



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

**MINUTES**

**Monday, June 26, 2023, and Tuesday, June 27, 2023**

The ALT Toronto Hotel & Virtually via Zoom

**Public Member Attendees:**

Nitin Madhvani (Chair)  
Carole Baxter  
Jesse Finn  
Richard O'Brien  
Tyrone Skanes

**Professional Member Attendees:**

Theresa Stevens (Vice Chair)  
Sinéad Dufour  
Anna Grunin  
Janet Law  
Dennis Ng  
Pulak Parikh  
Gary Rehan  
Katie Schulz  
Maureen Vanwart  
Andy Wang

**Staff Attendees:**

Craig Roxborough, Registrar & CEO  
Anita Ashton, Deputy Registrar & COO  
Zoe Robinson, VP, Finance & Reporting  
Lisa Pretty, VP, Organizational Effectiveness  
Mara Berger, Director Policy, Governance &  
General Counsel  
Joyce Huang, Manger Strategy

**Recorder:**

Elicia Persaud, Governance Analyst

**Public Member Regrets:**

Tyrone Skanes (June 27)  
Laina Smith (June 26 & 27)

**Professional Member Regrets:**

Gary Rehan (June 27)

*Council members participated in an ice-breaker session from 9:00 – 10:00 a.m. which was closed to the public.*

**Monday, June 26, 2023**

**10:00 a.m. Welcome**

N. Madhvani, Chair, 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 Motion Approval of the Agenda 1.0**

It was moved by T. Stevens and seconded by A. Grunin that:

The agenda be accepted with the possibility for changes to the order of items to address time constraints and with the addition of a motion to authorize the release of the relevant sections of the March 23, 2023, in camera minutes to RBC Dominion.

**CARRIED.**

**2.0 Motion Approval of the Consent Agenda 2.0**

It was moved by K. Schulz and seconded by P. Parikh that:

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

- Approval of the March 23-24, 2023 and April 28, 2023 Council minutes.
- Acceptance of the March 7, 2023 Executive Committee Minutes.

**CARRIED.**

G. Rehan abstained from voting.

**3.0 Registrar's Message**

C. Roxborough, Registrar and CEO, provided Council with information about his regulatory experience and noted his guiding principles as the new Registrar of the College which includes:

- a focus on Right Touch Regulation and risk,
- emphasis on meaningful engagement,
- system partner collaboration,
- opportunities for continuous improvement, and
- evidence informed decision making.

The conclusion of the presentation highlighted that there are many resources by the College trying to help the profession understand the rules and to translate what the minimum expectations are, which supports preventative regulatory approaches, there is also a strong commitment to the work and to the public interest and collaboration by staff, and there is a strong focus on customer service.

G. Rehan left the meeting at 10:18 a.m.



### **3.b Motion to Authorize Release of In Camera Minutes**

A request from RBC Dominion bank requires the official record of the appointment of C. Roxborough as Registrar & CEO. As this appointment was officially made in camera, in accordance with Governance Policy 7.13, Council was asked to authorize the release of the relevant portion of the in camera minutes of March 23, 2023 to RBC.

#### **Motion 3.b**

It was moved by A. Wang and seconded by R. O'Brien that:

Council authorizes the President to permit the release of the requested information contained in the March 23, 2023, in camera minutes to RBC, with all other information being redacted.

**CARRIED.**

### **4.0 PT Claims Data and How It Can Inform Decision Making**

In keeping with Council's commitment to integrate data to inform decision making and to support more effective reporting, Maggie Green from BMS Canada Risk Services Ltd. provided Council with an overview of professional liability insurance including:

- why physiotherapists require professional liability insurance,
- the difference between malpractice claims, regulatory legal and expense claims (college complaints) and criminal claims,
- the CPO professional liability insurance requirements, and
- different types of liability insurance that do not meet the CPO liability insurance requirement but are helpful to be aware of including Clinic Professional Liability Insurance, Commercial General liability and Cyber Risk and Liability Insurance.

When considering professional liability insurance, physiotherapists should evaluate what is covered and not covered in their policy, are there limits and sub-limits, where and when are they covered, and do they have to pay anything if they have a claim.

M. Green noted that evaluating risk, minimizing exposure, and charging the appropriate rates for the policies are key considerations by insurers while the focus of regulators, such as



the College, is to protect the public and ensure that the public has access to compensation where appropriate.

## **5.0 Canadian Alliance of Physiotherapy Regulators (CAPR)**

Dr. Bob Haennel, Chief Executive Officer of the Canadian Alliance of Physiotherapy Regulators (CAPR) provided Council with an update on the CAPR member and client services as well as some insight into the future direction of the CAPR.

It was noted that CAPR's primary mandate remains focused on exams and credentialing, but that they will consider their role in supporting policy discussions and they anticipate moving toward a more, and potentially fully, competency-based Board.

