fall of 2022.</p>	<p>strategic plan. The College has a PLAR process and does not require Canadian experience.</p> <ul style="list-style-type: none"> <li>• The College is monitoring changes to registration practices occurring at other regulatory bodies and is working on refreshing our regulatory networks with health and non-health regulators through the Ontario Regulators for Access Consortium (ORAC) regulatory registration working group.</li> <li>• The College is participating in a consultation with the Centre for Canadian Language Benchmarks (CCLB) to provide input into the usefulness of a test developed under federal government funding for high-stakes purposes which might include regulation.</li> <li>• The College continues to monitor and improve on the resiliency of its registration processes including offering online competency assessment processes.</li> </ul>
Governance	Delays on CPMF commitments	With multiple changes at the leadership level at the College in 2021 (Registrar and key staff leadership positions), coupled with the COVID-19 pandemic, the College has experienced delays on some of the commitments in the 2020 CPMF.	<ul style="list-style-type: none"> <li>• The College has communicated these challenges to the Ministry on two occasions in the context of CPMF discussions and will note where these have occurred in the College’s 2021 CPMF submission.</li> <li>• Through the strategic plan and our KPIs, the College will demonstrate compliance with the expectations set out in the CPMF going forward, mitigating the risk for non-compliance.</li> </ul>

**Risk Monitoring Report  
March 2022**

Risk Area	Risk Identification	Risk Assessment	Risk Response
Governance	Regulatory Governance Changes	The Ministry of Health recently consulted on a governance modernization and oversight proposal. It is anticipated that legislative amendments will be proposed in the coming months. The governance changes may have significant financial and human resource implications for the College.	<ul style="list-style-type: none"> <li>• Council participated in the consultation and provided a letter to the Ministry on February 23, 2022.</li> <li>• The College’s new governance committee will be developing implementation options for Council consideration in Q2/Q3.</li> <li>• Through regulatory collaboration and networking, the College is staying informed of potential changes, and how these changes may affect the College and other regulatory Colleges.</li> <li>• The College will be recruiting committee members in the coming months and will consider building committee capacity by recruiting additional committee appointees in anticipation of the changes.</li> </ul>
Operational	Cybersecurity Breach	Risk arises from the current geopolitical situation, increasing sophistication of phishing scams, and greater connectivity of people, systems and programs at the College due to the COVID-19 pandemic. Potential risks include: privacy breaches, organizational/staff downtime, reputation and financial costs.	<ul style="list-style-type: none"> <li>• The College has a cyber security response plan, credit card incident response plan and an emergency disaster recovery plan that are reviewed on an annual basis. The review will be conducted by Q2.</li> <li>• The College maintains insurance which covers IT and cybersecurity.</li> <li>• A security audit was completed in September 2021 and minor gaps were identified and addressed. Post security audits will take place to ensure compliance with audit recommendations.</li> <li>• Staff regularly engages in awareness dialogue regarding phishing scams. Additional formal training for Council and Staff on cybersecurity will be explored.</li> </ul>

**Risk Monitoring Report  
March 2022**

Risk Area	Risk Identification	Risk Assessment	Risk Response
Operational	Succession Planning/Staff Turnover and Retention	Risks around business continuity, retention of institutional knowledge through retirement, leave of absence, or resignation. The pandemic has led to societal changes and re-evaluation of priorities, work-life balance, and return to work policies.	<ul style="list-style-type: none"> <li>• Review of staffing model by third party HR consulting firm completed in fall 2021, resulting in the addition of staffing resources to ensure the College can successfully meet its regulatory obligations now and into the future. These additional HR resources improve the distribution of workload, assist with succession planning, and help to diffuse the centralization of institutional knowledge.</li> <li>• A return to office plan will be developed and evaluated in Q1 – Q2.</li> <li>• College HR processes and procedures are undergoing review in 2022.</li> <li>• Conduct process documentation for key College activities to further decentralize knowledge of processes and procedures and ensure continuity.</li> <li>• Develop a records management policy to ensure documentation, continuity and accessibility of institutional knowledge.</li> </ul>
Financial	Increasing Costs of Regulation	Resources required to keep pace with complex and evolving regulatory requirements and economic inflation are increasing. Annual membership fees have been static over the last two years.	<ul style="list-style-type: none"> <li>• Prudent financial habits are in place at the College. For example, the College engages in zero-based budgeting; assesses vendor contracts to ensure the best value for the College (quality balanced with price) and Council and Management regularly monitor expenditures against the approved budget. Internal controls are in place for the highest risk areas, including on College purchases, and the audit Committee and Management review these internal controls annually.</li> </ul>

