



# RESPONDING WITH **RESILIENCE**

Annual Report 2020-21

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# OUR VALUES, MISSION & VISION

## VISION

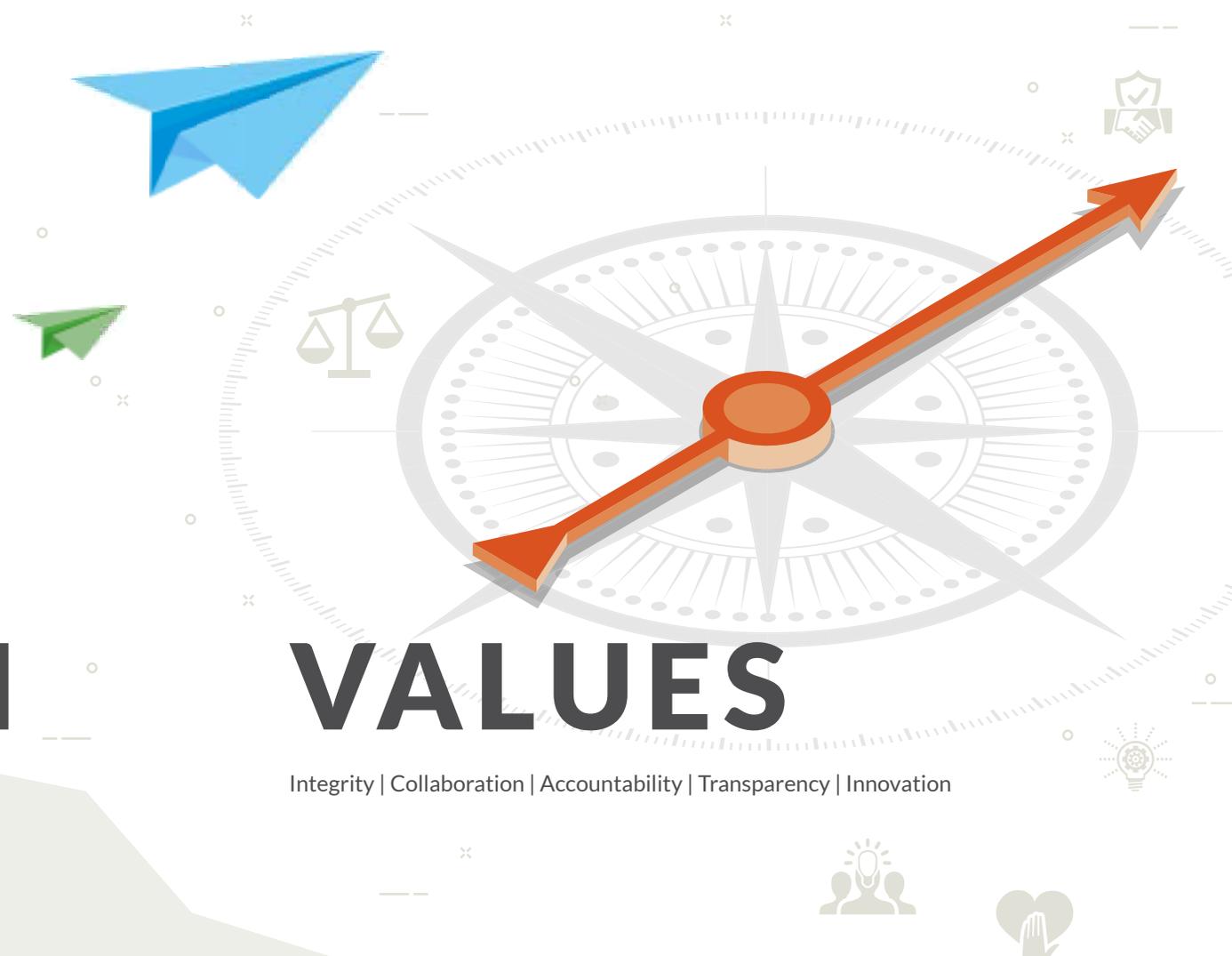
The College of Dietitians of Ontario delivers regulatory excellence to contribute to the health of Ontarians.

## MISSION

The College of Dietitians of Ontario regulates dietitians for public protection.