As part of the future direction of CAPR, the short and long-term plan for the evaluation services was presented which includes:

### Short-term plan:

- Launching the client portal.
- Increasing the types of documents that they accept digitally.
- Launching a practice exam.
- Developing a screening tool for IEPTs to assess readiness to challenge the licensure exam.
- Reviewing credentialing policies for barriers (e.g., supervised practice hours requirement).
- Offering the Written Component more frequently.
- Exploring permit-to-permit pathways.
- Enhancing communication with examination candidates/credentialing applicants and partners.
- Reviewing the examination policy.

### Long-term plan:

- Developing enhanced written exam targeting patient safety, decision-making and clinical reasoning.
- Developing competency assessment process for IEPTs who do not perform well on the screening tool.
- Establishing partnerships with bridging programs - address IEPTs' education /training gaps.
- With regulators, explore options - allow individuals to practice (restricted) while they are working toward full licensure.
- Developing resources for alternative careers.



- Providing more supports and resources for IEPTs.

## **6.0 Ontario Fairness Commissioner (OFC)**

Commissioner Glasberg presented Council with an overview and several updates on the Office of the Fairness Commissioner, which included:

- A historical overview of the Fair Access Legislation in Ontario.
- The role and the function of the Fairness Commissioner.
- An overview of the Risk Compliance Framework which consider both the regulators historical performance plus a series of forward-looking risk factors.
- The Fair Access Registration Ecosystem.
- The ongoing work on applying diversity, inclusion, and anti-racism principles into fair registration practices.
- And recent legislative amendments to the *Fair Access to Regulated Professions and Compulsory Trades Act* (FARPACTA) and the *Regulated Health Professions Act* (RHPA).

## **7.0 Introduction to Council Member Commitments**

M. Berger, Director Policy, Governance, & General Counsel, provided an overview of Council Member commitments which include conflicts of interest, declaration of office including fulfilling their statutory duties, compliance with the Code of the Conduct and compliance with College policies.

The Code of Conduct was reviewed in detail noting the three components: performance expectations, sanctions, and procedural and other safeguards, highlighting the impact and steps taken when there is a Code of Conduct breach.

## **8.0 Annual General Meeting**

A. Ashton, Deputy Registrar and Chief Operating Officer presented highlights from the Annual Committee Report (Appendix A).

## **9.0 Approval of the 2023-2024 Committee Slate**

E. Persaud, Governance Analyst, presented Council with the proposed 2023-2024 committee slate as recommended by the Executive Committee. Two new additions were also highlighted,



which includes the introduction of Vice Chairs for Committees as a pilot project and the appointment of all Council members to the Discipline and Fitness to Practise Committees, excluding the President. It was noted that should Council approve the appointment of all Council members to the Discipline and Fitness to Practice Committees, excluding the President, an amendment of the By-laws would be required to lift a current maximum of Professional Council members that can be appointed to those committees. It was also noted that if the Vice Chairs pilot is successful, future revisions to the By-laws and Governance Policies would be required.

Council reviewed the changes for each committee which resulted in a few questions regarding the proposed individuals for the Inquiries, Complaints and Reports Committee, however no changes were made.

**Motion 9.0**

It was moved by P. Parikh and seconded by A. Grunin that:

Council approves the 2023-2024 Committee Slate, including the Chairs, Vice Chairs, and appointments of the non-council Committee members.

**CARRIED.**

R. O'Brien abstained from voting.

**Motion 9.1**

It was moved by C. Baxter and seconded by M. Vanwart that:  
Council approves the proposed amendments to s. 7.1 (4)(a)(i) and s. 7.1 (5)(a)(i) of the College Bylaws.

**CARRIED.**

**Adjournment of Day One**

The meeting was adjourned at 4:36 p.m.



**Tuesday, June 27, 2023**

The meeting was called to order at 9:00 a.m.

#### **10.0 President's Report**

N. Madhvani, President, provided Council with a summary of the President activities since the March Council meeting which included a summary of the post- Council meeting survey results and an overview of the new Council member orientation session that took place in early June.

It was also noted that in keeping with the role of the President, T. Stevens, Past President, nominated A. Ashton, Deputy Registrar & Chief Operating Officer, as the Canadian Alliance of Physiotherapy Regulators (CAPR) Board member.

#### **11.0 Executive Office Report**

C. Roxborough, presented Council with an Executive Office report which included an overview of operational work completed in the last quarter that supports the Strategic Plan (Appendix B).

D. Ng joined the meeting at 9:34 a.m.

#### **12.0 Introduction to the Governance Review**

In keeping with Council's strategic goal to improve governance practices, The Regulators Practice was selected to conduct a third-party Governance review. Bradley Chisholm, Project Lead, Harry Cayton, Senior Advisor and Deanna Williams, Senior Advisor, presented Council with an overview of the process for this review, including Council's involvement, noting that it will provide Council with clear insight and awareness to their strengths and opportunities for improvements.

