



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

AGENDA

November 27, 2020 from 9:00am to 2:00pm

College Council Chambers/Virtual via Zoom

9:00 AM

November 27, 2020

1 Approval of the Agenda

Motion For Decision

2 Council Meeting Minutes of October 23, 2020

Motion For Decision

3 Amendment to Committee Slate 2020-2021

(Materials to come post Executive Committee meeting)
Motion For Decision

4 Investment Strategy Report

Presentation by Bill Quinn, RBC Investment Advisor

5 CAPR Board Rep Update

Gary Rehan

6 Program Area Operations Reports (Q1 & Q2)

Presentation by Program Managers

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

7 Annual Committee Reports – 2019-2020

For Information

Committee Chairs will be available to respond to any questions.

- Executive Committee
- Finance Committee
- Registration Committee
- Quality Assurance Committee
- Patient Relations Committee
- Inquiries, Complaints and Reports Committee
- Discipline and Fitness to Practice Committee



- 8** **2020/2021 Q2 Financial Report**
For Information
Presentation by Zoe Robinson CPA, CMA, Director, Corporate Services
- 9** **Appointment of Auditor**
- Motion** For Decision
- 10** **Honorary Physiotherapist Designation**
- Motion** For Decision
- Executive Committee is recommending to Council that it approve a governance policy that would permit the College to recognize outstanding individual contribution
- 11** **College Policies Framework: For Approval**
For Decision
- Motion** Staff previously sought feedback from the Executive Committee and Council on a preliminary framework for the approval of College policies. Council is now asked to consider and approve the revised framework.
- 12** **President's Report**
- 13** **Registrar's Report**
- 14** **Members' Motion/s**

Adjournment

Future Council Meeting Dates:

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



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ORDRE DES
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Motion No.: 1

**Council Meeting
November 27, 2020**

Agenda # 1: Approval of the agenda

It is moved by

and seconded by

that:

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



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Motion No.: 2

**Council Meeting
November 27, 2020**

Agenda #2: Approval of the Council Meeting Minutes of October 22-23, 2020

It is moved by

and seconded by

that:

the Council meeting minutes of October 22-23, 2020 be approved.



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

MINUTES

October 22-23, 2020

College of Physiotherapist Boardroom & Virtually via Zoom

In-person Attendees:

Darryn Mandel, President
Theresa Stevens, Vice President
Jennifer Clifford, PT

Guests on zoom:

Anastasia Newman
Beth Bergman
Jim Wernham
Daniel Negro
Sue Grebe
Angelo Karalekas
Monica Clarke
Gary Rehan
Nicole Graham
Richa Rehan
Antoinette Megens

Zoom Attendees:

Martin Bilodeau, PT
Janet Law, PT
Tyrone Skanes, Public
Sharee Mandel, PT
Sharon Switzer-McIntyre, PT
Hervé Cavanagh, PT
Nitin Madhvani, Public
Ronald Bourret, Public
Katie Schulz, PT
Jesse Finn, Public
Karen St. Jacques, PT

Regrets: Tom McAfee, Public
(Oct 22 and 23, 2020)

Staff on Zoom:

Rod Hamilton, Registrar
Justin Rafton
Olivia Kisil
Barbara Hou

Recorder: Barbara Hou

October 22, 2020

1:00 PM

Welcome

D. Mandel, welcomed guests, Council members, and speakers for the Council education session.

Sexual Abuse Awareness Training

Joanne Birenbaum and Dr. Lori Haskell facilitated sexual abuse awareness training with councilors, committee members, and staff. Key concepts included sexual abuse, the neurobiology of sexual assault trauma, barriers in reporting sexual assault, and how complaints/cases are handled within the context of the criminal justice system and society as a whole.

Bias and Conflict of Interest

Elyse Sunshine and Lonny Rosen facilitated Conflict of Interest and Bias training. Key concepts included perceived v. real conflict, decision making responsibility of Council/Committee members when fulfilling their fiduciary duties, and the duty of disclosure.

1.0 Motion Approval of the Agenda
1.0



It was moved by S. Switzer-McIntyre 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.

Amendment to add Canadian Alliance of Physiotherapy Regulators (CAPR) clinical examination status update for discussion in-camera. Gary Rehan, CAPR Board representative advised confidential materials would be circulated ahead of that discussion.

CARRIED.

2.0 Motion Approval of the Council Meeting Minutes of September 23, 2020

It was moved by R. Bourret and seconded by T. Skanes that: the Council meeting minutes of September 23, 2020, be approved.

CARRIED.

3.0 Registrar's Report

R. Hamilton, Registrar provided a brief overview on two issues:

- the Registration Committee process for managing provisional practice requests from failed examination candidates and
- the College performance management framework (CPMF) that has nearly been finalized by the Ministry of Health

J. Rafton, Policy Manager, provided Council with more detail on the CPMF highlighting the key measurement domains and how the College might be expected to perform on them:

- System Partner
- Resources
- Information Management
- Regulatory Policies
- Suitability to Practice
- Measurement Reporting and Improvement
- Governance

Council would be provided the complete document once released by the Ministry of Health.

Meeting adjourned at 5:00 PM

October 23, 2020

9:00 AM

4.0 President's Report

D.Mandel updated Council with an update on public member appointments. K. Kanji tendered his resignation as a Public Member. N. Madhvani was re-appointed. J. Finn and R. Bourret are next up for re-appointment as public members on Council.

D. Mandel also acknowledged Council will provide direction and guidance in response to CAPR related legal matter.



5.0 By-law and Governance Review-Recommended changes
Motion 5.0

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

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

1. Ensure consistency of terminology, spelling/grammar, and the non-classification of gender throughout the document;

1a. Change terminology from 'pandemic' to 'public health crises'

2. By-law Section 2.9 Membership in Associations: Remove reference requiring continued membership in CAPR.

3. By-law Section 7.6 Performance Review for Registrar: Annual performance review to be coordinated by the President and involve Executive Committee.

3a. Align new process in both the Governance policies re: 'Registrar review policy' and 'Role of Executive committee'.

Staff will coordinate a legal review and consultation on the proposed changes.

CARRIED

6.0 Motion to go *in camera* pursuant to section 7(2)(d) of the Health Professions Procedural Code
Motion 6.0

It was moved by T. Stevens and seconded by R. Bourret that:

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

CARRIED.

Council moved in camera at 12:00 p.m. and moved back into the public portion of the meeting at 1:15 p.m.

Adjournment

It was moved by S. Mandel and H. Cavanagh that the meeting be adjourned.

CARRIED.

The meeting was adjourned at 1:15 p.m.

Mr. Darryn Mandel, President



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Motion No.: 3

Motion

**Council Meeting
November 27, 2020**

Agenda 3: Committee Slate Amendments

It is moved by

and seconded by

that:

the Council approves the following amendments to the Committee Slate:

- Appoint Janet Law as Chair to the Finance Committee
- Appoint Nitin Madhvani to Quality Assurance Committee

| | |
|-----------------------|--|
| Meeting Date: | November 27, 2020 |
| Agenda Item #: | 3 |
| Issue: | Revisions to the 2020-2021 Committee Slate |
| Submitted by: | Rod Hamilton, Registrar |

Issue:

Council is being asked to consider some minor revisions to the 2020-2021 committee slates recommended by the Executive Committee.

Background:

There are two issues that this set of revisions to the Committee slate needs to resolve.

The first is the recent resignation of Karim Kanji from Council.

This means that he is no longer available to serve on the Discipline/Fitness to Practise Committee or the Quality Assurance Committee.

With respect to Discipline/Fitness to Practise, Mr. Kanji will be removed from this committee, which would still leave four publicly appointed members on the Committee.

With respect to Quality Assurance, it is proposed that Mr. Kanji be replaced on the Committee by Nitin Madhvani. Mr. Madhvani has indicated that he would be willing to serve in this role.

The second is that when the slate was originally approved, no one had expressed an interest in serving as the Finance Committee Chair, so no one had been designated this role.

In advance of the new Finance Committee's first meeting, the President asked if anyone on the Committee would be interested in serving as Chair. Janet Law expressed a willingness to do so.

With the committee's permission, Ms. Law served in an acting chair role at the Committee's first meeting. The proposed change would formally appoint her as the chair of the Committee

Decision Sought:

Council is asked to approve Executive's recommendation for the revised Committee Slate by appointing Janet Law as Chair of Finance Committee and Nitin Madhvani to the Quality Assurance Committee.

Appendices:

- **Appendix 1:** 2020-2021 Revised Committee Slate



Appendix 1: 2020-2021 Committee Slate

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

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

| COMMITTEE | REQUIRED COMMITTEE COMPOSITION | PROPOSED MEMBERSHIP | BRIEF DESCRIPTION OF STATUTORY COMMITTEE'S RESPONSIBILITIES | Staff Support |
|-----------|---|---|---|---------------|
| | <ul style="list-style-type: none"> 3 Councillors at least 1 or 2 Public Appointees | Janet Law, Chair Jennifer Clifford Nitin Madhvani | | |

ADDITIONAL:

CAPR CPO Representative to the Board
 Gary Rehan – Appointed by Darryn Mandel

Agenda # 4

Investment Strategy Report

Presentation by Bill Quinn (RBC Investment Advisor)-no materials

Agenda # 5

CAPR Board Rep update

Gary Rehan- no material

Agenda # 6

Program Area Operations Report

Presentation- no materials

Agenda # 7

Annual Committee Report 2019-2020

- Executive Committee
- Finance Committee
- Registration Committee
- Quality Assurance Committee
- Patient Relations Committee
- Inquiries, Complaints and Reports Committee
- Discipline and Fitness to Practice Committee



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ANNUAL COMMITTEE REPORT EXECUTIVE COMMITTEE

April 1, 2019 to March 31, 2020

Committee Membership and Number of Meetings in 2019/2020 Fiscal Year:

Gary Rehan, Professional Representative (Chair until June 2019)
Darryn Mandel, Professional Representative (Chair from June 2019)
Sharee Mandel-Benyacar, Professional Representative
Theresa Stevens, Professional Representative
Tyrone Skanes, Public Representative

Number of Meetings in 2019/2020 Fiscal Year: **15**

In-person meeting: **7**

Via teleconference: **8**

Issues of Note

The Executive Committee was designated by Council to serve as the College's Governance Review Committee. In keeping with this direction, three of the in-person meetings were for the purpose of reviewing the College by-laws and governance policies

As a result of the Covid-19 Pandemic declaration in early March, the Executive Committee determined that it needed to act on behalf of Council to consider College advice to registrants during the initial phase of the Covid-19 Pandemic. In keeping with this decision, seven teleconferences were held in March for this purpose.

The Executive Committee of the College serves as the review committee for all College matters that are considered by Council. In keeping with this role, The Executive Committee considered matters including the following prior to their deliberation at Council:

- Proposed Honorary membership designation
- Proposed Framework for College Policy Approval
- Proposed Framework for Strategic Planning
- Entry to Practice Scoping Review
- Council Education and Conference Attendance
- Proposed Budget
- Committee Slate



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**ANNUAL COMMITTEE REPORT
FINANCE COMMITTEE**

April 1, 2019 to March 31, 2020

Committee Membership and Number of Meetings in 2019/2020 Fiscal Year:

Gary Rehan, Professional Representative (Chair)
Nicole Graham, Professional Representative
Darryn Mandel, Professional Representative
Ken Moreau, Public Representative (until Dec 2020)
Mark Ruggiero, Professional Representative (until June 2019)
Theresa Stevens, Professional Representative (from June 2019)

Number of Meetings in 2019/2020 Fiscal Year: **7**

In-person meeting: **4**

Via teleconference: **3**

Issues of Note

The Executive Committee of the College serves as the review committee for all budget and financial matters that are considered by Council. In keeping with this role, The Finance Committee considered matters including the following prior to their deliberation at Council:

- Quarterly Review of the College Financial Results
- Annual Budget Review and Recommendation for Approval
- Recommendations for College Fee Reduction
- Recommendations for College Reserve Limit
- Recommendation for Accessing the College Reserve Funds
- Evaluation of the 2018/19 Auditor process and Auditor
- Recommendation for Appointment of College Auditor



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**ANNUAL COMMITTEE REPORT
REGISTRATION COMMITTEE**

April 1, 2019 to March 31, 2020

Committee Membership and Number of Meetings in 2019/20 Fiscal Year:

Tyrone Skanes, Public representative – Chair
Sharee Mandel – (until June 2019)
Ken Morneau (until June 2019)
Marcia Dunn (until June 2019)
Martin Bilodeau, Professional representative
Anastasia Newman, Professional representative (from June 2019)
Katie Schulz, Professional representative (from June 2019)
Jennifer Dolling, Public representative (until December 31 2019)

Number of Meetings in 2019/2020 Fiscal Year: **8**

In-person meeting: **1**

Via teleconference: **7**

Trends and/or Issues of Note

- Low practice hours
- Requests for an exemption to the PCE requirement
- Professional conduct history in another jurisdiction

Statistics

The Committee considered fifteen cases. Four applicants were granted certificates of registration. Four applicants were granted certificates of registration with terms, conditions and limitations, and seven were denied certificates. There was one appeal to the Health Professions Review and Appeal Board which was subsequently withdrawn.



ANNUAL COMMITTEE REPORT
QUALITY ASSURANCE COMMITTEE

April 1, 2019 to March 31, 2020

Committee Membership and Number of Meetings in 2019/20 Fiscal Year:

Theresa Stevens, professional member
Ron Bourret, public representative (until June 2019)
Lisa Tichband, professional member (until June 2019)
Janet Law, professional member
Ken Moreau, public representative (June 2019 – November 2019)
Beth Bergmann (started in June 2019)
Antoinette Megens (started in June 2019)
Jane Darville (started in June 2019)
Kathleen Norman (started in June 2019)

Number of Meetings in 2019/20 Fiscal Year: **1**

In-person meeting: **1**

Via teleconference: **0**

Trends and/or Issues of Note

The Quality Assurance Committee did not have any new cases while the on-site assessment pilot completed. 246 PTs who had a screening interview (April – June 2019) received their results in the fall of 2019. The on-site assessment pilot started in January 2020 and 23/30 on-site assessments were completed as on March 13, 2020. Seven on-site assessments were deferred to the next fiscal year due to COVID-19.

Statistics

Number of matters considered + breakdown of outcomes

Number of screening interviews reviewed by QA Staff: 246

Number of quality assurance files closed following the screening interview: 216

Number of physiotherapists referred to participate in an on-site assessment based on results of the screening interviews: 30

Number of on-site assessments completed between January 7, 2020 & March 13, 2020: 23

Number of matters considered by the QA Committee: **0** (Includes where cases were discussed more than once)

Number of decisions issued by QA Committee: **0**



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**ANNUAL COMMITTEE REPORT
PATIENT RELATIONS COMMITTEE**

April 1, 2019 to March 31, 2020

Committee Membership and Number of Meetings in 2019/20 Fiscal Year:

Nicole Graham, Professional representative (started June 2019)
Antoinette Megens, Professional representative (started June 2019)
Martin Bilodeau, Professional representative (started June 2019)
Jane Darville, Public representative (started June 2019)
Jennifer Dolling, Public representative (until December 31, 2019)

Kathleen Norman, Professional representative (until June 2019)
Mark Ruggiero, Professional representative (until June 2019)
Jatinder Bains, Professional representative (Until June 2019)

Meeting dates:

January 30, 2020

Statistics

During the period of April 1, 2019 to March 31, 2020 the Patient Relations Committee met on one occasion to consider an application for funding for therapy and counseling. The Committee approved the application.