## VALUES

Integrity | Collaboration | Accountability | Transparency | Innovation



# COUNCIL OF THE COLLEGE OF DIETITIANS OF ONTARIO

## PRESIDENT'S MESSAGE



Lesia Kicak, RD  
President

*The past year was one we will never forget. COVID-19 challenged, changed and often overwhelmed health-care systems around the world. It tested the resiliency of our institutions and fostered a renewed appreciation for health-care professionals worldwide.*

Many dietitians were on the front lines of the fight against COVID-19. They were redeployed to other units within health-care institutions, where they helped to implement pandemic treatment and prevention priorities, often in emergency conditions. Others transitioned to virtual care and continued to deliver safe, ethical and competent dietetic services, providing stability and consistency to their clients.

Each and every one of Ontario's dietitians has a pandemic story to tell. We applaud their tremendous contribution during a harrowing year.

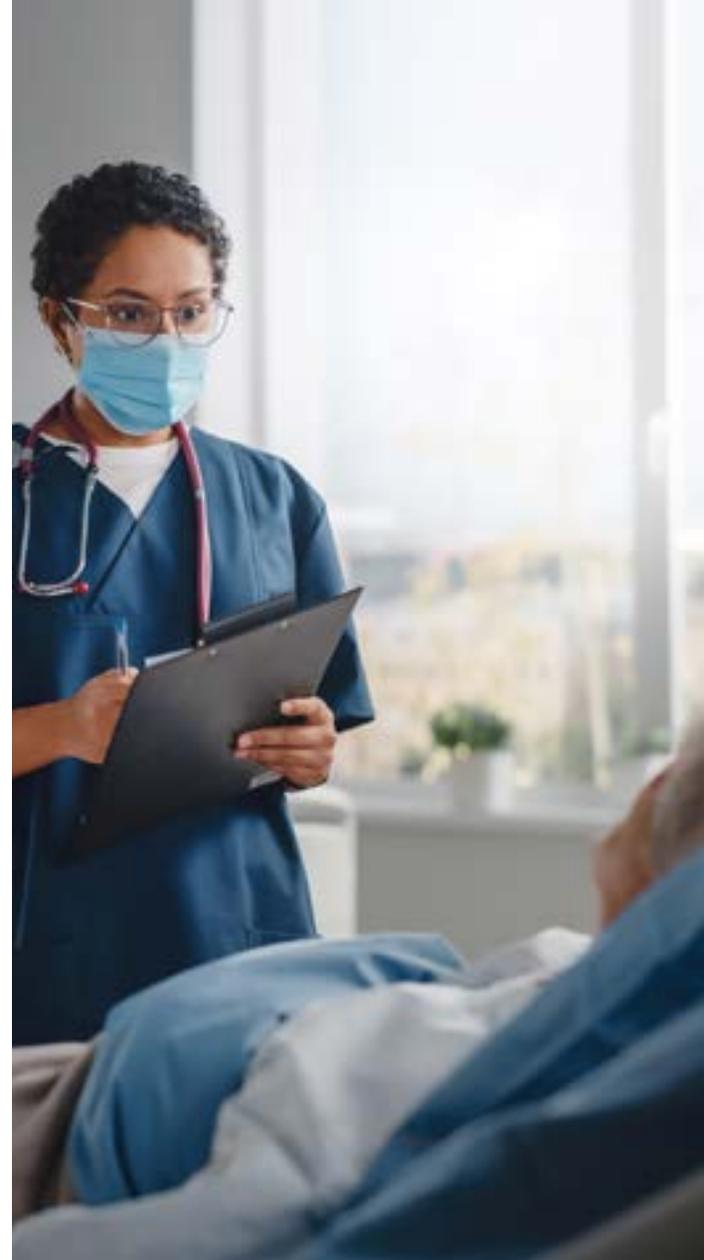
### **Council demonstrated flexibility and vision during a health-care crisis**

The pandemic touches many aspects of our 2020-21 Annual Report. This report is, in many ways, an account of how CDO supported members in the fight against COVID-19. For example, we responded through policy changes such as the waiving of fees for dietitians who wished to reinstate their membership, the deferral of

Professional Practice Assessments and the Jurisprudence Knowledge & Assessment Tool, and timely communication of COVID-19 information and guidance throughout the year. Strategic decisions such as these helped to bolster our health-care system by ensuring dietitians were ready and available to contribute during a crisis.