The review includes a high-level look at governance practices and Council outputs and includes some education on other governance reviews that have been conducted as a means for additional learning and reflection on environmental trends. The scope of the review will not include a review of the current legislation.

Next steps were highlighted which includes:

- Completion of surveys by Council,



- Committee and Council observations, and
- Focus group sign-up for October focus group sessions.

### **13.0 Entry to Practice Working Group**

J. Huang, Manager, Strategy, provided Council with historical context on the Entry to Practice scoping review conducted in 2019 which produced a number of next steps. In 2021 Council established a working group to investigate the recommendations in more detail and included exploring some possible solutions to the clinical exam.

As the working group has not met since May 2022, and given the changes to the entry to practice landscape, it was assessed that the current entry to practice working group may no longer be fit for purpose. It was noted that staff will continue to monitor external developments and review our registration program elements as needed.

#### **13.0**

**Motion** It was moved by K. Schulz and seconded by R. O'Brien that:

Council sunset the Entry to Practice Working Group effective June 27, 2023.

**CARRIED.**

### **14.0 Q4 / Year End Financial Report**

Z. Robinson, Vice President, Finance & Reporting, provided Council with an update on the College's year-end financial reports. It was confirmed that the College is up to date with all remittances.

### **15.0 Enterprise Risk Management Policy**

Following-up on the education session in June, Z. Robinson provided Council with additional training to further enhance Council's understanding of risk, which included the different types of risk.

Council was then introduced to the concepts of an Enterprise Risk Management Policy and Enterprise Risk Management Program and the differences in accountability between Council and operations. The Risk Registry and Risk Management Model was presented for Council, noting that Council can expect its first Risk report in December.





D. Ng left the meeting at 11:24 a.m.  
K. Schulz left the meeting at 12:30 p.m.

**16.0 Approval of the 2022-2023 Audited Financial Statements**

Blair MacKenzie, Managing Partner, and Geoff Clute, Principle, from the College's auditing firm, Hilborn LLP, presented Council with the 2022- 2023 audited financial statements ending March 31, 2023.

The auditor noted that the College received a clean opinion, and that no material concerns were identified in the audit.

**Motion 16.0**

It was moved by J. Law and seconded by A. Wang that:

Council approves the 2022-2023 Audited Financial Statements ending March 31, 2023.

**CARRIED.**

**17.0 Motion to Amend the Agenda**

The Chair tabled a motion to amend the agenda to add a new item to amend the committee slate as a result of the resignation of Public Member T. Skanes.

**Motion 17.0**

It was moved by M. Vanwart and seconded by R. O'Brien that:

Council approves the addition of item 17.1 to appoint Laina Smith to the Registration Committee and the Inquiries, Complaints and Reports Committee.

**CARRIED.**

**17.1 Motion to Appoint Laina Smith**

In keeping with the Public Member appointment process, all resignations must be approved by the Minister of Health. To ensure that the Registration and Inquiries, Complaints and Reports Committees will remain constituted upon approval of the resignation of T. Skanes, a slate amendment was proposed.

**Motion 17.1**

It was moved by A. Grunin and seconded by P. Parikh that:

Council appoints Laina Smith to the Registration Committee and the Inquiries, Complaints and Reports Committee.

**CARRIED.**



## **18.0 Financial Stabilization Plan**

As staff begin developing a long-term financial plan to support an operational and financial decision-making framework going forward, Council was asked to explore its financial priorities within the five areas of:

- Fees
- Deficit
- Operational reserves
- Strategic priorities
- Operational resourcing

To support Council with this discussion C. Roxborough provided an overview of the different factors that impact the College's financial position, which includes the College's revenue streams, approach to budgeting, the Ontario Clinical Exam and its impact on the Colleges revenues, regulatory obligations, operating costs, and the operational reserves.

The feedback provided by Council demonstrated a consensus that there needs to be an appropriate plan to support the financial sustainability of the College. Staff will explore the different options within each of the financial priorities and bring forward a proposed plan to the Council in September.

## **19.0 Motion to go in camera pursuant to section 7.2(d) of the Health Professions Procedural Code**

**19.0**

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

Council moves in camera pursuant to Section 7.2(d) of the Health Professions Procedural Code.

**CARRIED.**

Council moved to an in camera session at 2:55 p.m. Council returned to the public portion of the meeting at 3:25 p.m.

N. Madhvani noted that in keeping with the College's commitment to transparency it should be noted in the public minutes that Council discussed a funding request for financial planning analysis software. Council approved this expenditure to implement the financial planning and analysis software in this fiscal year 2023-2024 and integrate ongoing subscription costs into future annual budgets.



**20.0 Members' Motion (s)**

No members' motions were made.