Case Overview

The College received a mandatory report from a regulated health care provider. A patient disclosed that they had been sexually abused by their physiotherapist. The patient applied for funding for therapy and/or counselling.

Legislative Reference:

Section 85.7 of the [Health Professions Procedural Code](#) which is Schedule 2 to the RHPA



**ANNUAL COMMITTEE REPORT
INQUIRIES, COMPLAINTS AND REPORTS COMMITTEE**

April 1, 2019 to March 31, 2020

Committee Membership and Number of Meetings in 2018/19 Fiscal Year:

Gary Rehan, Professional representative – Chair
Monica Clarke, Professional representative
Jane Darville, Public representative
Tyrone Skanes, Public representative
Theresa Stevens, Professional representative (until June 2019)
Mark Ruggiero, Professional representative (from August 2019)

Number of Meetings in 2019/2020 Fiscal Year: **11**

In-person meeting: **9**

Via teleconference: **2**

Trends and/or Issues of Note

- Allegations of sexual abuse, boundary violations and inadequate communication are common
- Fraudulent billing, falsification of records and incomplete records

Statistics

Number of matters considered + breakdown of outcomes

Number of matters considered: **81**

Number of decisions issued: **81 (ICRC)**

Breakdown- number of specific outcomes:

- 2 Withdrawal
- 28 No Action
- 1 Acknowledgement and Undertaking
- 19 Advice and Recommendation
- 1 Caution
- 3 Specified Continuing Education and Remediation Program
- 1 Specified Continuing Education and Remediation Program and a Caution
- 0 Specified Continuing Education and Remediation Program and Caution and Acknowledgement and Undertaking
- 0 Refer to Incapacity Proceedings

- 6 Refer to Discipline Committee

Number of times an investigator was appointed: **23**

Number of appeals + outcomes

Number of appeals: 10 complaint matters (HPARB) + 0 Registrar's Initiated Investigations (Divisional Court)

Health Professions Appeal and Review Board (HPARB)

10 appealed to HPARB

Outcomes: the College received 7 decisions from HPARB:

6 ICRC decisions upheld by HPARB

1 HPARB matter returned to ICRC for further investigation

0 matter withdrawn by applicant (Complainant)



**ANNUAL COMMITTEE REPORT
DISCIPLINE & FITNESS TO PRACTISE COMMITTEE**

April 1, 2019 to March 31, 2020

Committee Membership 2019/20 Fiscal Year:

Sharee Mandel, Chair (Professional Member)
Janet Law, Professional Member
Katie Schulz, Professional Member
Nicole Graham, Professional Member
Kathleen Norman, Professional Member
Martin Bilodeau, Professional Member
Ronald Bourret, Public member
Nitin Madhvani, Public member (as of April 8, 2020)
Jesse Finn, Public member (as of April 8, 2020)
Kenneth Moreau, Public member (until January 2019)
Daniel Negro, Professional member
James Wernham, Professional member
Heather Anders, Professional member (until February 16, 2019)
Sue Grebe, Professional Member
Angelo Karalekas, Professional Member
Richa Rehan, Professional Member

Trends and/or Issues of Note:

| | Number of Referrals from the ICRC |
|-----------|-----------------------------------|
| 2013/2014 | 1 |
| 2014/2015 | 6 |
| 2015/2016 | 6 |
| 2016/2017 | 4 |
| 2017/2018 | 9 |
| 2018/2019 | 11 |
| 2019/2020 | 6 |

| 8 Cases Completed: | Completed | |
|----------------------|--------------------|-------------|
| CPO and C Zimmermann | April 3, 2019 | |
| CPO and J Trambulo | April 29, 2019 | |
| CPO and S Shah | July 14, 2019 | |
| CPO and B Soleman | October 18, 2019 | (2 matters) |
| CPO and J Cheung | September 24, 2019 | |

| | | |
|-------------------|-----------------|-------------|
| CPO and M Fong | October 3, 2019 | (2 matters) |
| CPO and BJ Roxon | March 16, 2020 | |
| CPO and D Fearman | May 13, 2019 | |

Decisions of the Discipline Committee can be found on Canlii:
www.canlii.org

Cases Pending/ In Progress on April 1, 2020

| | Date Referred |
|-------------------|---------------|
| CPO and G Pillai | October 2018 |
| CPO and J Taddeo | December 2018 |
| CPO and M Poling | December 2018 |
| CPO and F Luo | December 2019 |
| CPO and U Ragheb | January 2020 |
| CPO and J Bird | November 2019 |
| CPO and K Sadeghi | January 2020 |
| CPO and N Luff | March 2020 |

The allegations have related to: business practices, excessive and undocumented treatment, use of physiotherapy assistants, record keeping, failure to meet professional obligations as it relates to the College, privacy breaches and sexual abuse / boundary violations.

Divisional Court Appearances (April 1, 2019 - March 31, 2020)

No matters were considered in Divisional Court in 2019-2020

One matter pending: CPO and Samir Shah

Fitness to Practise Hearings Pending, In Progress or Completed: 0

| | |
|-----------------------|--|
| Meeting Date: | November 27, 2020 |
| Agenda Item #: | 8 |
| Issue: | Q2 Financial Management Report |
| Submitted by: | Zoe Robinson, Director, Corporate Services |

This report will provide a review of the College's financial performance at the end of Q2, September 30, 2020. The report includes a summary of significant financial impacts on the College's Statement of Operations (i.e. Income Statement) and Statement of Financial Position (i.e. Balance Sheet) and several appendices, including a report explaining variances more than 5% of the budgeted amount as required by College policy.

The College's financial statements are presented on an accrual basis in accordance with Canadian Accounting Standards for Non-Profit Organizations ("ASNPO") and reflect the financial performance between April 1, 2020 and September 30, 2020.

Executive Summary

Covid-19 impacted the College's operations in a significant manner. The most significant driver was the decision to delay the registration renewal date, which delayed the arrival of much of the College's revenue. This is reflected in the Statement of Operations for the period between April 1, 2020 and September 30, 2020. Total revenues and expenses were lower than anticipated which resulted in a net loss. However, this loss was much lower than the pre-Covid budget for the year

Revenues recognized from Independent Practice fees were lower in Q2 (i.e. July to September 2020) compared to Q1 (i.e. April to June 2020) due to a change in the method of accruals for these fees which led to lower revenues in Q2 while expenses for Q2 are similar to Q1. The overall impact is a loss of net income of \$467,566 in Q2 versus a surplus of 101,910 in Q1. (See Table 1)

During the period April 1, 2020 to September 30, 2020, revenues totalled \$2,379,354, 23.3% under the anticipated budget, expenses totalled \$2,663,957, 13.1% under the anticipated budget, and net operating income (i.e. prior to amortization and depreciation) totalled a loss of \$284,602. The Net Income (i.e. Net Operating Income less amortization and depreciation) for this period totalled a loss of \$365,656. (See Table 2)

Table 1 provides a summary of the Statement of Operations separated into Q1 and Q2 and Table 2 provides a summary of the actuals compared to the budget for the Statement of Operations for the period April 1, 2020 to September 30, 2020.

Table 1 - Summary - Statement of Operations - Q1 and Q2 Actuals

| Item | Q2 Jul – Sep 20 | Q1 Apr – Jun 20 | Total |
|---|----------------------------|----------------------------|--------------------|
| Revenues | \$917,770 | \$1,461,583 | \$2,379,354 |
| Expenses | <u>\$1,342,984</u> | <u>\$1,320,972</u> | <u>\$2,663,957</u> |
| Net Operating Income | \$(425,213) | \$140,612 | \$(284,602) |
| Less | | | |
| Amortization & Depreciation | <u>\$42,352</u> | <u>\$38,702</u> | <u>\$81,054</u> |
| Net Income (Excess of Expenses over Revenue) | <u>\$(467,566)</u> | <u>\$101,910</u> | <u>\$(365,656)</u> |

Table 2 – Summary Comparative Statement of Operations April 1, 2020 to September 30, 2020 – Actuals to Budget

| Item | Actual | Budget | Variance (\$) | Variance (%) |
|---|--------------------|--------------------|----------------------|---------------------|
| Revenues | \$2,379,354 | \$3,102,005 | \$(722,651) | -23.3% |
| Expenses | <u>\$2,663,856</u> | <u>\$3,064,030</u> | <u>\$(400,074)</u> | <u>-13.1%</u> |
| Net Operating Income | \$(284,602) | \$37,975 | \$(322,578) | -849.4% |
| Less | | | | |
| Amortization & Depreciation | <u>\$(81,054)</u> | <u>\$(77,379)</u> | <u>\$(3,675)</u> | <u>4.7%</u> |
| Net Income (Excess of Expenses over Revenue) | <u>\$(365,656)</u> | <u>\$(39,403)</u> | <u>\$(326,253)</u> | <u>-828%</u> |

The College's financial position remains strong through Q2. Between Q1 and Q2, Cash on Hand increased by \$608,143 to \$4,352,924. The increase in cash-on-hand is driven by the receipt of \$1,834,250 in independent practice fees between July 1, 2020 and September 30, 2020. This increase in cash inflows is due to the extension of the registration deadline to September 30, 2020 because of Covid-19. The College's Accounts Receivable decreased \$1,610,091, Accounts Payable decreased by \$22,034, Deferred Registration Fees decreased by \$627,422. (See Table 3)

Table 3 - Summary - Statement of Financial Position - Q1 and Q2

| Item | Q2 Jul – Sep 20 | Q1 Apr – Jun 20 | Variance (\$) |
|---------------------------------------|---------------------|---------------------|----------------------|
| ASSETS | | | |
| Current Assets | | | |
| Cash on Hand | \$4,352,924 | \$3,744,777 | \$608,143 |
| Investments | \$5,087,791 | \$5,060,791 | \$27,000 |
| Accounts Receivable | \$59,935 | \$1,710,026 | \$(1,650,091) |
| Other Current Assets | \$80,195 | \$167,363 | \$(87,169) |
| Total Current Assets | \$9,580,845 | \$10,682,957 | \$(1,102,113) |
| Fixed Assets (Net) | \$711,981 | \$754,333 | \$(42,352) |
| TOTAL ASSETS | \$10,292,824 | \$11,437,289 | \$(1,144,465) |
| LIABILITIES & EQUITY | | | |
| Current Liabilities | | | |
| Accounts Payable | \$57,954 | \$79,987 | \$(22,034) |
| Vacation Accrual | \$133,903 | \$133,903 | \$0 |
| Accrued Liabilities | \$677,319 | \$697,918 | \$(20,598) |
| Deferred Revenue – Fees | \$3,437,183 | \$4,064,605 | \$(627,422) |
| Banked Refunds | \$42,858 | \$42,926 | \$(67.67) |
| Total Current Liabilities | \$4,349,217 | \$5,019,339 | \$(670,122) |
| Long Term Liabilities | \$178,457 | \$185,234 | \$(6,777) |
| Total Liabilities | \$4,527,674 | \$5,019,339 | \$(670,122) |
| Equity | | | |
| Unrestricted Net Assets | \$4,411,446 | \$4,411,446 | \$0 |
| Invested in Capital Assets | \$619,361 | \$619,361 | \$0 |
| Restricted Net Assets | \$1,100,000 | \$1,100,000 | \$0 |
| Net Income | \$(365,656) | \$101,910 | \$(467,566) |
| Total Equity | \$5,765,151 | \$6,232,717 | \$(467,566) |
| TOTAL LIABILITIES & EQUITY | \$10,292,824 | \$11,437,289 | \$(1,144,465) |

Method of Accounting

The College of Physiotherapists of Ontario uses the accrual method and the deferred revenue method of accounting in accordance with the Canadian ASNPO. The accrual method of accounting records transactions when they occur regardless of when the money changes hands between two parties.

This is particularly important to the College when recognizing revenue from members' registration fees. Members' registration fees are normally received in February and March prior to the start of the fiscal year and appear on the Statement of Financial Position as "deferred revenue". The fees are recognized, or appear, on the Statement of Operations over a 12-month period as the service is being provided by the College. Under normal conditions, pre-Covid-19, revenue from members' registration fees received prior to April 1st would be divided by 12 and recognized over a 12-month period, usually in equal amounts, on the Statement of Operations. In

other words, 1/12 of the deferred revenue for independence practice fees is recognized as revenue each month between April 1st and March 31st of each fiscal year.

Covid-19 changed the timing of receipt of cash from members' registration fees and required a similar, but different, treatment of these fees. Members' paid their registration fees between February 1, 2020 and September 30, 2020. Figure 1 shows the difference in timing when cash from the members' fees was received between 2019 and 2020.

Figure 1 - Comparison Independent Practice Fees Received 2019 v 2020

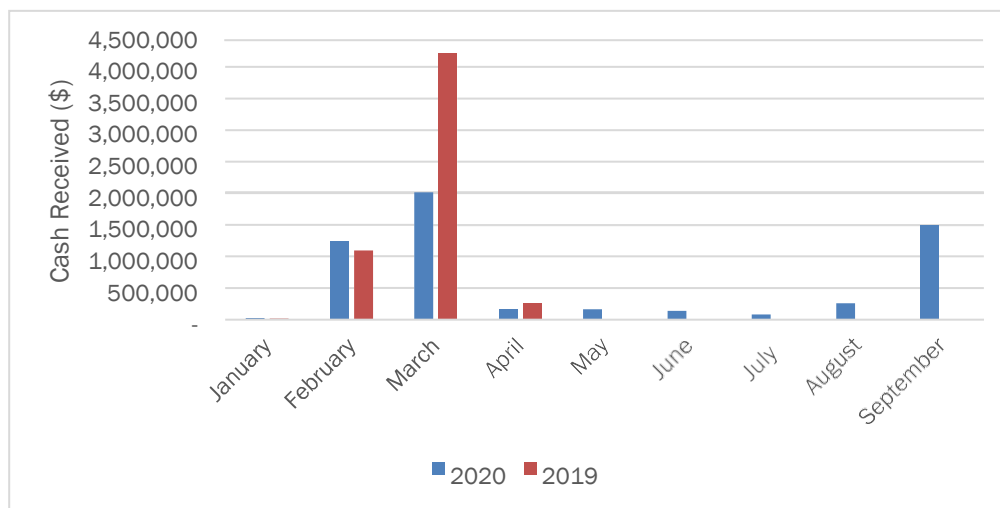


Figure 2 demonstrates the relationship between the deferred revenue account on the Statement of Financial Position and the revenue accounts on the Statement of Operations for revenue recognized to General Ledger account 4011 – Independent Practice Fees. Whereas in Fiscal Year 2020 the fees for independent practice are recognized as revenue evenly over the fiscal year, in Fiscal Year 2021 the fees are recognized based on an accrual to March 31, 2021. This means fees received between January 2020 and August 2020 are recognized using a different formula. Fees received in January to April are accrued over 12 months, fees received in May are accrued over 11 months, fees received in June are accrued over 10 months, and so on. See Table 4 for the number of months used to accrue registration fees based on the month in which the fees were received.