Council also demonstrated leadership and vision in accomplishing a number of significant achievements. For example, following comprehensive consultations with governance experts and stakeholders, Council led the extensive revising of its by-laws and Governance Manual to reflect current governance best practices, address recent legislative changes, and ensure that our rules are current, flexible and easy to understand.

Council also adopted the revised Integrated Competencies for Dietetic Education and Practice (ICDEP) for entry-to-practice. The revised ICDEP will be implemented within accredited Canadian dietetic academic and practical



training programs and will form the new blueprint for the Canadian Dietetic Registration Examination.

The College also took its first steps toward equity, diversity, inclusion and belonging (EDI-B), by engaging a consultant to provide education, training and support in the development of an EDI-B action plan. CDO is committed to informed action, as both an employer and regulator, that leads to sustainable and meaningful change in carrying out our public protection mandate.

And, last but certainly not least, Council launched a new, four-year Strategic Plan. We will action this transformative road map by setting objectives, monitoring progress and measuring outcomes, in our continuing commitment to protecting the public.

### **CDO demonstrated collaboration and teamwork to achieve its goals**

As Council President, I am grateful for the leadership demonstrated by my colleagues on Council, and for the professionalism of staff, who maintained their focus on our strategic goals through times of immense uncertainty. Their dedication and commitment to collaboration is a testament to teamwork and the values of CDO.

The past year has indeed been challenging. And the health-care crisis created by COVID-19 is not yet over. I am confident, however, that we will look back upon the past year with pride, as a year of responding with resilience.

**Find more about Council at:**  
[collegeofdietitians.org/about-us/council](https://collegeofdietitians.org/about-us/council)



Scan QR code to view ▶

**Read about CDO's committees at:**  
[collegeofdietitians.org/about-us/council/statutory-committees](https://collegeofdietitians.org/about-us/council/statutory-committees)



Scan QR code to view ▶



# NAVIGATING THROUGH THE PANDEMIC

*The 2020-21 fiscal year began two weeks after a state of emergency was declared by the province due to the COVID-19 pandemic. While the year would bring extraordinary challenges, CDO responded with resilience in effectively navigating through the pandemic and maintaining our focus on public protection.*

As a regulator of health-care professionals, we responded to the health care crisis by listening, reflecting and guiding our members in their continuous delivery of safe, ethical and competent dietetic services.

Here are just some of the ways we made that happen.

## **Council responded through policy changes to the needs of the public and members**

As the saying goes, extraordinary times call for extraordinary measures. Recognizing the stress placed on the health-care system by the pandemic, Council waived the annual fee for former members who wished to reinstate with CDO for the purpose of providing support during the COVID-19 pandemic. Council approved the motion in June 2020, and it remained in place throughout the fiscal year.

After re-evaluating the Quality Assurance program during the pandemic, CDO postponed the two-step Professional Practice Assessment (PPA), to lessen the regulatory burden on dietitians during challenging times.

CDO also deferred the Jurisprudence Knowledge & Assessment Tool (JKAT) for all participants to 2021.

Council also voted to defer implementation of a proposed late renewal fee increase, in recognition of the significant challenges that members faced during the pandemic, including challenges of a financial nature. Finally, CDO held the line on our annual registration fee, which has not increased since 2019.

## **We communicated efficiently through the pandemic**

CDO responded swiftly to the pandemic by ensuring that members had the information necessary to meet the rapidly changing expectations of the public. The Professional Practice Program closely monitored the situation in Ontario and adapted quickly to the increased information and practice queries during the pandemic. College staff collected, processed, and communicated information relevant to dietetic care in all practice areas. These resources provided guidance and expectations to help dietitians plan for and deal with a pandemic