**Adjournment**

P. Parikh motioned that the meeting be adjourned. The meeting adjourned at 3:28 p.m.

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Nitin Madhvani, Chair



COLLEGE OF  
**PHYSIOTHERAPISTS**  
of ONTARIO  

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*Regulating Physiotherapists*

# CPO Highlights 2022/23





# Committee Reports

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- Executive
- Finance (Non Statutory)
- Examinations (Non Statutory)
- Registration
- Quality Assurance
- Inquiries Complaints and Reports Committee (ICRC)
- Discipline / Fitness to Practise Committee
- Patient Relations Committee



# How It All Came Together...

## Executive Committee

10 Meetings

Council / Non Council Professional Development

Governance Review Partner Selection

Considered the Committee Slate

Provided Staff Direction On:

- Strategic Initiatives 2023/2024
- Educational Priorities
- KPIs and the Dashboard
- Allowances and Expenses Policy
- Standards Review Framework
- Budget 2023/2024

# Finance Committee



## Financial Monitoring and Oversight

Annual Audit



## Oversight of the Operating Budget

Monitoring the financial performance of the OCE



## Long Term Financial Planning

Consideration of the annual renewal and other administrative fees.

# Examinations & Committee

- 01 456 candidates went through the hybrid exam
- 02 128 PT Examiners support the OCE
- 03 Exam results are psychometrically reviewed before the pass score is set
- 04 4 policies reviewed and approved
- 05 0 appeals by candidates

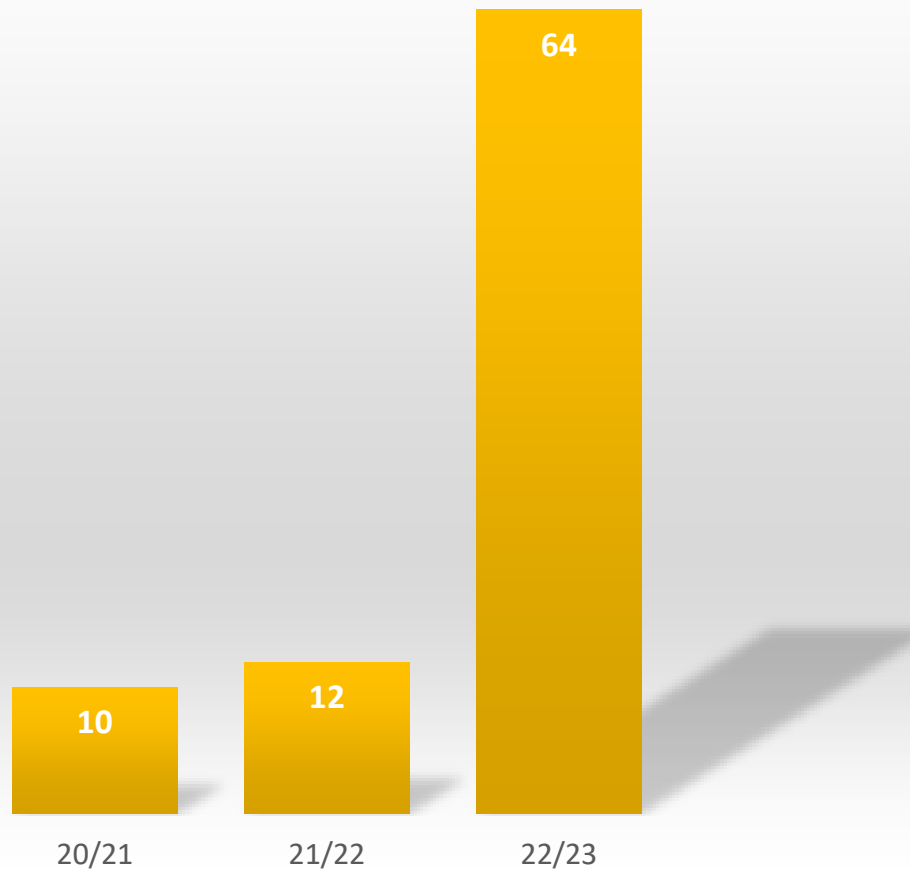
Annual Technical Report will be released in Spring 2024