Figure 2 - Revenue Recognition by Month for GL a/c 4011- Independent Practice Full Fees - FY2020 v FY2021

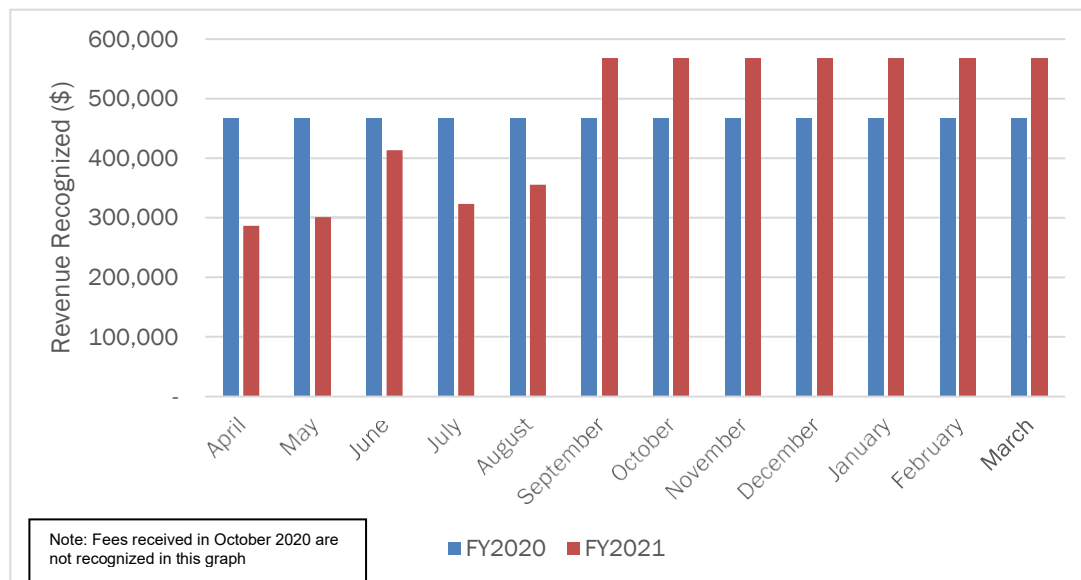


Table 4 - Number of Months Accrued for Registration Fees

| Month Registration Fees Received | # Months Accrued (to March 31, 2021) |
|----------------------------------|--------------------------------------|
| January 2020 | 12 |
| February 2020 | 12 |
| March 2020 | 12 |
| April 2020 | 11 |
| May 2020 | 10 |
| June 2020 | 9 |
| July 2020 | 8 |
| August 2020 | 7 |
| September 2020 | 6 |
| October 2020 | 5 |
| November 2020 | 4 |
| December 2020 | 3 |
| January 2021 | 12 (FY 2022) |
| February 2021 | 12 (FY 2022) |
| March 2021 | 12 (FY 2022) |

The budget was prepared using the accrual calculation of 1/12 of the deferred revenues recognized each month. This method was used during the preparation of the Q1 financial results. The updated method described in Table 4 was used to recognized revenue for the registration fees in Q2 and results in a lower amount of revenue recognized during Q2. This situation will even itself over the remainder of the fiscal year.

Variance Reporting

This fiscal year is full of uncertainty when applied to budgeting and financial performance. Constructing a budget requires a variety of information based on past performance and planned activities for the fiscal year. Estimates are used to craft the budget and actual performance is compared to the budget. Deciding on appropriate estimates has been difficult under the current conditions related to Covid-19.

Sound financial management includes determining favourable and unfavourable variances from planned revenue or expenses. These variances need to be tracked, analysed, and reported through the College's financial management processes.

Variances to the budget are inevitable and even more so this fiscal year. Financial results from Q2 have many wide variances from the planned budget that was approved by Council due to this uncertainty.

The College's current financial reporting practices include reporting on any General Ledger account where the actuals vary more than 5% from the planned budget for a given period. This is a good approach particularly when working with larger numbers. There is a drawback when this standard is applied to smaller numbers and does not consider a dollar amount as well. The combination of a percentage threshold and a dollar amount threshold will allow management, the Finance Committee, and Council to improve their understanding of the variances to planned budget that require further investigation to ensure the College's finances are being managed to serve the College's mission and purpose.

Setting both thresholds is a matter of judgement and considering what information is required to help the College make sound decisions about its finances for the future.

For example, in the current financial statements, Cross Border Fees (GL A/C 4021) has a favourable variance (i.e. over budget) of 200% and the dollar variance is \$400. The variance is substantially greater than 5% required by College policy but the impact of \$400 on the College's revenue is not significant since it represents 0.01% of total planned revenue for the period.

Another example can be derived from the Telephone and Internet expenses (GL A/C 5412). There is a positive variance (i.e. under budget) of 8.4% between what was expensed and what was budgeted but the dollar variance is \$1,508 or 0.05% of total expenses for the period.

Do variances of this dollar magnitude require detailed reporting and further analysis?

Should the Finance Committee consider refining its policies for analysing variances that will improve the ability of the Committee to provide oversight of the College's finances, provide feedback to management, and provide recommendations to Council?

Statement of Operations Analysis

The Statement of Operations provides information on the financial performance of the College over a period of time, in this case between April 1, 2020 to September 30, 2020, and consists of revenue and expenses. The financial performance is summary shown as:

- Net Operating Income = Revenues less Expenses
- Net Income (Excess of Revenues over Expenses) = Operating Income less Amortization and Depreciation

Revenue

Revenue recognized at September 30, 2020 was \$2,379,354 or 23.3 lower than budgeted.

The main drivers of revenue for the College are:

- Independent Practice – Full Fees = 89.8% of total revenue
- Independent Practice – Pro-rated Fees = 2.7%
- Interest Income = 1.9%
- Application Fees = 1.4%
- Professional Corporation Fees = 1.4%

Revenues fell short of expectation because of the changes in accrual methods for the registration fees, as described above, and fewer PTs registering than projected. As of September 30, 2020, 98.9% of the budgeted independent practice fees were received from 9,678 physiotherapists, 171 fewer memberships than projected for FY 2021 (Note: as of writing, 9,691 PTs have registered).

Revenue from Pro-rated Independent Practice fees is significantly less than budgeted by \$50,203. \$13,391 was recognized as revenue from pro-rated independent practice fees. As of September 30, 2020, \$38,762 has been received for pro-rated independent practice fees.

Revenue from application fees were fewer than budgeted as well. \$17,700 in application fees was received, \$12,100 short of budget due to the postponement of the 2020 PCE Clinical Exam and, as a result, fewer applications were received.

The cancellation of the PCE Clinical exams in June and November have an impact on revenue as fewer PTs will apply for a license and pay the pro-rated independent practice fees because they will not be eligible to apply to the College.

Appendix B provides further detail on variances for revenue related to Q2.

Expenses

Expenses for the period ending at September 30, 2020 were \$2,663,957 or 13.1% lower than budgeted.

The main drivers of expenses are:

- Staffing costs (including salaries and benefits) = 57.6%
- Office and General costs = 15.7%
- Information Management = 6.6%
- Legal = 5.5%

Staffing costs are on track as projected.

Office and General costs are higher than budgeted by 4.68% due increased bank and service charges of \$58,847 compared to a budgeted amount of \$22,783. The increase is related to the credit card transaction fees for registrations paid between April 1, 2020 and September 30, 2020.

Covid-19 impacted the costs related to meetings of Council and committees. Council and committee per diems amounted to \$36,095 or 33% of the budgeted amount. Council and committee expenses were \$23,136 or 29.8% of the budgeted amount. The lower costs are due to fewer meetings held as a result of Covid-19.

Legal costs related to professional conduct were lower than budgeted because fewer hearings were held than originally anticipated. \$88,767 (49.5% of budget) was spent on legal costs for professional conduct versus \$179,455 that was planned.

Several items that were planned for Q1 or Q2 have been deferred to later periods and include:

- Purchase of the software license for Regulate 365.
- Planning activities related to strategic operations and policy development.
- QA on-site assessment and assessor training

Financial Projections to March 31, 2021

Covid-19 has changed the way the College operates and spends on operating activities. The impact of Covid-19 has been felt in Q1 and Q2 and will continue to be felt through the remainder of the fiscal year.

Forecasting the financial performance of the College to the fiscal year end is based on a series of estimates and assumptions about future performance over Q3 and Q4. The assumptions include:

- Independent Practice Pro-rated fees are not expected over Q3 and Q4 due to the cancellation of the PCE Clinical exams.
- Fewer application fees are expected due to the cancellation of the PCE Clinical exams.
- Meetings of the Council and committee will continue to be held virtually or in a hybrid format, resulting in lower than budgeted expenses
- Legal costs for professional conduct will be lower due to fewer anticipated hearings.

College managers and directors were consulted to assess their program area needs over the next 6 months and these comments have been built into the forecast.

The forecast projects:

- Revenues to be \$276,652 lower than budgeted.
- Expenses to be \$331,111 lower than budgeted.
- Net Operating Income will \$54,458 higher than budgeted.
- Net Income is anticipated to improve by \$590,784 and result in a loss of \$11,796.

Table 5 provides a summary of the financial forecast and a comparison to the approved budget.

Table 5 - Forecast to March 31, 2021

| Item | Forecast | Budget | Variance (\$) | Variance (%) |
|---|-----------------|---------------|----------------------|---------------------|
| Revenues | \$6,027,185 | \$6,303,838 | \$(276,653) | -4.4% |
| Expenses | \$5,871,839 | \$6,202,950 | \$(331,111) | -5.3% |
| Net Operating Income | \$155,346 | \$100,888 | \$54,458 | 54.0% |
| Less Amortization & Depreciation | \$167,142 | \$163,467 | \$3,675 | 2.2% |
| Net Income (Excess of Expenses over Revenue) | \$(11,796) | \$(62,579) | \$50,784 | 81.2% |

A detailed forecast to March 31, 2021 is provided in Appendix C

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

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

Operating Income:

- 4011 77.20% - Change in accounting procedures for accruing independent practice fees. Number of members @ 9/30/2020 = 9,691 or 98.39% of projected numbers for FY2021.
- 4012 21.06% - Fewer members registering with pro-rated fees because of delays of CAPR clinical exam in March 2020 and November 2020.
- 4013 140.12% - Increased number of renewals in Q2.
- 4014 34.60% - Income will be received in Q3 due to late graduations of PT programs.
- 4021 300.00% - Additional use of cross-border due to Covid-19.
- 4007 107.91% - Fewer PTs returning to practice.
- 4015 59.40% - The June 2020 PCE Clinical Exam was postponed. Received fewer applications.
- 4016 143.28% - These requests have been ongoing from PTs who left the province during Covid-19 to work in another jurisdiction.
- 4017 128.57% - It was originally thought that during Covid-19, PTs would not be requesting wall certificates - it was considered an added expense. However, PTs have continued to request wall certificates from the College.
- 4018 Late fees will be recognized in October 2020. Delayed due to extension of registration period to September 30, 2020.
- 4019 300.00% - As a CQI, College completed an audit of PHC and identified PHCs which were expired - these PHCs were required to submit a new application to get re-instated.
- 4026 24.01% - Some cost order payments delayed due to Covid-19. Some cost orders made by the Discipline Committee were less than anticipated.
- 4027 14.30% - Individuals who were issued certificates with Terms, Conditions and Limitations have not registered. (TCL)
- 4028 22.07% - ICRC did not meet from mid march to august - as such no new referrals were made during this time.
- 4029 QA remediation not required.

- 4004 106.05% - Payments were made as scheduled / anticipated and some PTs paid their orders in full as opposed to asking for payment schedules.

Operating Expenses:

- 5001 No meetings held for Chairs of committees.
- 5002 39.84% - Did not have full ICRC meetings in April and May due to Covid-19.
- 5003 16.89% - Council did not meet in March 2020 or June 2020, plus reversal of accrued per diems for a Council member between December 2019 and September 2020.
- 5005 17.90% - Some hearings did not occur as anticipated. Per diems were lower because hearings that were held were done virtually.
- 5006 115.86% - Executive met frequently over Q1 and Q2 due to Covid-19 response.
- 5010 -25.41% - No applications for funding received and over accrued expense claims from Q4 last fiscal year.
- 5011 85.19% - Fewer and shorter QAC meetings due to Covid-19.
- 5012 23.52% - Fewer and shorter Registration meetings due to Covid-19.
- 5017 -19.00% - Reversal of per-diems and prep-time over accrued for a member and less per-diems and prep-time charged for meetings.
- 5051 No meetings held for Chairs of committees.
- 5052 54.37% - Meetings held virtually.
- 5053 35.51% - Council did not meet in March 2020 and June 2020.
- 5055 19.26% - Meetings held virtually.
- 5056 117.26% - Executive met frequently over Q1 and Q2 due to Covid-19 response but meetings were held by video with Zoom.
- 5062 7.94% - Meetings held virtually.
- 5063 Meetings held virtually.
- 5075 19.08% - Meetings held virtually.
- 5101 61.25% - 4 laptops planned in Q2 not availed and Multifactor Authentication project cost deferred to Q3.

- 5102 84.11% - Received a discount from ADP on installation cost in Q2 and a webinar subscription deferred from Q1 to Q4
- 5104 53.40% - Purchase of Regulate 365 software and license fees from KPMG to be recorded in Q3.
- 5200 45.01% - Invoice budgeted in Q1, cost allocated equally between quarters. The account will balance to budget by Q4.
- 5300 20.42% - Fewer networking activities due to Covid-19.
- 5402 258.29% - Registration fees were collected between April 1, 2020 and September 30, 2020 due to registration extension. Fees are normally paid prior to March 31st of each but Covid-19 resulted in members paying up to the end of September 2020.
- 5403 55.88% - Weekend Security project and Annual Cleaning did not take place.
- 5405 50.37% - Large subscription budgeted in wrong quarter. Will come out in Q4 and we anticipate coming in on budget in this line.
- 5407 63.45% - Office and kitchen supplies cost reduced due to office closure during Covid-19.
- 5408 122.76% - Additional courier cost related to off-site work.
- 5412 91.64% - Versature mobile app subscription and planned down payment of cell phone devices in Q2 not required.
- 5413 -39.35% - Collected AR greater than 90 days that was previously provisioned for bad debts.
- 5502 Planned activities deferred to Q4.
- 5503 35.15% - Planned activities deferred to Q4.
- 5505 72.02% - Working Group Executive in-person meetings planned in Q1 & Q2 deferred to future periods.
- 5605 27.59% - Fewer number of translation requests and two planned e-learning module translations to take place in Q4.
- 5620 116.16% - Print project completed earlier than planned. Anticipate coming in under budget year end due to impact of Covid-19 on planned work.
- 5621 124.68% - AODA project completed ahead of schedule and unplanned website changes required.