**Risk Monitoring Report  
March 2022**

Risk Area	Risk Identification	Risk Assessment	Risk Response
			<ul style="list-style-type: none"> <li>• Will require either additional resources or reduction of strategic projects.</li> <li>• Conduct analysis on By-law 2: Fee Schedule in Q3.</li> <li>• Reserve fund policy to be reviewed by Council in Q2.</li> </ul>
Financial	Investment Returns	Markets may become volatile due to current geopolitical conditions, presenting a risk to the College's investment returns.	<ul style="list-style-type: none"> <li>• Monitor situation with investment advisor.</li> <li>• To diffuse the risk, some funds have been moved to stable GICs.</li> <li>• The College's investment policy requires book value of investments in equities to not exceed 40% of the entire book value of the portfolio to limit market risk while allowing for a reasonable growth of the portfolio. The policy will be reviewed by the Audit Committee in Q1.</li> </ul>



## Council Briefing Note

<b>Topic:</b>	Amendment to the Governance Committee Terms of Reference
<b>Purpose:</b>	Decision Required
<b>Strategic Plan Relevance:</b>	Regulatory Effectiveness and Performance Measurement Governance Modernization and Enhancing Public Trust
<b>From:</b>	Registrar

### ISSUE

To consider the addition of Equity, Diversity and Inclusion (EDI) responsibilities to the Governance Committee Terms of Reference.

### PUBLIC INTEREST RATIONALE

Having a committee involved in making strategic recommendations to Council increases the number of EDI champions at the College and creates infrastructure that ensures that EDI is considered in a holistic, systematic way at the College.

### BACKGROUND

At its January 11 meeting, the Executive Committee agreed in principle with the recommendation that the EDI-B task force remain as a staff working group and that a Council Committee support strategic decision making related to EDI. The Executive Committee identified the Governance Committee as the Committee best positioned to assume these responsibilities.

At its February 23<sup>rd</sup> meeting, the Executive Committee reviewed the amended Governance Committee Terms of Reference and recommended that these terms be presented to Council at the March Council meeting.

### EQUITY IMPACT ASSESSMENT

Having a Council committee responsible for supporting the College’s EDI strategy ensures that equity-deserving groups and populations are considered in the strategic decision-making of the College.

Please refer to Appendix 1 for the amended document with the added responsibilities highlighted in yellow.

### **RECOMMENDATION/NEXT STEPS**

To approve the amended Governance Committee Terms of Reference to include responsibilities related to EDI.

### **ATTACHMENTS**

- Appendix 1: Governance Committee Terms of Reference



## **APPENDIX 1**

### **DRAFT Governance Committee Terms of Reference**

#### **PURPOSE**

The Governance Committee is an ad hoc committee established by Council to support the effective governance of the College. The Governance Committee evaluates, recommends, and implements initiatives that promote governance excellence and align with the College's mandate and strategic plan. **This committee will also support the College's strategic decision making related to Equity, Diversity and Inclusion (EDI) in alignment with the strategic plan.**

The Governance Committee is accountable to the Council for fulfilling any duties and responsibilities set out in the by-laws, these Terms of References, or as otherwise assigned by Council.

#### **RESPONSIBILITIES**

1. Review and consider the College's existing governance model and recommend changes that are consistent with leading evidence-based practices in governance and are within the College's control.
2. Oversee the implementation of changes to the governance model that Council adopts.
- 3. Consider and make recommendations to Council on College's EDI plan and strategy.**
4. Ongoing appraisal of the College's governance structure, processes, and policies to promote longstanding governance excellence at both the Council and Committee level.
5. Any additional responsibilities as directed by Council.

#### **COMPOSITION OF COMMITTEE**

The Governance Committee shall be composed of **at least** five members:

1. At least one Elected Councillor
2. At least one Public Councillor
3. At least one Committee Appointee

#### **CRITERIA FOR COMMITTEE SELECTION**

Council appoints individuals to committees in accordance with Article 8 of the by-laws.

#### **COMMITTEE STAFF SUPPORT**

Supported by Registrar & Executive Director, Manager-Governance & Operations, and other CDO staff. Staff administrative support includes minute taking, scheduling of meetings, and preparation of meeting materials.



## Council Briefing Note

<b>Topic:</b>	College Performance Measurement Framework (CPMF)
<b>Purpose:</b>	For Information and Discussion
<b>Strategic Plan Relevance:</b>	Regulatory Effectiveness and Performance Measurement Risk-Based and Right-Touch Regulation
<b>From:</b>	Registrar

### ISSUE

Council is being asked to review and provide feedback on the College’s DRAFT 2021 CPMF report.

### PUBLIC INTEREST RATIONALE

The CPMF is intended to strengthen accountability and drive quality improvement for regulators by setting standards and benchmarks based on best practices for regulatory excellence. It also improves transparency as the public can view the College’s plans for improvement more readily.

### BACKGROUND<sup>1</sup>

In 2020, the CPMF was developed by the Ministry of Health in collaboration with Ontario's health regulatory colleges, subject matter experts, and the public to strengthen the accountability of regulated health professions. The CPMF measures and reports in a standardized manner how well Ontario's health regulatory colleges are executing their public protection mandate. The College's report provides a broad overview of the College's governance and operation; the first submission by Ontario regulatory bodies, including the CDO, was in 2020.