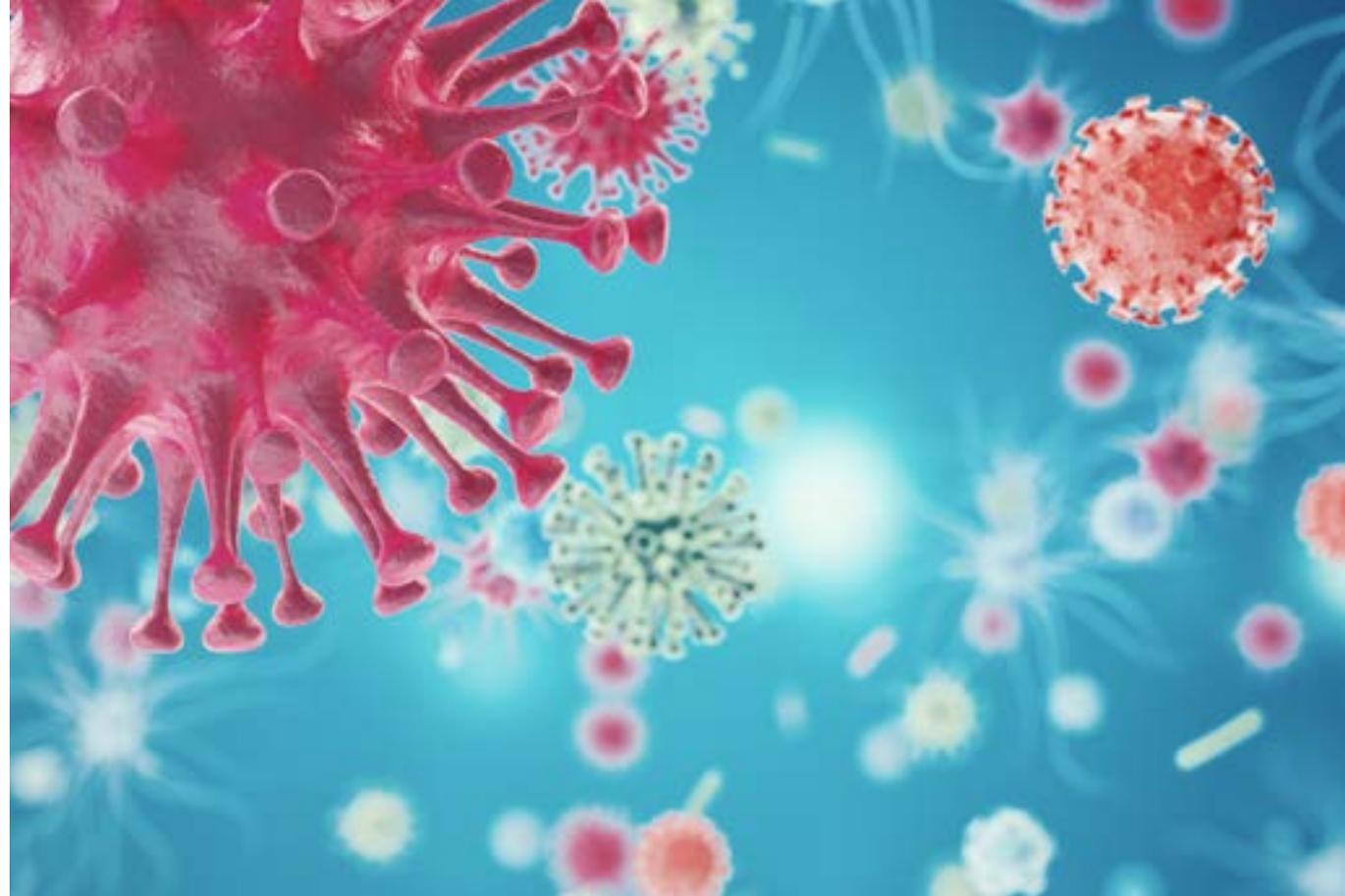
situation in their professional practice and personal lives.

CDO staff attended the provincial Ministry of Health's COVID-19 update calls and reviewed the Ministry's daily situation reports to ensure that accurate information was provided through the College's communication and social media channels. CDO also worked to support the Ministry's health-care provider recruitment plan to ensure sufficient deployment and redeployment of providers as needed.

CDO guided dietitians throughout the pandemic with resources such as the Ministry of Health's COVID-19 Operational Requirements: Health Sector Restart, and the College's COVID-19 Guidance for the Gradual Restart of Non-Essential Virtual and In-Person Care, which was a supplement to the Ministry's operational requirements.