- 5622 No in-person communications took place due to Covid-19.
- 5702 8.92% - Costs less than anticipated.
- 5711 63.20% - Closure of clinics due to Covid-19, unable conduct investigations.
- 5712 214.47% - Additional files required chart review. (6 files)
- 5713 Summons not required for files.
- 5714 128.86% - Additional printing cost for patient records required for a case.
- 5715 Corporate Searches were not required.
- 5716 Transcribing was not required.
- 5705 57.80% - Review of performance evaluation program deferred to Q3.
- 5706 Investigators were not required to travel due to Covid-19.
- 5707 2146.73% - Unanticipated decision writing cost.
- 5708 27.87% - Only one file required an expert opinion.
- 5752 116.03% - There is an ongoing appeal for a registration case requiring additional legal advice.
- 5760 41.09% - Did not require legal counsel due to short meetings in April and May.
- 5761 68.25% - Some hearings did not occur as anticipated.
- 5762 41.75% - Some hearings did not occur as anticipated.
- 5763 Unanticipated appeal of an ICRC decision.
- 5754 No advice sought in Q1 & Q2.
- 5755 84.24% - Fewer matters required legal services.
- 5757 150.72% - Contract advice required relating to purchase of database software from KMPG (a move from the annual subscription model)
- 5811 49.86% - Underspent due to changes related to Covid-19 - no in person meetings.
- 5821 -0.23% - Underspent due to Covid-19; some travel will take place in Q3 and Q4 if travel is appropriate.

- 5823 15.25% - Underspent and will take place in Q3 and Q4.
- 5824 28.57% - Underspent, will take place in Q3 & Q4.
- 5825 Program launch is in January 2021.
- 5871 196.07% - Additional coaching sessions and second assessments required in two SCERPs.
- 5882 41.69% - ICRC did not meet from mid march to august - as such no new referrals were made during this time.
- 5883 24.03% - No applicants were issued certificates which required Terms, Conditions and Limitations. (TCL)
- 5884 28.97% - Scheduling of coaching sessions did not occur as anticipated.
- 5890 41.65% - No new applications for funding and current funding payments were minimal in Q1 and Q2 due to Covid-19.
- 5902 91.33% - Credit received from Canada Life due to Covid-19, two employees left, one employee on leave. (opted out of benefits)
- 5904 112.05% - Practice Advisor: Number of hours increased due to higher volume of calls during Covid-19.
- 5905 78.07% - Fewer training sessions due to Covid-19. Planning to have education events in Q3 and Q4.
- 5906 110.20% - Additional recruitment cost for new staff not included in the budget. (i.e. Identity verification)
- 5907 78.44% - Fewer events recognized. Planning to have more events in Q3 and Q4.
- 5908 Registrar & Requested education not required.
- 5912 92.13% - Three staff members departed and two employees on unpaid leave.
- 6001 104.75% - SAN originally planned for Q2 was put-to-use in Q1.

Decision Sought

No decision, for information.

Attachments

- Appendix A – Statement of Operations
- Appendix B – Comparative Balance Sheet
- Appendix C- Financial forecast to March 31, 2021

Appendix A

College of Physiotherapists of Ontario
Statement of Operations - Budget vs. Actual
April 2020 through September 2020

| Ordinary Income/Expense | Q2 YTD | | | Notes for Council |
|---|---------------------|---------------------|---------------|---|
| | Apr - Sep '20 | Budget | % of Budget | |
| Income | | | | |
| 4001 · Registration Fees | | | | |
| 4011 · Independent Practice - \$575 | 2,178,444.42 | 2,822,004.16 | 77.20% | Change in accounting procedures for accruing independent practice fees. Number of members @ 9/30/2020 = 9,691 or 98.39% of projected numbers for FY2021. |
| 4012 · Independent Practice - ProRated | 13,390.96 | 63,594.10 | 21.06% | Fewer members registering with pro-rated fees because of delays of CAPR clinical exam in March 2020 and November 2020. |
| 4013 · Prof Corp Fees \$250 | 60,250.00 | 43,000.00 | 140.12% | Increased number of renewals in Q2. |
| 4014 · Provisional Practice Fees \$75 | 4,800.00 | 13,875.00 | 34.60% | Income will be received in Q3 due to late graduations of PT programs. |
| 4021 · Cross Border Fee \$100 | 600.00 | 200.00 | 300.00% | Additional use of cross-border due to Covid-19. |
| 4007 · Registration fee credits | -24,431.55 | -22,641.03 | 107.91% | Fewer PTs returning to practice. |
| Total 4001 · Registration Fees | <u>2,233,053.83</u> | <u>2,920,032.23</u> | <u>76.47%</u> | |
| 4008 · Admin Fees | | | | |
| 4015 · Application Fees \$100 | 17,700.00 | 29,800.00 | 59.40% | The June 2020 PCE Clinical Exam was postponed. Received fewer applications. |
| 4016 · Letter of Prof Stand / NSF \$50 | 4,800.00 | 3,350.00 | 143.28% | These requests have been ongoing from PTs who left the province during Covid-19 to work in another jurisdiction. It was originally thought that during Covid-19, PTs would not be requesting wall certificates - it was considered an added expense. However, PTs have continued to request wall certificates from the College. |
| 4017 · Wall Certificates \$25 | 1,125.00 | 875.00 | 128.57% | |
| 4018 · Late Fees \$225 | 0.00 | 22,500.00 | 0.00% | Late fees will be recognized in October 2020. Delayed due to extension of registration period to September 30, 2020. |
| 4019 · Prof Corp Application \$700 | 16,800.00 | 5,600.00 | 300.00% | As a CQI, College completed an audit of PHC and identified PHCs which were expired - these PHCs were required to submit a new application to get re-instated. |
| Total 4008 · Admin Fees | <u>40,425.00</u> | <u>62,125.00</u> | <u>65.07%</u> | |
| 4002 · Interest Income | 63,567.11 | 65,798.99 | 96.61% | |
| 4003 · Remediation Chargeback | | | | |
| 4025 · Office of Registrar Chargeback | 0.00 | 0.00 | 0.00% | |
| 4026 · Discipline Chargeback | 2,191.21 | 9,126.79 | 24.01% | Some cost order payments delayed due to Covid-19. Some cost orders made by the Discipline Committee were less than anticipated. |
| 4027 · Registration Chargeback | 333.84 | 2,333.82 | 14.30% | Individuals who were issued certificates with Terms, Conditions and Limitations have not registered. (TCL) |
| 4028 · ICRC Remediation Chargeback | 1,323.90 | 6,000.05 | 22.07% | ICRC did not meet from mid march to august - as such no new referrals were made during this time. |
| 4029 · QA Remediation Chargeback | 0.00 | 200.00 | 0.00% | QA remediation not required. |
| Total 4003 · Remediation Chargeback | <u>3,848.95</u> | <u>17,660.66</u> | <u>21.79%</u> | |
| 4004 · Cost recovery from cost orders | 36,316.64 | 34,245.70 | 106.05% | Payments were made as scheduled / anticipated and some PTs paid their orders in full as opposed to asking for payment schedules. |
| 4010 · Miscellaneous Income | 0.00 | 0.00 | 0.00% | |
| 4022 · Recovery of Therapy Costs | 2,142.84 | 2,142.87 | 100.00% | |
| Total Income | <u>2,379,354.37</u> | <u>3,102,005.45</u> | <u>76.70%</u> | |
| Gross Profit | <u>2,379,354.37</u> | <u>3,102,005.45</u> | <u>76.70%</u> | |
| Expense | | | | |

College of Physiotherapists of Ontario
Statement of Operations - Budget vs. Actual
April 2020 through September 2020

| | Q2 YTD | | | Notes for Council |
|---|-------------------|-------------------|---------------|--|
| | Apr - Sep '20 | Budget | % of Budget | |
| 5301 · Conferences and Travel | 0.00 | 0.00 | 0.00% | |
| 5000 · Committee Per Diem | | | | |
| 5001 · Chairs meeting - per diem | 0.00 | 3,060.00 | 0.00% | No meetings held for Chairs of committees. |
| 5002 · ICRC - per diem | 4,824.00 | 12,110.00 | 39.84% | Did not have full ICRC meetings in April and May due to Covid-19. |
| 5003 · Council - per diem | 5,818.00 | 34,447.00 | 16.89% | Council did not meet in March 2020 or June 2020, plus reversal of accrued per diems for a Council member between December 2019 and September 2020. |
| 5005 · Discipline Committee - per diem | 5,598.00 | 31,267.50 | 17.90% | Some hearings did not occur as anticipated. Per diems were lower because hearings that were held were done virtually. |
| 5006 · Executive - per diem | 10,756.42 | 9,284.00 | 115.86% | Executive met frequently over Q1 and Q2 due to Covid-19 response. |
| 5010 · Patient Relations - per diem | -94.00 | 370.00 | -25.41% | No applications for funding received and over accrued expense claims from Q4 last fiscal year. |
| 5011 · QA Committee - per diem | 8,894.00 | 10,440.00 | 85.19% | Fewer and shorter QAC meetings due to Covid-19. |
| 5012 · Registration Com. - per diem | 1,057.00 | 4,493.50 | 23.52% | Fewer and shorter Registration meetings due to Covid-19. |
| 5017 · Finance Committee - per diem | -758.00 | 3,990.00 | -19.00% | Reversal of per-diems and prep-time over accrued for a member and less per-diems and prep-time charged for meetings. |
| Total 5000 · Committee Per Diem | 36,095.42 | 109,462.00 | 32.98% | |
| 5050 · Committee Reimbursed Expenses | | | | |
| 5051 · Chairs meeting - expenses | 0.00 | 9,923.00 | 0.00% | No meetings held for Chairs of committees. |
| 5052 · ICRC - expenses | 5,693.80 | 10,472.00 | 54.37% | Meetings held virtually. |
| 5053 · Council - expenses | 10,879.16 | 30,636.00 | 35.51% | Council did not meet in March 2020 and June 2020. |
| 5055 · Discipline Committee - expenses | 3,095.87 | 16,071.00 | 19.26% | Meetings held virtually. |
| 5056 · Executive Committee - expenses | 2,532.75 | 2,160.00 | 117.26% | Executive met frequently over Q1 and Q2 due to Covid-19 response but meetings were held by video with Zoom. |
| 5062 · QA Committee - expenses | 397.07 | 5,002.00 | 7.94% | Meetings held virtually. |
| 5063 · Registration Comm. - expenses | 0.00 | 681.00 | 0.00% | Meetings held virtually. |
| 5075 · Finance Committee - expenses | 537.38 | 2,816.00 | 19.08% | Meetings held virtually. |
| Total 5050 · Committee Reimbursed Expenses | 23,136.03 | 77,761.00 | 29.75% | |
| 5100 · Information Management | | | | |
| 5101 · IT Hardware | 15,398.96 | 25,141.07 | 61.25% | 4 laptops planned in Q2 not availed and Multifactor Authentication project cost deferred to Q3. |
| 5102 · Software | 21,880.22 | 26,013.39 | 84.11% | Received a discount from ADP on installation cost in Q2 and a webinar subscription deferred from Q1 to Q4 |
| 5103 · IT Maintenance | 42,851.42 | 43,269.96 | 99.03% | |
| 5104 · IT Database | 95,622.02 | 179,059.98 | 53.40% | Purchase of Regulate 365 software and license fees from KPMG to be recorded in Q3. |
| Total 5100 · Information Management | 175,752.62 | 273,484.40 | 64.26% | |
| 5200 · Insurance | 3,255.12 | 7,232.48 | 45.01% | Invoice budgeted in Q1, cost allocated equally between quarters. The account will balance to budget by Q4. |
| 5300 · Networking | 92.21 | 451.50 | 20.42% | Fewer networking activities due to Covid-19. |
| 5400 · Office and General | | | | |
| 5402 · Bank & service charges | 58,846.88 | 22,783.50 | 258.29% | Registration fees were collected between April 1, 2020 and September 30, 2020 due to registration extension. Fees are normally paid prior to March 31st of each but Covid-19 resulted in members paying up to the end of September 2020. |

College of Physiotherapists of Ontario
Statement of Operations - Budget vs. Actual
April 2020 through September 2020

| | Q2 YTD | | | Notes for Council |
|--|-------------------|-------------------|----------------|---|
| | Apr - Sep '20 | Budget | % of Budget | |
| 5403 · Maintenance & repairs | 1,303.77 | 2,333.00 | 55.88% | Weekend Security project and Annual Cleaning did not take place. |
| 5405 · Memberships & publications | 5,749.19 | 11,414.78 | 50.37% | Large subscription budgeted in wrong quarter. Will come out in Q4 and we anticipate coming in on budget in this line. |
| 5406 · CAPR Registration Levy | 105,210.66 | 105,210.66 | 100.00% | |
| 5407 · Office & kitchen supplies | 2,664.94 | 4,200.00 | 63.45% | Office and kitchen supplies cost reduced due to office closure during Covid-19. |
| 5408 · Postage & courier | 4,809.01 | 3,917.49 | 122.76% | Additional courier cost related to off-site work. |
| 5409 · Rent | 229,599.00 | 229,526.46 | 100.03% | |
| 5411 · Printing, Filing & Stationery | 32,639.22 | 31,923.19 | 102.24% | |
| 5412 · Telephone & Internet | 16,520.73 | 18,028.77 | 91.64% | Versature mobile app subscription and planned down payment of cell phone devices in Q2 not required. |
| 5413 · Bad Debt | -2,164.48 | 5,500.00 | -39.35% | Collected AR greater than 90 days that was previously provisioned for bad debts. |
| Total 5400 · Office and General | 455,178.92 | 434,837.85 | 104.68% | |
| 5500 · Regulatory Effectiveness | | | | |
| 5502 · Strategic Operations | 0.00 | 21,666.66 | 0.00% | Planned activities deferred to Q4. |
| 5503 · Council Education | 1,406.85 | 4,002.00 | 35.15% | Planned activities deferred to Q4. |
| 5504 · Elections | 0.00 | 0.00 | 0.00% | |
| 5505 · Policy Development | 15,103.42 | 20,972.00 | 72.02% | Working Group Executive in-person meetings planned in Q1 & Q2 deferred to future periods. |
| Total 5500 · Regulatory Effectiveness | 16,510.27 | 46,640.66 | 35.40% | |
| 5600 · Communications | | | | |
| 5605 · French Language Services | 1,103.45 | 4,000.00 | 27.59% | Fewer number of translation requests and two planned e-learning module translations to take place in Q4. |
| 5620 · Print Communication | 1,626.26 | 1,400.00 | 116.16% | Print project completed earlier than planned. Anticipate coming in under budget year end due to impact of Covid-19 on planned work. |
| 5621 · Online Communication | 44,821.54 | 35,950.00 | 124.68% | AODA project completed ahead of schedule and unplanned website changes required. |
| 5622 · In-Person Communication | 0.00 | 300.00 | 0.00% | No in-person communications took place due to Covid-19. |
| Total 5600 · Communications | 47,551.25 | 41,650.00 | 114.17% | |
| 5700 · Professional fees | | | | |
| 5701 · Audit | 0.00 | 0.00 | 0.00% | |
| 5702 · Hearing Expenses | 944.68 | 10,593.40 | 8.92% | Costs less than anticipated. |
| 5704 · Investigation Services | | | | |
| 5711 · External Investigators | 18,958.39 | 30,000.00 | 63.20% | Closure of clinics due to Covid-19, unable conduct investigations. |
| 5712 · PC - Chart Review | 8,578.92 | 4,000.00 | 214.47% | Additional files required chart review. (6 files) |
| 5713 · Summons - Conduct fees | 0.00 | 500.00 | 0.00% | Summons not required for files. |
| 5714 · Fees to Secure Records | 128.86 | 100.00 | 128.86% | Additional printing cost for patient records required for a case. |
| 5715 · Corporate Searches | 0.00 | 94.00 | 0.00% | Corporate Searches were not required. |
| 5716 · Transcripts | 0.00 | 1,200.00 | 0.00% | Transcribing was not required. |
| Total 5704 · Investigation Services | 27,666.17 | 35,894.00 | 77.08% | |
| 5705 · Professional services - Other | 6,299.75 | 10,900.00 | 57.80% | Review of performance evaluation program deferred to Q3. |
| 5706 · Investigator travel | 0.00 | 100.00 | 0.00% | Investigators were not required to travel due to Covid-19. |
| 5707 · Decision writing & Undercover | 4,293.46 | 200.00 | 2146.73% | Unanticipated decision writing cost. |