The 2021 CPMF reflects a refinement of the framework based on feedback from Colleges and an attempt to make the CPMF tool easier to use. It also has new measure and evidence

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<sup>1</sup> Much of the following is taken from or based on the documents from the Ministry [March 25, 2022]

requirements, most notably related to EDI, risk management, and cybersecurity. In this iteration, the MOH requires the Colleges to comment on improvement plans identified in 2020.

On February 2, 2022, the MOH met with the College to provide feedback on the College's 2020 CPMF submission; the discussion focused on the College's strengths and weaknesses. The Ministry acknowledged that the COVID-19 pandemic may have impacted the Colleges' processes and procedures.

The College staff is also collaborating with other Colleges by actively participating in the HPRO-CPMF Working Group.

## **CONSIDERATIONS**

In reviewing the CPMF reporting tool, Council should consider the following:

- The Ministry directed Colleges to maintain the document's formatting (i.e. the table format). For this reason, the College is unable to change the structure of the report to enhance readability.
- The Ministry does not expect any College to meet every standard in the CPMF. Still, when a standard is not met, there is an expectation that achievable quality improvement plan within a proposed timeframe be presented.
- The College has already begun work on making process improvements in response to some of the standards, including the effort put forward by the Council's Governance Committee in the College's governance review.

## **RECOMMENDATION/NEXT STEPS**

The 2021 CPMF report is being presented for Council's information and feedback. The College will post the 2021 CPMF report on the College website on March 31, 2022, and then notify the Ministry after posting.

# Council Meeting Evaluation Results - March 24, 2022

1) Every member of Council had an opportunity to express their opinion.

Respondents: 9

Choice	Percentage	Count
All of the time	88.89%	8
Most of the Time	11.11%	1
Some of the Time	0.00%	0
None of the Time	0.00%	0
<b>Total</b>	<b>100%</b>	<b>9</b>

# Please add a comment if you selected Most of the Time, Some of the Time or None of the Time.

1 Speaking order difficult to manage

2) Active listening was demonstrated at all times.

Respondents: 9

Choice	Percentage	Count
Yes	88.89%	8
No	11.11%	1
<b>Total</b>	<b>100%</b>	<b>9</b>

# Additional Comments:

### 3) No member dominated the discussion.

Respondents: 9

Choice	Percentage	Count	
Strongly Agree	0.00%	0	
Agree	100.00%	9	
Disagree	0.00%	0	
Strongly disagree	0.00%	0	
<b>Total</b>	<b>100%</b>	<b>9</b>	

#### # Additional Comments:

### 4) Time was efficiently managed during the meeting.

Respondents: 9

Choice	Percentage	Count	
All of the Time	77.78%	7	
Most of the Time	22.22%	2	
Some of the Time	0.00%	0	
None of the Time	0.00%	0	
<b>Total</b>	<b>100%</b>	<b>9</b>	

#### # Additional Comments:

1 Too much time was taken to discuss Conflict of Interest and Bias

2 There were time when member asked the question or raised the issues on the topic already discussed or out of sequence

5) Decisions made were summarized after each agenda item.

Respondents: 9

Choice	Percentage	Count	
All of the Time	77.78%	7	
Most of the Time	22.22%	2	
Some of the Time	0.00%	0	
None of the Time	0.00%	0	
<b>Total</b>	<b>100%</b>	<b>9</b>	

# Additional Comments:	
1	some agenda items had no decisions required
2	Well done

6) Members of Council actively participated in the decision-making process.

Respondents: 9

Choice	Percentage	Count	
All of the Time	88.89%	8	
Most of the Time	11.11%	1	
Some of the Time	0.00%	0	
None of the Time	0.00%	0	
<b>Total</b>	<b>100%</b>	<b>9</b>	

# Additional Comments:	
1	When able to get into discussions in timely manner

7) Council demonstrated an ability to make the best decisions possible.

Respondents: 9

Choice	Percentage	Count	
All of the Time	77.78%	7	
Most of the Time	22.22%	2	
Some of the Time	0.00%	0	
None of the Time	0.00%	0	
<b>Total</b>	<b>100%</b>	<b>9</b>	

# Additional Comments:	
1	some confusing conversation around bias/conflict of interest
2	none

8) Climate was respectful.

Respondents: 9

Choice	Percentage	Count	
All of the Time	100.00%	9	
Most of the Time	0.00%	0	
Some of the Time	0.00%	0	
None of the Time	0.00%	0	
<b>Total</b>	<b>100%</b>	<b>9</b>	

# Additional Comments:

9) In your opinion, were operational issues discussed inappropriately?

Respondents: 9

Choice	Percentage	Count
Yes	11.11%	1
No	88.89%	8
Total	100%	9

# Additional Comments:

10) Additional Remarks:

Respondents: 3

# 10) Additional Remarks:

- 1 Very helpful to be informed so well, clearly and concisely regarding CDO lease/future office space issue. Discussions were full but needed and we consistently made up time and were well ahead of scheduled estimates. Well done everyone.
- 2 We need to explore uses of chat. Not only speaking order but impromptu questions and more spontaneity to encourage discussion
- 3 n/a