### **We worked collaboratively to determine best practices**

During the pandemic, CDO collaborated with health-care and regulatory partners, including the Clinical Nutrition Leaders Action Group, Health Profession Regulators of Ontario (HPRO), and the Alliance of Canadian Dietetic Regulatory Bodies. As virtual care had been the subject of many calls and emails received by the College's Practice Advisory Service, we worked collaboratively to determine best practices for virtual care.



CDO responded quickly by conducting webinars on virtual care for dietitians. Three live Reg Talks webinars on virtual care were offered to all members, and one live webinar was offered specifically to dietitians in community practice. A summary of lessons learned, suggestions for improvement, together with the recording, slide handouts and frequently asked questions from the session were posted to the website.

CDO's Practice Advisor & Policy Analysts consulted and collaborated with the HPRO Practice Advisor Network and the Citizen Advisory Group. This collaboration led to the development of CDO's COVID-19 Guidance for the Gradual Restart of Non-Essential Virtual and In-Person Care.

They also consulted and collaborated with a number of committees and working groups such as the national

Dietetic Practice Advisor Group, the Clinical Nutrition Leaders Action Group of Ontario, Ontario Long-Term Care Action Group, the HPRO Interprofessional Practice Advisors Group, and the Citizen Advisory Group.

### **We developed pandemic online resources for dietitians**

Recognizing that many dietitians were taking on new roles during a health-care crisis, CDO's Practice Advisors developed guidance for redeployment, which were posted to the College's website and presented during the College's annual workshops. Frequently asked questions were posted to the COVID-19 webpages along with news and guidance from the Ministry of Health, Ministry of Long-Term Care and the province's Chief Medical Officer of Health. In addition, to support members completing their renewal during the pandemic, CDO provided guidance on completing the Self-Directed Learning (SDL) Tool during the pandemic.

### **We moved quickly to fully embrace telework and virtual meetings**

CDO has always been a forward-thinking organization. Recognizing that technology no longer required staff to work in one place at one time, the College was already leveraging the potential of telework to enable staff to work virtually. When the pandemic shutdown struck in March 2020, CDO was well-positioned to deliver exemplary service to all stakeholders virtually, and to create an online environment in which Council and committees could meet virtually.

If there was a silver lining to the pandemic for CDO, it was in demonstrating that, with appropriate supports in place, regulatory organizations could continue to collaborate well and meet their public protection mandate in a virtual capacity. The lessons we learned during the pandemic position CDO to leverage technology further in the future.



# STRATEGIC PLAN

## 2020-24

To fulfil our commitment to protecting the public, CDO has developed four goals to support the Strategic Plan 2020-2024, which was approved by Council on March 27, 2020. In the next four years, CDO is taking action to:



### FOUR STRATEGIC GOALS

Approved by Council March 27, 2020



These strategic end goals define the results we aim to achieve. The strategic plan is intended to:

- » **Guide** the efforts of Council, committees and staff.
- » **Focus** our energy and help us allocate resources into areas the Council believes are necessary to fulfill our mission over the next few years.
- » **Provide** the public, our members and stakeholders with insight into how the College intends to fulfil its mission and vision.

# OPERATIONAL HIGHLIGHTS

## 2020-21

*In addition to responding with resilience to the pandemic and approving a new strategic plan, the College of Dietitians of Ontario accomplished a number of noteworthy achievements in 2020-21.*

### COUNCIL

#### **Equity, Diversity, Inclusion and Belonging**

Council supported the College's participation in a collaborative research project with other dietetic regulators across Canada that explored race, racism, and diversity in the dietetics profession. Following that initiative, Council approved the hiring of a consultant to facilitate education and assist with a review of CDO processes and policies through the lens of Equity, Diversity, Inclusion and Belonging (EDI-B).

Council also approved the creation of EDI-B Task Force, comprising members of Council, committees and staff, to explore education and action that leads to sustainable and meaningful change in carrying out the College's public protection mandate.

#### **Governance Modernization**

Following comprehensive consultations and education sessions with governance experts and stakeholders, Council led the extensive revising of its by-laws and

Governance Manual to reflect current governance best practices, address recent legislative changes, and ensure that our rules are current, flexible and easy to understand.