College of Physiotherapists of Ontario
Statement of Operations - Budget vs. Actual
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| | Q2 YTD | | | Notes for Council |
|---|-------------------|--------------|----------------|--|
| | Apr - Sep '20 | Budget | % of Budget | |
| 5708 · Peer / Expert opinions | 2,508.60 | 9,000.00 | 27.87% | Only one file required an expert opinion. |
| 5750 · Legal | | | | |
| 5751 · Legal - QA | 10,113.50 | | 100.33% | |
| 5752 · Legal - Registration | 17,983.96 | | 116.03% | There is an ongoing appeal for a registration case requiring additional legal advice. |
| 5753 · Legal - Professional Conduct | | | | |
| 5760 · General Counsel | 18,461.50 | | 41.09% | Did not require legal counsel due to short meetings in April and May. |
| 5761 · Independent Legal Advice | 29,399.79 | | 68.25% | Some hearings did not occur as anticipated. |
| 5762 · Hearing Counsel | 39,211.62 | | 42.88% | Some hearings did not occur as anticipated. |
| 5763 · Court Proceedings & Appeals | 1,693.71 | | 100.00% | Unanticipated appeal of an ICRC decision. |
| Total 5753 · Legal - Professional Conduct | 88,766.62 | | 49.46% | |
| 5754 · Legal - Council Advice | 0.00 | | 0.00% | No advice sought in Q1 & Q2. |
| 5755 · General Legal | 4,759.57 | | 84.24% | Fewer matters required legal services. |
| 5757 · Legal - Executive Office | 4,521.45 | | 150.72% | Contract advice required relating to purchase of database software from KMPG (a move from the annual subscription model) |
| Total 5750 · Legal | 126,145.10 | | 57.81% | |
| Total 5700 · Professional fees | 167,857.76 | | 58.92% | |
| 5800 · Programs | | | | |
| 5810 · Quality Program | | | | |
| 5811 · QA Program Development & Eval. | 8,226.25 | 16,498.75 | 49.86% | Underspent due to changes related to Covid-19 - no in person meetings. |
| 5821 · Assessor Travel | -7.95 | 3,414.00 | -0.23% | Underspent due to Covid-19; some travel will take place in Q3 and Q4 if travel is appropriate. |
| 5823 · Assessor Training | 1,032.00 | 6,768.00 | 15.25% | Underspent and will take place in Q3 and Q4. |
| 5824 · Assessor Onsite Assessment Fee | 900.00 | 3,150.00 | 28.57% | Underspent, will take place in Q3 & Q4. |
| 5825 · Assessor Remote Assessment | 0.00 | 5,950.00 | 0.00% | Program launch is in January 2021. |
| Total 5810 · Quality Program | 10,150.30 | 35,780.75 | 28.37% | |
| 5802 · Jurisprudence | 13,088.85 | 13,088.85 | 100.00% | |
| 5870 · Practice Enhancement - QA | | | | |
| 5871 · QA Practice Enhancement fees | 1,568.59 | ~ ~ ~ ~ | 196.07% | Additional coaching sessions and second assessments required in two SCERPs. |
| Total 5870 · Practice Enhancement - QA | 1,568.59 | | 196.07% | |
| 5880 · Remediation | | | | |
| 5882 · Remediation - ICRC | 2,668.05 | | 41.69% | ICRC did not meet from mid march to august - as such no new referrals were made during this time. |
| 5883 · Remediation - Registration | 333.84 | | 24.03% | No applicants were issued certificates which required Terms, Conditions and Limitations. (TCL) |
| 5884 · Remediation - Discipline | 905.77 | | 28.97% | Scheduling of coaching sessions did not occur as anticipated. |
| 5886 · Remediation - Office+Registrar | 0.00 | | 0.00% | |
| Total 5880 · Remediation | 3,907.66 | | 35.80% | |
| 5890 · Therapy and Counselling Fund | 4,860.00 | | 41.65% | No new applications for funding and current funding payments were minimal in Q1 and Q2 due to Covid-19. |
| Total 5800 · Programs | 33,575.40 | | 46.47% | |
| 5900 · Staffing | | | | |
| 5901 · Salaries | 1,437,396.31 | 1,438,206.82 | 99.94% | |
| 5902 · Employer Benefits | 56,351.75 | 61,700.08 | 91.33% | Credit received from Canada Life due to Covid-19, two employees left, one employee on leave. (opted out of benefits) |
| 5903 · Employer RRSP Contribution | 70,581.55 | 70,733.38 | 99.79% | |

College of Physiotherapists of Ontario
Statement of Operations - Budget vs. Actual
April 2020 through September 2020

| | Q2 YTD | | | Notes for Council |
|--|---------------------|---------------------|----------------|--|
| | Apr - Sep '20 | Budget | % of Budget | |
| 5904 · Consultant fees | 33,019.12 | 29,467.58 | 112.05% | Practice Advisor: Number of hours increased due to higher volume of calls during Covid-19. Fewer training sessions due to Covid-19. Planning to have education events in Q3 and Q4. Additional recruitment cost for new staff not included in the budget. (i.e. Identity verification) Fewer events recognized. Planning to have more events in Q3 and Q4. Registrar & Requested education not required. Three staff members departed and two employees on unpaid leave. SAN originally planned for Q2 was put-to-use in Q1. |
| 5905 · Staff Development | 13,936.15 | 17,851.50 | 78.07% | |
| 5906 · Recruitment | 909.18 | 825.00 | 110.20% | |
| 5907 · Staff Recognition | 2,957.07 | 3,770.00 | 78.44% | |
| 5908 · Registrar & Requested Education | 0.00 | 100.00 | 0.00% | |
| 5911 · CPP - Canadian Pension Plan | 42,730.57 | 44,623.34 | 95.76% | |
| 5912 · EI - Employment Insurance | 16,625.80 | 18,046.67 | 92.13% | |
| 5913 · EHT - Employer Health Tax | 30,444.04 | 30,037.22 | 101.35% | |
| Total 5900 · Staffing | 1,704,951.54 | 1,715,361.59 | 99.39% | |
| Total Expense | 2,663,956.54 | 3,064,030.04 | 86.94% | |
| Net Ordinary Income | -284,602.17 | 37,975.41 | -749.44% | |
| Other Income/Expense | | | | |
| Other Income | | | | |
| 6001 · Amortization | -81,053.98 | -77,378.51 | 104.75% | |
| Total Other Income | -81,053.98 | -77,378.51 | 104.75% | |
| Net Other Income | -81,053.98 | -77,378.51 | 104.75% | |
| Net Income | -365,656.15 | -39,403.10 | 927.99% | |

College of Physiotherapists of
Ontario

Appendix A-
prior year

Statement of Operations
Prior Year Comparison
April through September 2020

| | Apr - Sep 20 | Apr - Sep 19 | \$ Change | % Change |
|---|---------------------|---------------------|--------------------|----------------|
| Ordinary Income/Expense | | | | |
| Income | | | | |
| 4001 · Registration Fees | | | | |
| 4011 · Independent Practice - \$575 | 2,178,444.42 | 2,822,887.05 | -644,442.63 | -22.83% |
| 4012 · Independent Practice - ProRated | 13,390.96 | 42,009.59 | -28,618.63 | -68.12% |
| 4013 · Prof Corp Fees \$250 | 60,250.00 | 40,000.00 | 20,250.00 | 50.63% |
| 4014 · Provisional Practice Fees \$75 | 4,800.00 | 18,900.00 | -14,100.00 | -74.6% |
| 4021 · Cross Border Fee \$100 | 600.00 | 0.00 | 600.00 | 100.0% |
| 4007 · Registration fee credits | -24,431.55 | -37,276.90 | 12,845.35 | 34.46% |
| Total 4001 · Registration Fees | 2,233,053.83 | 2,886,519.74 | -653,465.91 | -22.64% |
| 4008 · Admin Fees | | | | |
| 4015 · Application Fees \$100 | 17,700.00 | 62,800.00 | -45,100.00 | -71.82% |
| 4016 · Letter of Prof Stand / NSF \$50 | 4,800.00 | 5,650.00 | -850.00 | -15.04% |
| 4017 · Wall Certificates \$25 | 1,125.00 | 1,350.00 | -225.00 | -16.67% |
| 4018 · Late Fees \$225 | 0.00 | 1,125.00 | -1,125.00 | -100.0% |
| 4019 · Prof Corp Application \$700 | 16,800.00 | 17,500.00 | -700.00 | -4.0% |
| Total 4008 · Admin Fees | 40,425.00 | 88,425.00 | -48,000.00 | -54.28% |
| 4002 · Interest Income | 63,567.11 | 87,309.76 | -23,742.65 | -27.19% |
| 4003 · Remediation Chargeback | | | | |
| 4026 · Discipline Chargeback | 2,191.21 | 0.00 | 2,191.21 | 100.0% |
| 4027 · Registration Chargeback | 333.84 | 0.00 | 333.84 | 100.0% |
| 4028 · ICRC Remediation Chargeback | 1,323.90 | 0.00 | 1,323.90 | 100.0% |
| 4003 · Remediation Chargeback - Other | 0.00 | 2,572.32 | -2,572.32 | -100.0% |
| Total 4003 · Remediation Chargeback | 3,848.95 | 2,572.32 | 1,276.63 | 49.63% |
| 4004 · Cost recovery from cost orders | 36,316.64 | 36,166.64 | 150.00 | 0.42% |
| 4010 · Miscellaneous Income | 0.00 | 500.00 | -500.00 | -100.0% |
| 4022 · Recovery of Therapy Costs | 2,142.84 | 0.00 | 2,142.84 | 100.0% |
| Total Income | 2,379,354.37 | 3,101,493.46 | -722,139.09 | -23.28% |
| Gross Profit | 2,379,354.37 | 3,101,493.46 | -722,139.09 | -23.28% |
| Expense | | | | |
| 5756 · C & D Accrual Expense | 0.00 | -102,687.84 | 102,687.84 | 100.0% |
| 5000 · Committee Per Diem | | | | |
| 5001 · Chairs meeting - per diem | 0.00 | 2,212.00 | -2,212.00 | -100.0% |
| 5002 · ICRC - per diem | 4,824.00 | 11,230.00 | -6,406.00 | -57.04% |
| 5003 · Council - per diem | 5,818.00 | 26,481.75 | -20,663.75 | -78.03% |
| 5005 · Discipline Committee - per diem | 5,598.00 | 18,358.00 | -12,760.00 | -69.51% |
| 5006 · Executive - per diem | 10,756.42 | 5,684.09 | 5,072.33 | 89.24% |
| 5010 · Patient Relations - per diem | -94.00 | 0.00 | -94.00 | -100.0% |
| 5011 · QA Committee - per diem | 8,894.00 | 252.00 | 8,642.00 | 3,429.37% |
| 5012 · Registration Com. - per diem | 1,057.00 | 2,841.50 | -1,784.50 | -62.8% |
| 5017 · Finance Committee - per diem | -758.00 | 5,715.00 | -6,473.00 | -113.26% |
| Total 5000 · Committee Per Diem | 36,095.42 | 72,774.34 | -36,678.92 | -50.4% |
| 5050 · Committee Reimbursed Expenses | | | | |
| 5051 · Chairs meeting - expenses | 0.00 | 10,689.83 | -10,689.83 | -100.0% |
| 5052 · ICRC - expenses | 5,693.80 | 13,423.89 | -7,730.09 | -57.59% |
| 5053 · Council - expenses | 10,879.16 | 42,007.18 | -31,128.02 | -74.1% |
| 5055 · Discipline Committee - expenses | 3,095.87 | 22,786.42 | -19,690.55 | -86.41% |
| 5056 · Executive Committee - expenses | 2,532.75 | 3,986.22 | -1,453.47 | -36.46% |
| 5062 · QA Committee - expenses | 397.07 | 0.00 | 397.07 | 100.0% |
| 5063 · Registration Comm. - expenses | 0.00 | 2,064.09 | -2,064.09 | -100.0% |
| 5075 · Finance Committee - expenses | 537.38 | 5,129.27 | -4,591.89 | -89.52% |
| Total 5050 · Committee Reimbursed Expenses | 23,136.03 | 100,086.90 | -76,950.87 | -76.88% |
| 5100 · Information Management | | | | |
| 5101 · IT Hardware | 15,398.96 | 12,636.84 | 2,762.12 | 21.86% |
| 5102 · Software | 21,880.22 | 17,306.94 | 4,573.28 | 26.43% |
| 5103 · IT Maintenance | 42,851.42 | 53,257.47 | -10,406.05 | -19.54% |
| 5104 · IT Database | 95,622.02 | 40,469.80 | 55,152.22 | 136.28% |
| Total 5100 · Information Management | 175,752.62 | 123,671.05 | 52,081.57 | 42.11% |
| 5200 · Insurance | 3,255.12 | 4,822.98 | -1,567.86 | -32.51% |
| 5300 · Networking | 92.21 | 32,181.18 | -32,088.97 | -99.71% |
| 5400 · Office and General | | | | |
| 5402 · Bank & service charges | 58,846.88 | 18,375.93 | 40,470.95 | 220.24% |
| 5403 · Maintenance & repairs | 1,303.77 | 4,553.39 | -3,249.62 | -71.37% |
| 5405 · Memberships & publications | 5,749.19 | 7,192.10 | -1,442.91 | -20.06% |
| 5406 · CAPR Registration Levy | 105,210.66 | 99,399.72 | 5,810.94 | 5.85% |
| 5407 · Office & kitchen supplies | 2,664.94 | 7,378.53 | -4,713.59 | -63.88% |
| 5408 · Postage & courier | 4,809.01 | 1,998.52 | 2,810.49 | 140.63% |
| 5409 · Rent | 229,599.00 | 241,890.47 | -12,291.47 | -5.08% |
| 5411 · Printing, Filing & Stationery | 32,639.22 | 31,977.82 | 661.40 | 2.07% |
| 5412 · Telephone & Internet | 16,520.73 | 15,604.75 | 915.98 | 5.87% |
| 5413 · Bad Debt | -2,164.48 | 1,781.07 | -3,945.55 | -221.53% |
| Total 5400 · Office and General | 455,178.92 | 430,152.30 | 25,026.62 | 5.82% |
| 5500 · Regulatory Effectiveness | | | | |
| 5503 · Council Education | 1,406.85 | 12,845.28 | -11,438.43 | -89.05% |