# REGISTRATION COMMITTEE

# of Cases Considered By the Committee



## Committee Decisions

Denied an IPC

74%

Granted an IPC

21%

Granted an IPC  
with TCL

5%

# Quality Assurance Committee

## Top 5 Concerns - Interview

1. Substitute decision makers
2. Power imbalances
2. Ethical Dilemmas
4. Consent
5. Risks with controlled acts

**45  
Assessors**

**981 Screening  
Interviews**

**71%  
Exemption  
Policy**

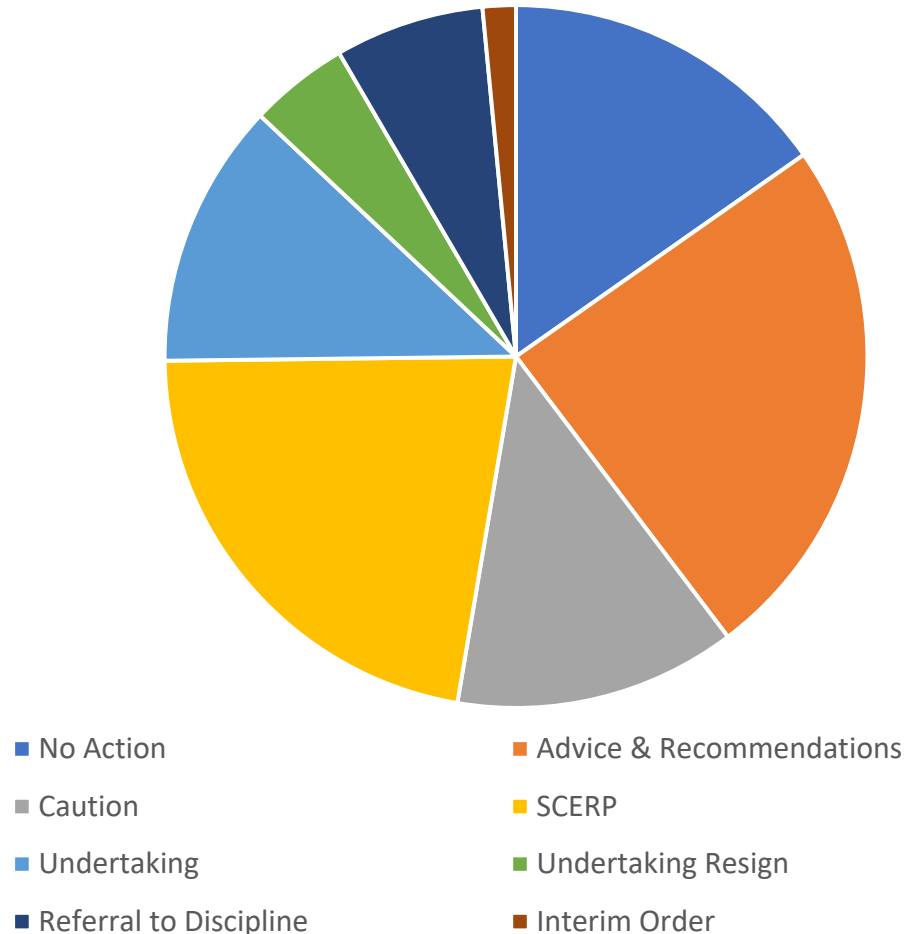
**3% Move  
to an  
Assessment**

**Biggest Concerns -  
Assessment**

**Record Keeping  
Clinical Reasoning**

# Inquiries, Complaints & Reports Committee

114 - Outcomes



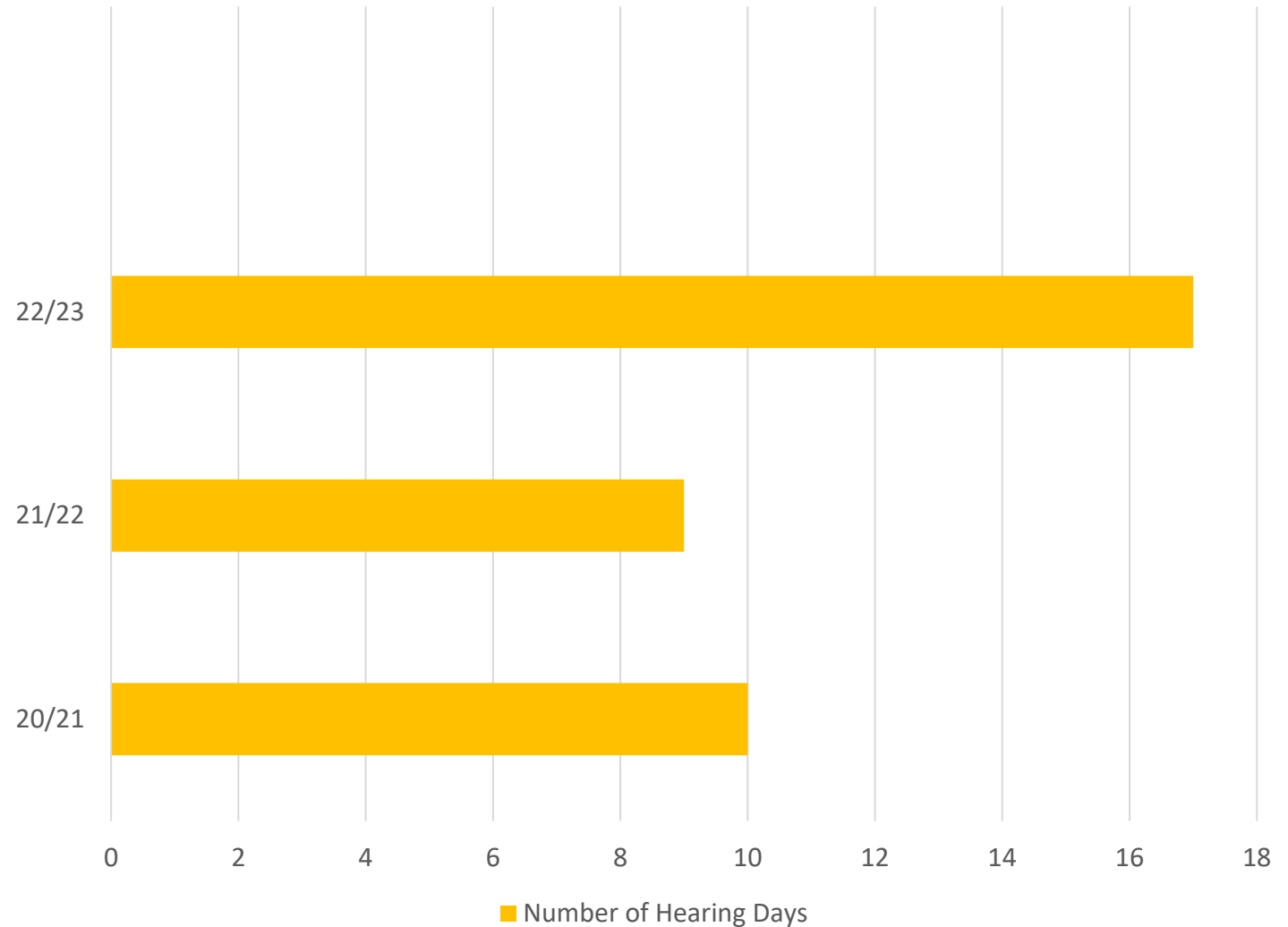
## Five Things to Know

1. Committee met 26 times
2. 36% of cases include concerns of record keeping
3. 16% of cases involved a Resident
4. 63 appointments of an investigator
5. 14 decisions appealed to HPARB

# Discipline & Fitness to Practise Committee

## Of Interest...

- All Hearings are conducted virtually
- Allegations Include
  - Sexual Abuse / boundaries
  - Business Practices
  - Use of PTAs
  - Privacy
  - Meeting professional obligations





# Patient Relations Committee

## Highlights...

The Committee Supported the Creation of:

Videos

- How PTs Use Sensitive Practice Principles
- Avoid Misunderstandings in Clinical Practice
- How to Develop a Sensitive Practice

Blog:

Addressing and Preventing Sexual Abuse

Funding for Therapy and Counseling

13 Patients are receiving funding

# Executive Office Update

Craig Roxborough, PhD  
Registrar & CEO

To see how we  
are delivering.