Council also developed self-reflection, evaluation and performance management tools including key performance indicators to support the achievement of the College's Strategic Goals 2020-2024 and fulfil accountability requirements to the Ministry of Health in keeping with the College Performance Measurement Framework.

#### **Integrated Competencies**

Council adopted the revised Integrated Competencies for Dietetic Education and Practice (ICDEP) for entry-to-practice. The revised ICDEP will be implemented within accredited Canadian dietetic academic and practical training programs and will form the new blueprint for the Canadian Dietetic Registration Examination.



PRACTICE ADVISORS PROVIDED **42 PRESENTATIONS**  
WITH A TOTAL OF **1472 PARTICIPANTS**

## PROFESSIONAL PRACTICE

CDO formed a new Professional Practice Program by merging the Practice Advisory and Quality Assurance Programs and created the new Director of Professional Practice position. The new Professional Practice Program:

- » Updated the Privacy of Personal Information Dietetic Practice Toolkit due to amendments to the *Personal Health Information Protection Act, 2004*.
- » Presented the College's annual workshops virtually and, in recognition of pandemic challenges, on the topic Ethics and Professionalism: Adapting to Change.
- » Launched the first Regulatory Talks ("Reg Talks") webinars, which provided virtual lunch and learn sessions with the CDO's Practice Advisor & Policy Analysts, presenting information on virtual care and the delegation standard.
- » Published the new Standard for Dietitians Practising Through Delegation of Controlled Acts, which included the required elements and performance expectations that dietitians must achieve when doing these tasks.
- » Published website updates to the jurisprudence and professional practice resources section; the complaints and discipline section, including mandatory reporting; and a new professional ethics section.

**1,012**  
DIETITIANS

**376**  
DIETETIC  
STUDENTS

**84**  
OTHER  
ATTENDEES

## COMMUNICATIONS

- » Published three issues of CDO's newsletter, Regulation Matters, featuring articles such as "Managing Stress in Uncertain Times," "Ethics and Professionalism," and "New Obligations for Privacy Health Information."
- » Re-launched the Public Awareness Campaign in January 2021, amplifying the College's public protection mandate through YouTube videos and digital ads, driving traffic to the College's public protection content.

## EXECUTIVE OFFICE

- » Began the formal tracking of inquiries from the public, including the nature of the inquiries, whether follow-up is required, and the response times.
- » Developed a new intake form that includes triaging for risk used to identify complaints and investigations that should be prioritized because of the higher risk posed to the public.
- » Published the first College Performance Measurement Framework, a tool designed by the Ministry of Health — together with Ontario's health regulatory colleges, subject matter experts and the public — to drive excellence in health profession regulation.

# FINANCIAL STATEMENTS

*Independent auditor's report on summary financial statements*

**To the members of the College of Dietitians of Ontario**

## **Opinion**

The summary financial statements, which comprise the summary statement of operations and changes in net assets for the year ended March 31, 2021 and note to the summary financial statements, are derived from the audited financial statements of the College of Dietitians of Ontario for the year ended March 31, 2021.

In our opinion, the accompanying summary financial statements are a fair summary of the audited financial statements, on the basis described in the note to the summary financial statements.

## **Summary Financial Statements**

The summary financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute not a substitute for reading the audited financial statements and the auditor's report thereon. The summary financial statements and the audited financial statements do not reflect the effects of events that occurred subsequent to the date of our report on the audited financial statements.

## **The Audited Financial Statements and Our Report Thereon**

We expressed an unmodified audit opinion on the audited financial statements in our report dated June 17, 2021.

## **Management's Responsibility for the Summary Financial Statements**

Management is responsible for the preparation of the summary financial statements on the basis described in the note to the summary financial statements.