**College of Physiotherapists of Ontario
Statement of Operations
Prior Year Comparison
April through September 2020**

| | <u>Apr - Sep 20</u> | <u>Apr - Sep 19</u> | <u>\$ Change</u> | <u>% Change</u> |
|--|---------------------|---------------------|--------------------|-----------------|
| 5505 · Policy Development | 15,103.42 | 11,748.12 | 3,355.30 | 28.56% |
| Total 5500 · Regulatory Effectiveness | 16,510.27 | 24,593.40 | -8,083.13 | -32.87% |
| 5600 · Communications | | | | |
| 5605 · French Language Services | 1,103.45 | 5,553.79 | -4,450.34 | -80.13% |
| 5620 · Print Communication | 1,626.26 | 9,012.28 | -7,386.02 | -81.96% |
| 5621 · Online Communication | 44,821.54 | 5,056.97 | 39,764.57 | 786.33% |
| 5622 · In-Person Communication | 0.00 | 5,484.32 | -5,484.32 | -100.0% |
| Total 5600 · Communications | 47,551.25 | 25,107.36 | 22,443.89 | 89.39% |
| 5700 · Professional fees | | | | |
| 5701 · Audit | 0.00 | 18,080.00 | -18,080.00 | -100.0% |
| 5702 · Hearing Expenses | 944.68 | 8,367.30 | -7,422.62 | -88.71% |
| 5704 · Investigation Services | | | | |
| 5711 · External Investigators | 18,958.39 | 0.00 | 18,958.39 | 100.0% |
| 5712 · PC - Chart Review | 8,578.92 | 0.00 | 8,578.92 | 100.0% |
| 5714 · Fees to Secure Records | 128.86 | 0.00 | 128.86 | 100.0% |
| 5704 · Investigation Services - Other | 0.00 | 50,955.62 | -50,955.62 | -100.0% |
| Total 5704 · Investigation Services | 27,666.17 | 50,955.62 | -23,289.45 | -45.71% |
| 5705 · Professional services - Other | 6,299.75 | 6,328.00 | -28.25 | -0.45% |
| 5707 · Decision writing & Undercover | 4,293.46 | 0.00 | 4,293.46 | 100.0% |
| 5708 · Peer / Expert opinions | 2,508.60 | 0.00 | 2,508.60 | 100.0% |
| 5750 · Legal | | | | |
| 5751 · Legal - QA | 10,113.50 | 1,016.10 | 9,097.40 | 895.33% |
| 5752 · Legal - Registration | 17,983.96 | 12,439.27 | 5,544.69 | 44.57% |
| 5753 · Legal - Professional Conduct | | | | |
| 5760 · General Counsel | 18,461.50 | 10,482.97 | 7,978.53 | 76.11% |
| 5761 · Independent Legal Advice | 29,399.79 | 40,411.30 | -11,011.51 | -27.25% |
| 5762 · Hearing Counsel | 39,211.62 | 80,204.09 | -40,992.47 | -51.11% |
| 5763 · Court Proceedings & Appeals | 1,693.71 | 50,000.00 | -48,306.29 | -96.61% |
| Total 5753 · Legal - Professional Conduct | 88,766.62 | 181,098.36 | -92,331.74 | -50.98% |
| 5754 · Legal - Council Advice | 0.00 | 84.75 | -84.75 | -100.0% |
| 5755 · General Legal | 4,759.57 | 6,384.50 | -1,624.93 | -25.45% |
| 5757 · Legal - Executive Office | 4,521.45 | 0.00 | 4,521.45 | 100.0% |
| Total 5750 · Legal | 126,145.10 | 201,022.98 | -74,877.88 | -37.25% |
| Total 5700 · Professional fees | 167,857.76 | 284,753.90 | -116,896.14 | -41.05% |
| 5800 · Programs | | | | |
| 5810 · Quality Program | | | | |
| 5811 · QA Program Development & Eval. | 8,226.25 | 56,611.90 | -48,385.65 | -85.47% |
| 5821 · Assessor Travel | -7.95 | 0.00 | -7.95 | -100.0% |
| 5823 · Assessor Training | 1,032.00 | 8,983.58 | -7,951.58 | -88.51% |
| 5824 · Assessor Onsite Assessment Fee | 900.00 | 0.00 | 900.00 | 100.0% |
| 5825 · Assessor Remote Assessment | 0.00 | 42,499.25 | -42,499.25 | -100.0% |
| Total 5810 · Quality Program | 10,150.30 | 108,094.73 | -97,944.43 | -90.61% |
| 5802 · Jurisprudence | 13,088.85 | 13,088.85 | 0.00 | 0.0% |
| 5870 · Practice Enhancement - QA | | | | |
| 5871 · QA Practice Enhancement fees | 1,568.59 | 1,949.80 | -381.21 | -19.55% |
| Total 5870 · Practice Enhancement - QA | 1,568.59 | 1,949.80 | -381.21 | -19.55% |
| 5880 · Remediation | | | | |
| 5882 · Remediation - ICRC | 2,668.05 | 0.00 | 2,668.05 | 100.0% |
| 5883 · Remediation - Registration | 333.84 | 0.00 | 333.84 | 100.0% |
| 5884 · Remediation - Discipline | 905.77 | 0.00 | 905.77 | 100.0% |
| 5880 · Remediation - Other | 0.00 | 4,501.77 | -4,501.77 | -100.0% |
| Total 5880 · Remediation | 3,907.66 | 4,501.77 | -594.11 | -13.2% |
| 5890 · Therapy and Counselling Fund | 4,860.00 | 5,739.60 | -879.60 | -15.33% |
| Total 5800 · Programs | 33,575.40 | 133,374.75 | -99,799.35 | -74.83% |
| 5900 · Staffing | | | | |
| 5901 · Salaries | 1,437,396.31 | 1,354,402.26 | 82,994.05 | 6.13% |
| 5902 · Employer Benefits | 56,351.75 | 61,637.07 | -5,285.32 | -8.58% |
| 5903 · Employer RRSP Contribution | 70,581.55 | 69,187.62 | 1,393.93 | 2.02% |
| 5904 · Consultant fees | 33,019.12 | 174,099.00 | -141,079.88 | -81.03% |
| 5905 · Staff Development | 13,936.15 | 31,800.76 | -17,864.61 | -56.18% |
| 5906 · Recruitment | 909.18 | 770.22 | 138.96 | 18.04% |
| 5907 · Staff Recognition | 2,957.07 | 4,184.22 | -1,227.15 | -29.33% |
| 5911 · CPP - Canadian Pension Plan | 42,730.57 | 45,787.20 | -3,056.63 | -6.68% |
| 5912 · EI - Employment Insurance | 16,625.80 | 18,186.39 | -1,560.59 | -8.58% |
| 5913 · EHT - Employer Health Tax | 30,444.04 | 32,090.14 | -1,646.10 | -5.13% |
| Total 5900 · Staffing | 1,704,951.54 | 1,792,144.88 | -87,193.34 | -4.87% |
| Total Expense | 2,663,956.54 | 2,920,975.20 | -257,018.66 | -8.8% |
| Net Ordinary Income | -284,602.17 | 180,518.26 | -465,120.43 | -257.66% |
| Other Income/Expense | | | | |
| Other Income | | | | |
| 6001 · Amortization | -81,053.98 | -75,410.36 | -5,643.62 | -7.48% |
| Total Other Income | -81,053.98 | -75,410.36 | -5,643.62 | -7.48% |
| Net Other Income | -81,053.98 | -75,410.36 | -5,643.62 | -7.48% |
| Net Income | -365,656.15 | 105,107.90 | -470,764.05 | -447.89% |

| | <u>30 Sep 20</u> | <u>31 Mar 20</u> | <u>30 Sep 19</u> |
|--|-----------------------------|-----------------------------|-----------------------------|
| ASSETS | | | |
| Current Assets | | | |
| Chequing/Savings | | | |
| 1000 · Cash on Hand | | | |
| 1001 · Petty Cash | 250.00 | 250.00 | 250.00 |
| 1002 · Petty Cash (USD) | 0.00 | 0.00 | 0.00 |
| 1003 · CC Clearing - RBC - 100-999-2 | 136,399.83 | 68,742.19 | 3,771.15 |
| 1005 · Operating - RBC - 102-953-7 | 80,495.83 | 76,559.79 | 106,256.34 |
| 1103 · Savings - RBC - 100-663-4 | 4,135,778.03 | 4,352,210.92 | 4,223,295.37 |
| 1000 · Cash on Hand - Other | 0.00 | 0.00 | 0.00 |
| Total 1000 · Cash on Hand | <u>4,352,923.69</u> | <u>4,497,762.90</u> | <u>4,333,572.86</u> |
| 1100 · Investments | | | |
| 1102 · Investments - Short Term | 1,005,365.48 | 951,365.48 | 758,933.90 |
| 1104 · Investments - Long Term | 4,082,425.14 | 4,082,425.14 | 4,204,277.97 |
| Total 1100 · Investments | <u>5,087,790.62</u> | <u>5,033,790.62</u> | <u>4,963,211.87</u> |
| Total Chequing/Savings | 9,440,714.31 | 9,531,553.52 | 9,296,784.73 |
| Accounts Receivable | | | |
| 1200 · Accounts Receivable | 59,934.52 | 54,127.87 | 49,358.71 |
| Total Accounts Receivable | <u>59,934.52</u> | <u>54,127.87</u> | <u>49,358.71</u> |
| Other Current Assets | | | |
| 1201 · Allowance for Doubtful Accounts | -42,049.37 | -44,213.85 | -26,363.85 |
| 1400 · Prepaid Expenses | | | |
| 1401 · Prepaid Software | 0.00 | 31,557.87 | 5,835.81 |
| 1403 · Prepaid IT services | 14,334.82 | 88,948.62 | 19,019.77 |
| 1405 · Prepaid Insurance | 3,111.48 | 3,255.12 | 3,662.04 |
| 1406 · Prepaid Membership | 63,149.21 | 170,982.47 | 63,267.31 |
| 1408 · Prepaid staff development | 0.00 | 613.77 | 0.00 |
| 1410 · Prepaid meetings | 0.00 | 122.42 | 7,273.29 |
| 1411 · Prepaid Rent | 41,648.56 | 41,648.56 | 42,625.56 |
| Total 1400 · Prepaid Expenses | <u>122,244.07</u> | <u>337,128.83</u> | <u>141,683.78</u> |
| Total Other Current Assets | <u>80,194.70</u> | <u>292,914.98</u> | <u>115,319.93</u> |
| Total Current Assets | <u>9,580,843.53</u> | <u>9,878,596.37</u> | <u>9,461,463.37</u> |
| Fixed Assets | | | |
| 1301 · Computer equipment | 98,546.78 | 36,046.54 | 75,325.10 |
| 1302 · Computer Software | 0.00 | 0.00 | 7,940.84 |
| 1305 · Computer equipment - Acc dep | -43,110.14 | -35,812.34 | -71,957.02 |
| 1306 · Computer Software - Acc Dep | 0.00 | 0.00 | -7,940.84 |
| 1310 · Furniture and Equipment | 377,049.09 | 345,134.12 | 346,853.98 |
| 1312 · Furniture & Equipment -Acc Dep | -248,031.59 | -214,417.16 | -183,759.12 |
| 1320 · Leasehold Improvements | 793,263.20 | 793,263.20 | 793,263.20 |
| 1322 · Leasehold Improvements -Acc dep | -265,736.51 | -225,594.76 | -185,696.57 |
| Total Fixed Assets | <u>711,980.83</u> | <u>698,619.60</u> | <u>774,029.57</u> |
| TOTAL ASSETS | <u><u>10,292,824.36</u></u> | <u><u>10,577,215.97</u></u> | <u><u>10,235,492.94</u></u> |

| | <u>30 Sep 20</u> | <u>31 Mar 20</u> | <u>30 Sep 19</u> |
|---|-----------------------------|-----------------------------|-----------------------------|
| LIABILITIES & EQUITY | | | |
| Liabilities | | | |
| Current Liabilities | | | |
| Accounts Payable | | | |
| 2000 · Accounts Payable | 57,953.65 | 57,849.57 | 189,284.03 |
| Total Accounts Payable | <u>57,953.65</u> | <u>57,849.57</u> | <u>189,284.03</u> |
| Other Current Liabilities | | | |
| 2011 · Vacation Accrual | 133,902.98 | 133,902.98 | 133,507.99 |
| 2010 · Accrued Liabilities | 677,319.34 | 731,038.07 | 796,764.36 |
| 2100 · Deferred Revenue | | | |
| 2101 · Deferred Registration Fees | | | |
| 2102 · Deferred Full Fee Revenue | 3,412,312.00 | 3,283,825.00 | 2,799,475.00 |
| 2103 · Pro-Rated Fee Revenue | 24,870.72 | 0.00 | 71,194.11 |
| Total 2101 · Deferred Registration Fees | <u>3,437,182.72</u> | <u>3,283,825.00</u> | <u>2,870,669.11</u> |
| 2110 · Banked refunds | 42,858.10 | 47,782.97 | 51,404.10 |
| Total 2100 · Deferred Revenue | <u>3,480,040.82</u> | <u>3,331,607.97</u> | <u>2,922,073.21</u> |
| 2150 · Other Payables | | | |
| 2154 · Citizen's Advisory Group | 0.00 | 0.00 | 0.00 |
| 2152 · Due to London Life (RRSP) | 0.00 | 0.00 | 0.00 |
| Total 2150 · Other Payables | <u>0.00</u> | <u>0.00</u> | <u>0.00</u> |
| Total Other Current Liabilities | <u>4,291,263.14</u> | <u>4,196,549.02</u> | <u>3,852,345.56</u> |
| Total Current Liabilities | <u>4,349,216.79</u> | <u>4,254,398.59</u> | <u>4,041,629.59</u> |
| Long Term Liabilities | | | |
| 2125 · Deferred Rent - Tenant Incentiv | 178,456.72 | 192,010.38 | 205,564.04 |
| Total Long Term Liabilities | <u>178,456.72</u> | <u>192,010.38</u> | <u>205,564.04</u> |
| Total Liabilities | <u>4,527,673.51</u> | <u>4,446,408.97</u> | <u>4,247,193.63</u> |
| Equity | | | |
| 3000 · Unrestricted Net Assets | 4,411,446.00 | 4,163,830.41 | 4,163,830.41 |
| 3001 · Invested in Capital Assets | 619,361.00 | 619,361.00 | 619,361.00 |
| 3010 · Restricted Reserves | | | |
| 3011 · Professional Conduct Expense / Contingency | 1,000,000.00 | 1,000,000.00 | 1,000,000.00 |
| 3012 · Sexual Abuse Therapy / Fee Stabilization | 100,000.00 | 100,000.00 | 100,000.00 |
| 3013 - Strategic Initiatives | 0.00 | 0.00 | 0.00 |
| 3014 - IT Improvements | 0.00 | 0.00 | 0.00 |
| Total 3010 · Restricted Reserves | <u>1,100,000.00</u> | <u>1,100,000.00</u> | <u>1,100,000.00</u> |
| 3900 · Retained Earnings | 0.00 | 0.00 | 0.00 |
| Net Income | -365,656.15 | 247,615.59 | 105,107.90 |
| Total Equity | <u>5,765,150.85</u> | <u>6,130,807.00</u> | <u>5,988,299.31</u> |
| TOTAL LIABILITIES & EQUITY | <u>10,292,824.36</u> | <u>10,577,215.97</u> | <u>10,235,492.94</u> |



COLLEGE OF
PHYSIOTHERAPISTS
of ONTARIO

ORDRE DES
PHYSIOTHÉRAPEUTES
de l'ONTARIO

Motion No.: 9

**Council Meeting
November 27, 2020**

Agenda #9: Appointment of Auditor

It is moved by

and seconded by

that:

Council appoint Hilborn LLP as the Auditor for Fiscal Year ending March 31, 2021.

| | |
|-----------------------|--|
| Meeting Date: | November 27, 2020 |
| Agenda Item #: | 9 |
| Issue: | Appointment of the Auditor |
| Submitted by: | Zoe Robinson, Director, Corporate Services |

Issue:

Appointment of an external auditor (“Auditor”) for the College’s annual audit of the financial statements.