# 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.





# 01



Regulation  
and Risk

## **Risk and Regulation**

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



# Exam Exemption Policy

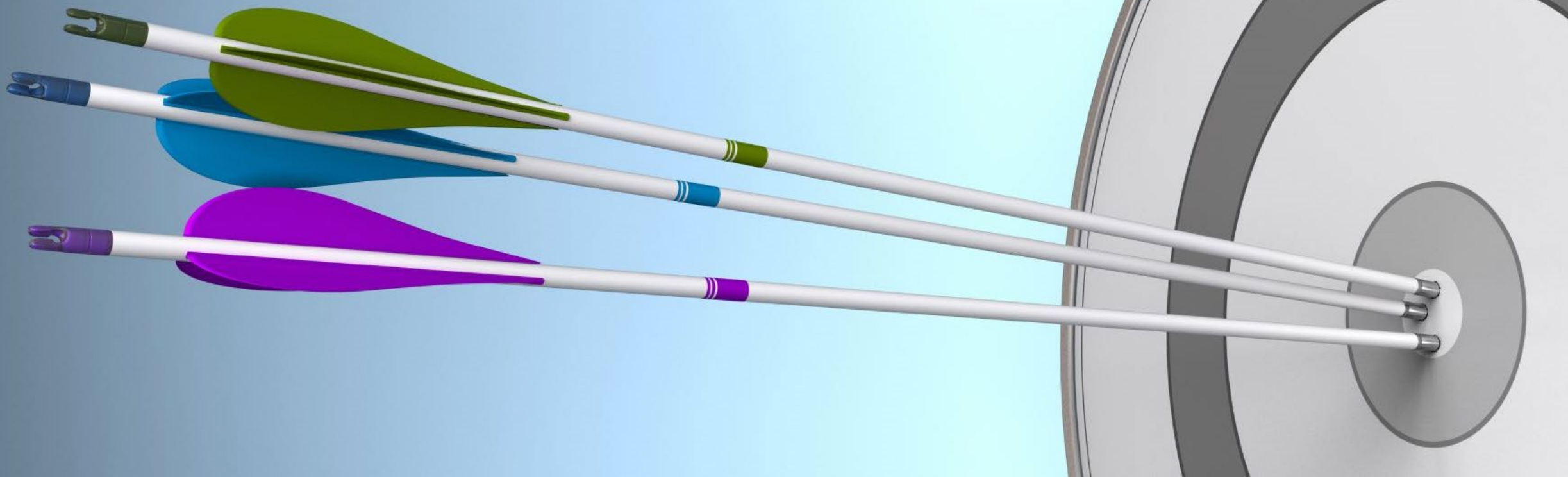
Revoked March 2023

1058 IPCs issued

QA process leveraged

# Ontario Clinical Exam

**5** Cycles to date    **605** Candidates to date    **149** Candidates in June



# Emergency Class

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- Required to create new class of licensure
- Submitted to Ministry by May 1 deadline
- Back-and-forth with Ministry to clarify intentions

*Anticipating Summer Approval*

# Increasing Regulatory Obligations



**850** Inquiries to Practice Advice in May

**50** More concerns than same time period in 2022

**30** 30 more compliance cases than same time period in 2022

**5** Divisional Court Appeals

# 02



Engagement and  
Partnerships

## 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.

# System Partners



**ONTARIO  
PHYSIOTHERAPY  
ASSOCIATION**

- ✓ Establish relationship
- ✓ Identify key priorities
- ✓ Explore PT experience

- ✓ Support their ongoing transformation
- ✓ Increasing test numbers
- ✓ National standards work

**CAPR**  
Canadian Alliance  
of Physiotherapy  
Regulators

**ACORP**  
Alliance canadienne des  
organismes de réglementation  
de la physiothérapie

# Public Engagement

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- The Registrar's Magazine profile on the Citizen Advisory Group
- Health Regulators Partnership to support engagement
- Profile of our work and a shout out to CPO!

*The Public*

## A LOOK AT ONTARIO'S CITIZEN ADVISORY GROUP

*The Registrar staff*



**F**rom strategic planning to updating licensee-focused regulations, public engagement is vital to ensure transparency and openness in the regulatory sector.

In Ontario, the Citizen Advisory

Group (CAG) supports health regulators in reaching that level of transparency. Established in 2015 by the College of Physiotherapists of Ontario (CPO) as a patient feedback tool, it has now evolved into the CAG Partnership, a collective of 22 health regulatory colleges ("Part-

ners" in Ontario) that use a variety of engagement modalities to directly engage with the public.

CAG Members, comprised of patients and caregivers from across Ontario, provide input on Partner colleges' policies and standards,



# OCE Candidate Q&A Live Webinar



Clinical Exam Webinar

The Ontario Clinical Exam (OCE)