## **Auditor's Responsibility**

Our responsibility is to express an opinion on whether the summary financial statements are a fair summary of the audited financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, Engagements to Report on Summary Financial Statements

College of Dietitians of Ontario Summary Statement of Operations and Changes in Net Assets For the Year Ended March 31,	2021	2020
<b>REVENUES</b>		
Membership fees	\$ 2,717,840	\$ 2,641,789
Other income	266,620	340,750
	2,984,460	2,982,539
<b>EXPENSES</b>		
Salaries and benefits	1,541,011	1,457,463
Administration	568,736	617,083
Council and committee	119,280	184,704
Amortization of capital and intangible assets	76,279	77,411
Professional services	70,865	45,873
Communication initiatives	26,278	125,460
Contracted services	-	3,575
	2,402,449	2,511,569
Excess of revenues over expenses for the year before undernoted	582,011	470,970
Realized and unrealized gains (losses) on investments	749,614	(654,490)
Excess (deficiency) of revenues over expenses for the year	\$ 1,331,625	\$ (183,520)
<b>Net assets, beginning of year</b>	<b>2,396,454</b>	<b>2,579,974</b>
<b>Net assets, end of year</b>	<b>\$ 3,728,079</b>	<b>\$ 2,396,454</b>

**NOTES TO SUMMARY FINANCIAL STATEMENT  
YEAR ENDED MARCH 31, 2021**

**Note 1: Basis of presentation:**

The preparation of these summary financial statements requires management to determine the information that needs to be included to ensure they are consistent in all material respects with, or represent a fair summary of, the audited financial statements.

Management prepared these summary financial statements using the following criteria:

- a. the summary financial statements include a statement for each statement in the audited financial statements, except that the information presented in respect of the statement of financial position and cash flows has not been included and information disclosed in the notes to the financial statements have been reduced.
- b. Information in the summary financial statements

- agrees with the related information in the audited financial statements;
- c. major subtotals, totals and comparative information from the audited financial statements are included; and
- d. the summary financial statements contain the information from the audited financial statements dealing with matters having pervasive or otherwise significant effect on the summarized financial statements.

A full set of audited financial statements is available from the College.

**Note 2: Internally restricted net assets are reserved for:**

- Hearings
- Capital and intangible asset purchases
- General reserve

These Funds are not available for other purposes without the approval of Council.

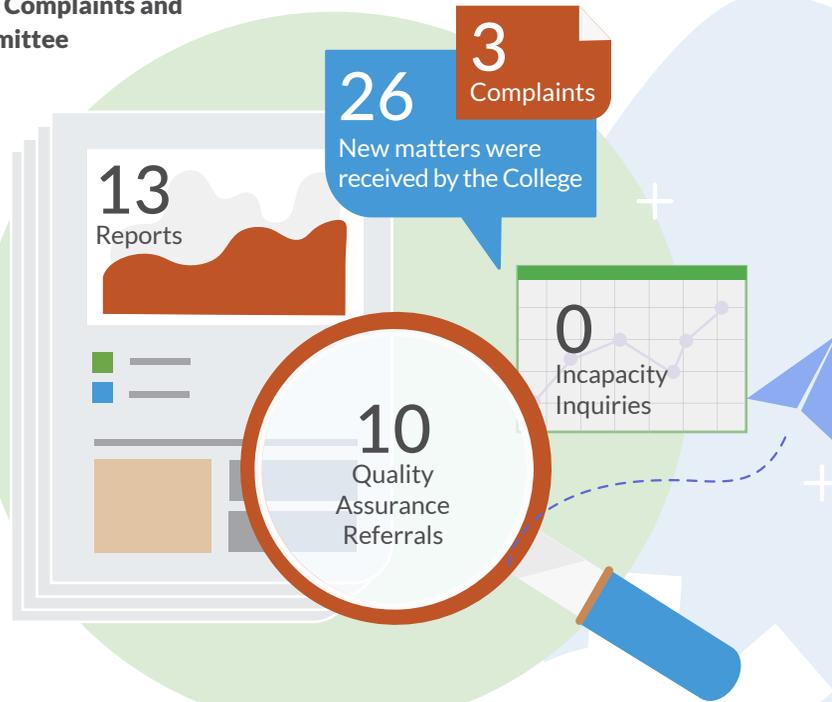
Allocation of Net Assets As at March 31,	2021	2020
Investment in capital and intangible assets	\$ 148,262	\$ 215,438
Internally restricted (note 2)	3,579,817	2,181,016
<b>Net assets, end of year</b>	<b>\$ 3,728,079</b>	<b>\$ 2,396,454</b>

# DIETITIANS IN ONTARIO REPORTING

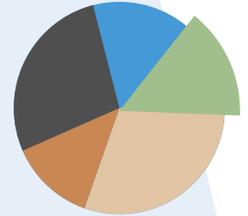
## Complaints, Discipline and Fitness to Practise Programs

The Complaints, Discipline and Fitness to Practise Programs address concerns about the conduct, competence, and capacity of dietitians to better protect the public. There are three committees involved in investigating and addressing complaints and reports about members: the Inquiries, Complaints and Reports Committee; the Discipline Committee; and the Fitness to Practise Committee.