Background

The Finance Committee (“Committee”) considered the appointment of the Auditor for the year ending March 31, 2021 at its meeting on November 10, 2020.

The Committee decided to recommend to the Executive Committee that:

1. Hilborn LLP be recommended for appointment by Council as the Auditor for Fiscal Year 2021 ending at March 31, 2021.
2. An RFP be issued to secure an Auditor for Fiscal Year 2022 ending at March 21, 2022.

Decision Sought

Council appoint Hilborn LLP as the Auditor for Fiscal Year ending March 31, 2021.



COLLEGE OF
PHYSIOTHERAPISTS
of ONTARIO

ORDRE DES
PHYSIOTHÉRAPEUTES
de l'ONTARIO

Motion No.: 10

**Council Meeting
November 27, 2020**

Agenda # 10- Honorary Physiotherapist Designation

It is moved by

and seconded by

that:

Council approves the Honorary Recognition Award - Governance Policy.

| | |
|-----------------------|--|
| Meeting Date: | November 27, 2020 |
| Agenda Item #: | 10 |
| Issue: | Honorary Physiotherapist Designation |
| Submitted by: | Justin Rafton, Policy & Governance Manager |

Issue:

At their December 2019 meeting, Council approved in principle the creation of an honorary membership designation and provided feedback on the criteria that would define a corresponding by-law for the designation. Staff have since received additional legal advice on the draft honorary membership by-law and considered alternative policy options in light of concerns identified at that Council meeting.

After considering the policy options, the Executive Committee has recommended that Council approve a governance policy describing an Honorary Recognition Award rather than create an honorary membership by-law.

Background

At the March 2019 Council meeting, the President sought Council's feedback on the creation of a new by-law outlining an honorary membership designation for the College to recognize past publicly-appointed Councillors who have made a direct and significant contribution to the work of the College. The President suggested that establishing an honorary membership designation could provide an alternative to the status quo of receiving a College Service Award. At the time, Councillors expressed interest in exploring this idea.

Exploration of an Honorary Membership Designation

The background work undertaken to explore the creation of such a designation is outlined below:

- April 2019: Staff confirmed the legislative authority from section 94(1)(z) of the Health Professions Procedural Code (*Schedule 2 of the [Regulated Health Professions Act, 1991](#)*) of Council to make by-laws describing an honorary membership designation. Legal counsel advised that the language used in section 94(1)(z) would capture an honorary member who is not a registered physiotherapist.
- May 2019: Staff sought legal advice about what criteria should be considered to create an honorary membership designation. Staff also obtained information from other organizations that currently have such a designation.



- June 2019: The Executive Committee considered the information that staff had gathered and were asked to confirm the purpose and intent of creating an honorary membership designation, and to provide initial guidance on the potential criteria for a corresponding by-law.
- July – August 2019: Staff obtained legal advice regarding the drafting of a potential honorary membership by-law based on the Executive Committee's initial guidance, and to identify any additional issues that the College may need to consider in the creation of such a by-law.
- September 2019: The Executive Committee reviewed an initial draft of a potential by-law and provided guidance on a number of additional issues identified by legal counsel.
- October – November 2019: Staff sought additional legal advice on the draft honorary membership by-law in light of the additional guidance from the Executive Committee.
- November 2019: The Executive Committee considered the revised draft of the honorary membership by-law and made a recommendation to Council to create an honorary membership designation and consider the draft by-law that had been developed.
- December 2019: Council considered the Executive Committee's recommendation and decided to approve in principle the concept of an honorary membership designation. Council agreed that additional work was required on the draft honorary membership by-law and provided feedback to staff on the criteria that would define the by-law.
- January – February 2020: Staff sought additional legal advice on the draft honorary membership by-law and considered alternative policy options in light of the concerns and suggestions identified by Council.
- March 2020: The Executive Committee considered the policy options presented by staff for recognizing individuals who have significantly contributed to the College's work and decided that rather than establish a by-law for an honorary membership, it would be more appropriate to recommend that Council approve an Honorary Recognition Award, with an associated governance policy.

Summary of the discussion at the December 2019 Council meeting

Creation of an honorary membership designation

In December 2019, Council had its first opportunity to consider the exploratory work done on creating an honorary membership designation since the idea was first introduced in March 2019. After considering the initial rationale for creating the designation, background research, and

recommendations of the Executive Committee, Council was asked to make a decision about whether or not to create the designation.

Councillors agreed in principle with the idea of recognizing persons who have contributed significantly to the College's mandate of protecting the public but expressed some concerns about who should be eligible to receive this special recognition and the proposed mechanisms for managing the honorary membership designation. After some discussion, Councillors came to a consensus about supporting the concept that more should be done to recognize individuals who have made direct and significant contributions to the College's work and decided to approve in principle the concept of an honorary membership designation.

Council also acknowledged that the creation of an honorary membership designation would not impact the Council Service Award program.

Feedback on the draft honorary membership by-law

Before Council's discussion on the draft honorary membership by-law, it was noted that staff identified some concerns about potential confusion due to the statutory language used in the draft by-law that required additional investigation. Rather than make a decision about approving a by-law, Council was asked instead to consider the principles that should be captured.

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

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

Council recommended the following changes to the criteria:

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

- Council, rather than the Executive Committee, should determine if concerning conduct of a nominee should disqualify them from receiving the designation.
- The complementary governance policy should define all processes of managing the designation, including the fact that Executive Committee will serve as the nominations screening body¹.

Councillors also recommended a few changes to the content of the draft by-law that staff incorporated into the revised draft by-law.

Concerns and Suggestions

During Council's discussion, a number of other concerns or potential risks were raised.

Considerations about fairness

There were several comments made about who should be recognized through this designation. Councillors acknowledged that the honorary membership designation would be a way to recognize not only past publicly-appointed Councillors but other non-physiotherapists who have contributed to the College's work, but expressed some concern about the perception of unfairness in being able to show special recognition to only a select few past Councillors.

However, Council recognized that past professional (physiotherapist) Councillors are recognized publicly by virtue of the physiotherapist title, as well as through professional associations. Council noted assurance that if a nomination is justified and well-supported, Council should be able to evaluate the nomination objectively and recognize an individual. Councillors ultimately supported the recommendation to limit the eligibility for the designation to individuals who are not and never have been physiotherapists.

Potential confusion about title

The honorary membership title prescribed by the draft by-law was also a subject of discussion at Council. Councillors were mindful of the potential for confusion of the public about the meaning of the "honorary member" title and the possibility of an honorary member holding out as a physiotherapist by virtue of the designation. These concerns were mitigated by the suggestion that individuals worthy of being given this designation would act with integrity and use the title appropriately, and that College communications should make clear what the designation means and how the title should be used. There were also suggestions to change the title name in order to avoid these challenges.

¹ Paragraph 5 of the draft by-law still refers to the Executive Committee determining disputes about an individual's eligibility because this paragraph was taken from section 3.1(9) of the By-laws to align the eligibility requirements for the honorary membership designation with those of elected Councillors. It is recommended that this paragraph remain in the draft by-law to be consistent with section 3.1(9) of the By-laws.

Potential risk to the College

Councillors discussed how the College would manage the circumstance where the College becomes aware that an honorary member has demonstrated dishonourable conduct that, through the affiliation of the honorary membership designation, could cause harm to the College's reputation. Councillors acknowledged that a discussion about these kinds of concerns would not meet the requirements to go in-camera and therefore must be discussed publicly at Council. They agreed that screening measures would need to be put in place to ensure that the risks to the College in these circumstances are mitigated.

Use of College resources

Lastly, there was discussion about the resources required to manage the designation and monitor designees on an ongoing basis. Council was made aware that staff would not be actively investigating designees' conduct but if staff becomes aware of a concern, it will be brought to the attention of Council.

New items for Council's consideration

Alternative to a By-law: Honorary Recognition Award governance policy

Throughout the discussion at Council, several Councillors identified concerns about the potential confusion and risks of the honorary membership designation being perceived by the public as a type of membership. Taking this into consideration, staff have explored an alternative option to creating a Honorary Recognition Award.

Rather than create an honorary membership through a by-law, Council could instead create a governance policy that would establish an Honorary Recognition Award. This honorary award would give Council the opportunity to recognize individuals who have made a direct and significant contribution to the work of the College while avoiding the potential confusion for the public and risks involved with creating an honorary membership designation. It should be noted, however, that there is still potential for the College's reputation to be harmed by issuing an award if the recipient demonstrates concerning conduct after being recognized.

Staff have created a draft Honorary Recognition Award governance policy based on the criteria recommended by Council in December which can be found in **Appendix 1**. For reference on the alternative option, the revised draft Honorary Membership by-law and complementary governance policy can be found in **Appendix 2**.

Use of Statutory Language

During Council's discussion in December, staff identified that there may be risk in using statutory language from the *Regulated Health Professions Act* and the Professional Misconduct Regulation in the honorary membership by-law, which would be applied to non-physiotherapists. The specific paragraphs of concern in the draft by-law in Appendix 2 where statutory language was used are paragraphs 4(b) – 4(d), 4(g), 4(h), and 11.

Staff identified this concern because of the potential challenges it could cause during the vetting processes for eligibility and revocation. In circumstances where a nominee is or has been a member of a statutory body other than an RHPA college, terminology such as "Discipline and Fitness to Practise proceedings" and "disgraceful, dishonourable or unprofessional" that is used in the draft by-law may not be used within other statutory bodies or may have different meanings. Staff sought legal advice on alternative language to address this concern. The language changes are reflected in both drafts of the Honorary Recognition Award governance policy and the revised honorary membership by-law.

Council should note that that both the draft Honorary Recognition Award governance policy and draft honorary membership by-law mirror some of the content from the section 3.1(8) of the College By-laws that describes eligibility for elected Councillors. If section 3.1(8) of the By-laws is amended as a result of the ongoing By-laws and governance policies review, the corresponding changes will be made to the relevant sections of the Honorary Recognition Award governance policy or the honorary membership by-law.

Executive Committee recommendation

After considering the revised draft Honorary Membership by-law and the alternative Honorary Recognition Award governance policy, the Executive Committee noted that the policy accomplishes the goal of recognizing individuals who have made significant contributions to the College's mandate, while avoiding some of the concerns and risks associated with creating a designation in the by-laws.

The Executive Committee decided to recommend that Council approve the proposed Honorary Recognition Award - Governance Policy.

Decision sought

Council is asked to approve a Governance Policy describing an Honorary Recognition Award.

Appendices

- Appendix 1: Honorary Recognition Award - Governance Policy
- Appendix 2: Honorary Membership By-law and complementary governance policy



Appendix 1

Honorary Recognition Award- Governance Policy

Title: Honorary Recognition Award

Policy:

From time to time the Council of the College may wish to recognize a member of the public who has made a direct and significant contribution to the mandate of the College by issuing an Honorary Recognition Award.

Individuals must meet eligibility criteria to be considered for the award and Council will make the final decision on issuing the award. There is no limit to the number of nominations that will be considered for the award.

Eligibility Criteria

1. An individual may be issued an Honorary Recognition Award if the individual has made a direct and significant contribution to the mandate of the College as a Councillor, Committee member, staff member or member of the public.
2. The following are additional eligibility requirements for the Honorary Recognition Award:
 - a. The individual is not and never has been a Member;
 - b. if the individual is or has been a member of any statutory body that governs a profession, the individual is not the subject of any proceedings relating to professional misconduct, incompetence or incapacity, or similar proceedings at the time of the award;
 - c. if the individual is or has been a member of any statutory body that governs a profession, the individual has not been found guilty of professional misconduct or to be incompetent or of a similar finding in the six years before the award;
 - d. if the individual is or has been a member of any statutory body that governs a profession, the individual's certificate or registration with the statutory body must not have been subject to terms, conditions, or limitations or other similar restrictions in the six years before the award, unless the term, condition or limitation or similar restriction was prescribed by the applicable legislation;



- e. the individual has not been found guilty of an offence under the *Criminal Code* or the *Health Insurance Act*, unless a pardon or record suspension has been granted with respect to the finding;
 - f. the individual is not a participant (other than on behalf of the College) in a legal action or application against the College;
 - g. if the individual is or has been a member of any statutory body that governs a profession, the individual does not have a current notation of an interim order, caution, undertaking, or specified continuing education or remediation program or other similar notation on the public register of that body;
 - h. the individual has not engaged in any other conduct that, in the opinion of the Council, would cause the public to lose confidence in the College's ability to regulate the profession in the public interest if the individual is issued the award; and
 - i. the individual is not an employee, a Councillor, or a Committee member of the College at the time of nomination.
3. Any disputes about an individual's eligibility for the Honorary Recognition Award shall be determined by the Executive Committee.

Withdrawal of the Award

4. Council may withdraw the Honorary Recognition Award based on a majority vote of the Councillors present and voting if, in the opinion of Council, the individual engages in conduct that would cause the public to lose confidence in the College's ability to regulate the profession in the public interest if the individual holds the award.
5. The Registrar shall withdraw the Honorary Recognition Award if the recipient no longer meets the eligibility criteria set out in sub-paragraphs 2(a) through (g) above.

Procedure for Issuing the Honorary Recognition Award

Nominations process

1. Only nominations made by Councillors or College staff will be accepted by the Registrar.
2. The nominator must provide documentation to the Registrar to support the nomination.
3. The Registrar will verify if nominated individuals meet the eligibility criteria.