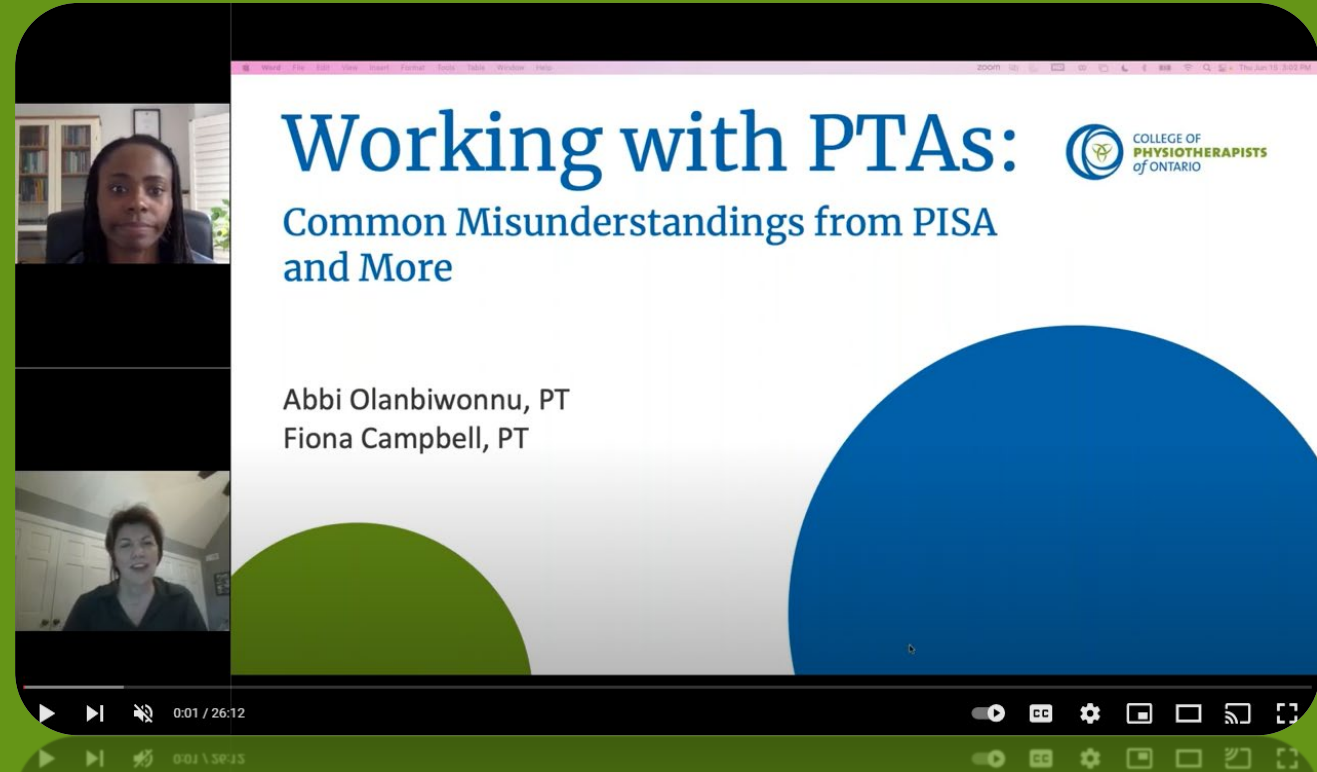


COLLEGE OF  
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of ONTARIO

Prepare candidates for all stages of the exam process to create a smooth and comfortable experience.

## Knowledge Translation

- Addressing knowledge gaps from PISA
- Answering common inquires to Practice Advice

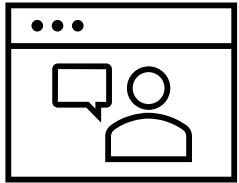


The screenshot shows a Zoom meeting interface. On the left, there are two video thumbnails: the top one shows a woman with dark hair, and the bottom one shows a woman with short brown hair. The main area displays a presentation slide with the following content:

- Working with PTAs:** Common Misunderstandings from PISA and More
- COLLEGE OF PHYSIOTHERAPISTS of ONTARIO
- Abbi Olanbiwonnu, PT  
Fiona Campbell, PT

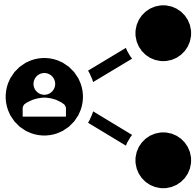
The slide has a white background with a large blue semi-circle on the right and a green semi-circle on the left. The Zoom control bar at the bottom shows a play button, a volume icon, a timer at 0:01 / 26:12, and various other icons.

# Transitioning to Practice in Ontario Modules



## 6 Part Education Series

- Focus on supporting IEPTs and new grads
- Improve understanding of health care context
- Address common questions around communication, business practices, etc.



## Share with Stakeholders

- Push out to system partners
- Amplify distribution and reach



# Public Member *Advocacy*

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- Reinvigorated advocacy for new appointments
- Increasing workload requires full complement
- Gov't support of/for Public Member President

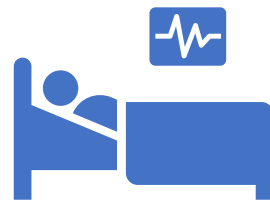


# System Change



## As of Right Rules

- Enables “Out of Province Regulated Health Professionals” to practice w/o registration
- Targets four professions
- Site restricted to hospital & LTC



## Expanding Community Surgeries

- Increasing surgical capacity *outside* hospitals
- Low risk hip & knee surgeries in community
- Framework is being built but many details (incl. funding and rehabilitative supports) outstanding

# 03



People and  
Culture

## People and 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.

# Council Education

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Jam packed education agenda

Delivering on CPMF

Providing Orientation to new Council members



# People & Culture Transformation

## Modernizing Performance Evaluation

Developing a consistent and standardized approach that promotes **equity and transparency** while driving performance.

## Assessing Staff Engagement

Introducing a new tool to **measure and monitor** staff engagement, evaluate well-being, and track EDI integration.



## SharePoint Migration

Enhanced cybersecurity protection.

Move to cloud enabling remote working.

Improved information architecture and functionality.



# 04



**Performance and  
Accountability**

## **Performance and 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.



## Governance *Best Practices*

Identify and benchmark against best practices.

Leverage learnings and build on strengths.

# By-Law Refresh

Some minor housekeeping changes.

More substantive options to be explored:

- Responding to Governance Review
- Align with CPMF expectations



## ***Council Evaluations***

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- Will be rebuilding this process
- Piloting new approaches
- Collect your feedback along the way





## Enterprise Risk Management

Developing a policy and program to **manage and monitor** risks to the organization.

## Data is coming...

- March feedback is informing KPI development
- Standardized reporting framework
- Standardized reporting periods

Measure, Monitor, and Oversee



CPO will be making a donation to install a **memorial bench** in the Municipality of Dysart near his family cottage.

In Memoriam: Rod Hamilton





Questions?