4. The Executive Committee will consider all eligible nominees and determine whether or not to recommend the nominees to Council for the award

Selection process

5. Council will review all eligible nominations, including any documentation to support the nomination, as well as the Executive Committee's recommendations. Council may consider multiple nominations at any Council meeting.
6. Council may issue the Honorary Recognition Award to a nominee by majority vote of those present and voting.
7. The decision of Council is final.

Process for notification of award

8. All nominees will be notified by the President or Registrar of Council's decision about their nomination.
9. Staff will invite all award recipients to attend a Council event at which they will be recognized.

Recognition

10. Award recipients will be presented with an Honorary Recognition Award Certificate from the College of Physiotherapists of Ontario.
11. The College will cover all expenses of recipients for attending the Council event to be recognized.
12. Award recipients will be recognized publicly through College communications.

Withdrawal process

13. When notified of a possible cause for withdrawal of the award, the Registrar will assess the concern and determine whether or not it is subject to the withdrawal provisions described in this policy.
14. If the concern is subject to the withdrawal provisions, the Registrar will determine whether the concern warrants automatic withdrawal of the award or referral to Council for consideration, in accordance with this policy.
15. Individuals who have had the award withdrawn will be notified of withdrawal in writing. The President will be the signatory.
16. Individuals who have had the award withdrawn will be removed from relevant College communications.



Appendix 2

Draft Honorary Membership By-law

[Add the following definition to the definitions section:]

“Honorary Member” means an individual who is designated by Council as an honorary member of the College in accordance with these by-laws.

[Add the following to the By-laws:]

DESIGNATION OF HONORARY MEMBERS

1. Council may designate an individual as an Honorary Member of the College based on a majority vote of the Councillors present and voting.
2. Individuals may be nominated for designation as an Honorary Member in accordance with the College’s governance policies as approved by Council.

Eligibility for designation as Honorary Member

3. An individual may be designated as an Honorary Member if the individual has made a direct and significant contribution to the mandate of the College as a Councillor, Committee member, staff member or member of the public.
4. The following are additional eligibility requirements for designation as an Honorary Member:
 - a. The individual is not and never has been a Member;
 - b. if the individual is or has been a member of any statutory body that governs a profession, the individual is not the subject of any proceedings relating to professional misconduct, incompetence or incapacity or similar proceedings at the time of the designation;
 - c. if the individual is or has been a member of any statutory body that governs a profession, the individual has not been found guilty of professional misconduct or to be incompetent or of a similar finding in the six years before the designation;
 - d. if the individual is or has been a member of any statutory body that governs a profession, the individual’s certificate of registration with the statutory body must not have been subject to terms, conditions, or limitations or other similar



restrictions in the six years before the designation, unless the term, condition or limitation or other restriction was prescribed by the applicable legislation;

- e. the individual has not been found guilty of an offence under the *Criminal Code* or the *Health Insurance Act*, unless a pardon or record suspension has been granted with respect to the finding;
 - f. the individual is not a participant (other than on behalf of the College) in a legal action or application against the College;
 - g. if the individual is or has been a member of any statutory body that governs a profession, the individual does not have a current notation of an interim order, caution, undertaking, or specified continuing education or remediation program or other similar notation on the public register of that body;
 - h. the individual has not engaged in any other conduct that, in the opinion of the Council, would cause the public to lose confidence in the College's ability to regulate the profession in the public interest if the individual is granted the designation; and
 - i. the individual is not an employee, a Councillor, or a Committee member of the College at the time of the nomination.
5. Any disputes about an individual's eligibility for designation as an Honorary Member shall be determined by the Executive Committee.

Rights and Privileges

- 6. An Honorary Member may use the title "Honorary Member of the College of Physiotherapists of Ontario".
- 7. An Honorary Member will be presented with a Certificate of Honorary Membership with the College of Physiotherapists of Ontario.
- 8. An Honorary Member does not have any of the rights or obligations of a Member of the College by virtue of their designation as an Honorary Member.
- 9. An Honorary Member shall not use the title "physiotherapist" or "physical therapist" (or a variation, abbreviation or equivalent in another language), hold himself or herself out as a person who is qualified to practise in Ontario as a physiotherapist or in a specialty of physiotherapy, or perform any controlled act authorized under the Act.



10. At the College's request, an Honorary Member shall provide the College with up-to-date contact information.

Revocation of designation

11. Council may revoke the designation of an Honorary Member based on a majority vote of the Councillors present and voting if, in the opinion of Council, the individual engages in conduct that would cause the public to lose confidence in the College's ability to regulate the profession in the public interest if the individual holds the designation.
12. The Registrar shall revoke an Honorary Member who no longer meets the eligibility criteria set out in sub-paragraphs 4(a) through (g) above.



Draft Honorary Membership Governance Policy

Title: Honorary Membership Designation

Policy:

From time to time the Council of the College may wish to recognize a member of the public who has made a direct and significant contribution to the mandate of the College by issuing an honorary member designation.

Individuals must meet eligibility criteria described in the College By-laws to be considered for the designation. Council will make the final decision on granting the designation. There is no limit to the number of nominations that will be considered.

Procedure

1. Nominations process
 - a. Only nominations made by Councillors or College staff will be accepted by the Registrar.
 - b. The nominator must provide documentation to the Registrar to support the nomination.
 - c. The Registrar will verify if nominated individuals meet the eligibility criteria.
 - d. The Executive Committee will consider all eligible nominees and determine whether or not to recommend the nominees to Council for the designation.
2. Selection process
 - a. Council will review all eligible nominations, including any documentation to support the nomination, as well as the Executive Committee's recommendation.
 - b. Council may consider multiple nominations at any Council meeting.
 - c. Council may designate an individual as an Honorary Member by majority vote of those present and voting.
 - d. The decision of Council is final.
3. Process for notification of designation
 - a. All nominees will be notified by the President or Registrar of Council's decision about their nomination.



- b. Staff will invite all individuals granted the honorary membership designation to attend a Council event at which they will be recognized.
4. Recognition
 - a. Honorary members will be presented with a Certificate of Honorary Membership with the College of Physiotherapists of Ontario.
 - b. The College will cover all expenses of designees for attending the Council event to be recognized.
 - c. Honorary members will be recognized publicly through College communications.
5. Revocation process
 - a. When notified of a possible cause for revocation, the Registrar will assess the concern and determine whether or not it is subject to the revocation provisions described in the Honorary Membership by-law.
 - b. If the concern is subject to the revocation provisions, the Registrar will determine whether the concern warrants automatic revocation or referral to Council for consideration, in accordance with the Honorary Membership by-law.
 - c. Individuals who have had the designation revoked will be notified of revocation in writing. The President will be the signatory.
 - d. Individuals who have had the designation revoked will be removed from relevant College communications.



COLLEGE OF
PHYSIOTHERAPISTS
of ONTARIO

ORDRE DES
PHYSIOTHÉRAPEUTES
de l'ONTARIO

Motion No.: 11

**Council Meeting
November 27, 2020**

Agenda #11- College Policies Framework

It is moved by

and seconded by

that:

Council approve the College Policies Framework.

| | |
|-----------------------|--|
| Meeting Date: | November 27, 2020 |
| Agenda Item #: | 11 |
| Issue: | College Policies Framework: For Approval |
| Submitted by: | Justin Rafton, Policy & Governance Manager |

Issue:

The College's governance policies do not provide clear guidance on the process for approving College policies. This is also being addressed as part of the bylaw and governance review.

Staff previously sought feedback from Council (December 2019) and Executive (March 2020) on a preliminary framework for the approval of College policies. Council is now asked to consider and approve the revised framework.

Background:

In early 2019, the Executive Committee and Council identified the need to review and update the College's bylaws and governance policies and directed staff to initiate a comprehensive review.

At the same time, it was also recognized that the College's program and Committee policies will also require review and update, and this work would be conducted separately. Program and Committee policies typically contain direction or criteria that provide guidance for program work and work conducted at the Committee level. Staff have begun planning for this review.

In the past, Committees had a duty to prepare and recommend policies or recommend changes to existing policies and submit them to Council for approval where necessary. Several years ago, Council reviewed and revised the terms of reference for College Committees including a change which removed the Committees' active role in policy development.

This change seems to suggest that policies should be reviewed and approved by Council, although this is not explicitly stated in the current governance policy describing the role of Council.¹ This lack of clarity has been noted and is being addressed as part of the comprehensive bylaw and governance review.

¹ In Governance Policy 1.1: Role of Council, one of Council's specific responsibilities is to "Review and approve College governance policies, regulations, by-laws, standards, guidelines and position statements." It is not clear that this would include other kinds of College policies.

As planning for a College policy review commenced, a need was identified to develop a framework that will help staff determine the appropriate approval process. Based on a high-level assessment of the types of policies, staff identified a potential framework for the review and approval of College policies going forward. The framework involves the work of reviewing and approving policies being shared between Council and Committees, depending on the type of policy matter/issue.

The Executive Committee considered an early iteration of the framework at their November 2019 meeting, and was supportive of the framework. The Executive Committee also noted that while Committees should have a role in providing input and reviewing policies relevant to that Committee, that it should be Council who ultimately approves all of the policies.

At its December 2019 meeting, Council considered the proposed framework with the Executive Committee's feedback. Council supported the concept of sharing work on College policies between Committees and Council. Their discussions highlighted the need to be thoughtful about the most effective way to leverage expertise on Council and Committees, the best use of the available time, and the workload.

At the same meeting, Council also provided feedback on the respective roles of Council, Committees and staff in the policy development process, and what might be an appropriate review mechanism once policies are created.

Feedback from the Executive Committee and Council have been incorporated into a revised College policies framework. Council is now asked to consider and approve the revised framework. The revised framework is described below.

College Policies Framework

Council Policies:

From time to time, Council may identify strategic or high-level issues for which they wish to establish clear policy direction. Council, with staff support, would develop and approve the policy direction for such issues, and Council's direction will then be captured in Council policies.

Committee Policies:

From time to time, College Committees may identify issues encountered at the Committee level that would benefit from clear policy direction but may not fall within that Committee's legislative decision-making authority. Committees, with staff support, would develop proposed policy direction for such

issues. Council would consider and approve the proposed policy direction, which will then be captured in Committee policies.²

Roles and Responsibilities:

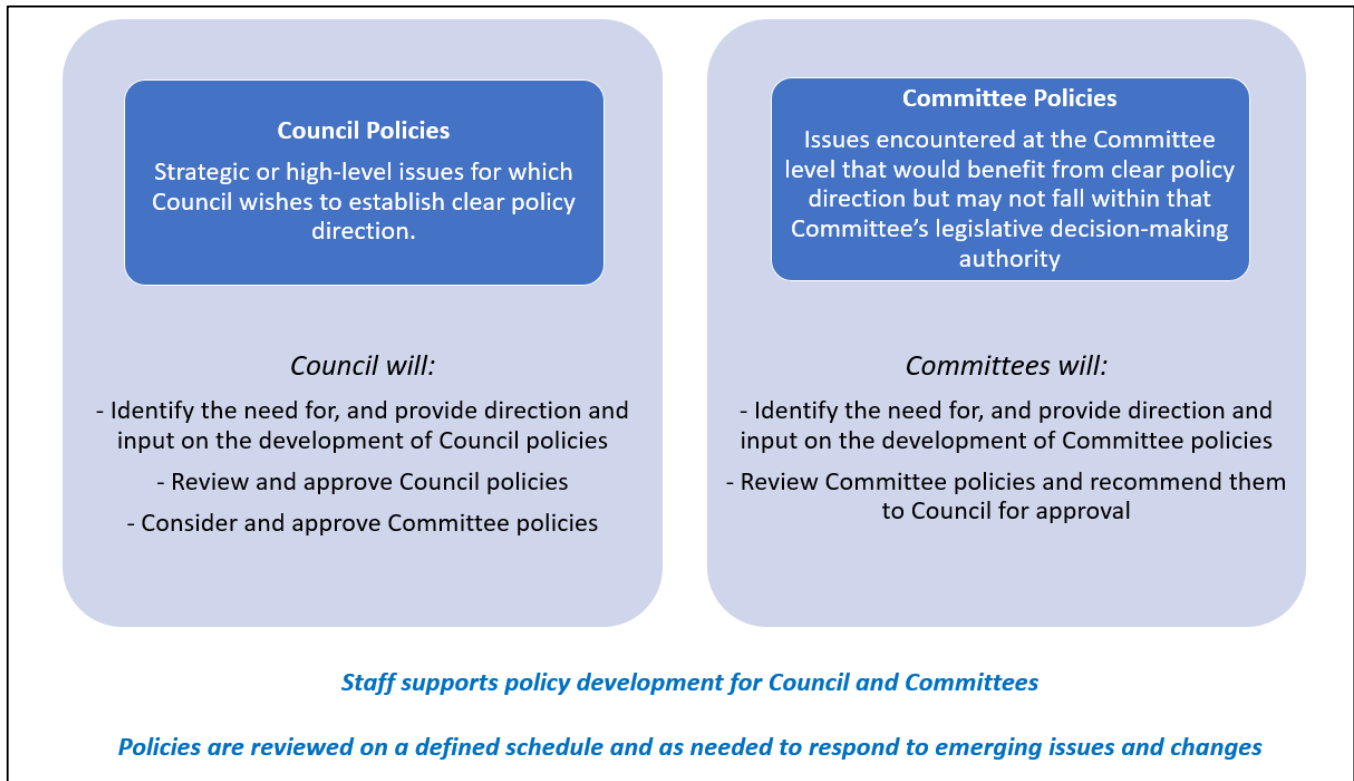
The roles of Council, Committees, and staff in the College policy development process are as follows:

- *The role of Council is to:*
 - Identify the need for, and provide direction and input on the development of Council policies
 - Review and approve Council policies
 - Consider and approve Committee policies
- *The role of Committees is to:*
 - Identify the need for, and provide direction and input on the development of Committee policies
 - Review Committee policies and recommend them to Council for approval
- *The role of staff is to:*
 - Identify the need for the development of Council or Committee policies, where appropriate
 - Undertake the development of Council and Committee policies under the direction of and with input from Council and Committees respectively

Ongoing review of Council and Committee policies:

Once Council and Committee policies have been established, they would be reviewed periodically to ensure they continue to reflect current direction. The review schedule would be defined for each policy at the time of approval, which may be different for each policy depending on the nature of the issue. Policies would also be reviewed if emerging issues or changes in the environment suggests the need for review.

² It should be noted that from time to time, Committees may also wish to provide direction to staff on how to manage registrant-specific matters that come before them. Such direction may be captured in staff-level policies and procedures to provide clear guidance to staff who support the Committees. However these would not be considered Committee policies as described above.



Executive Committee Recommendation:

The Executive Committee considered the revised College Policy Framework at their March 2020 meeting and recommended that Council approve this revised framework.

Next Steps:

Should Council approve the College Policies Framework, then the next steps would be to:

- Update the relevant sections in the Governance Manual to capture the components of the framework, and the roles and responsibilities.
- Staff will continue the work to review and update College policies, and incorporate the policy development and approvals process described in the framework in that work

Decision Sought:

That Council approve the College Policies Framework.

Agenda # 12

President's Report

Agenda # 13
Registrar's Report

Agenda # 14

Member's Motion/s