## The Inquiries, Complaints and Reports Committee



16	ICRC matters closed	<input checked="" type="checkbox"/>
9	Matters closed with no further action take	
4	Written reminders issued to members	
1	Member was directed to complete a Specified Continuing Education and Remediation Program	
1	Member received a written reminder and was directed to complete a Specified Continuing Education and Remediation Program	
1	Member entered an undertaking with the College	



217.4 The average number of calendar days to resolve all closed files

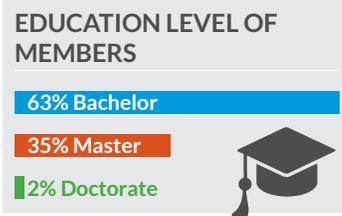
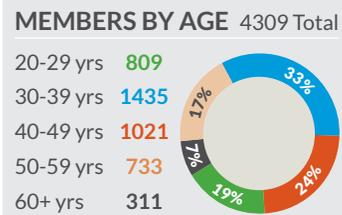
228 The average number of calendar days for complaints only

There were no matters before the Fitness to Practise Committee or the Discipline Committee this fiscal period.

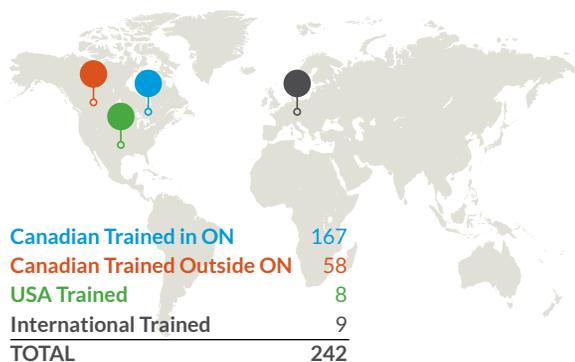
# REGISTRATION AND MEMBER STATISTICS

GENDER	4309 Total
Female	4179  97%
Male	129  3%
Unknown	1

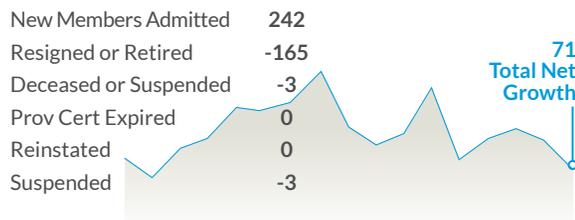
MEMBER TYPE	4309 Total
General	4265
Temporary	44



## NEW MEMBERS BY COUNTRY OF EDUCATION



## NET MEMBERSHIP GROWTH



## AREAS OF PRACTICE REPORTED BY MEMBERS 2015-2020\*

Area of Practice	2016 - 17	2017 - 18	2018 - 19	2019 - 20	2020 - 21
Clinical One-to-One	2694	2705	2775	2843	2856
Community (Public/Population Health)	1069	884	949	943	867
Academic Teaching and Education	395	288	301	308	285
Food & Nutrition Management	355	299	316	308	314
Research	345	247	271	256	237
Communication	310	241	243	267	277
Quality & Other Management	310	240	237	218	220
Policy & Program Development	358	258	271	263	236
Other	310	199	207	233	341
Clinical Nutritional Management	313	270	274	298	289
Sales & Marketing	205	145	163	187	180
No Response	198	198	220	256	266
<b>TOTAL RESPONSES</b>	<b>6664</b>	<b>5776</b>	<b>6007</b>	<b>6124</b>	<b>6002</b>
<b>TOTAL ONTARIO MEMBERS</b>	<b>3924</b>	<b>4025</b>	<b>4139</b>	<b>4239</b>	<b>4309</b>

\* Some members reported working in more than one area of practice.

† Data reported only from RDs who reported working in dietetics, being on leave, or doing dietetics related volunteer work.

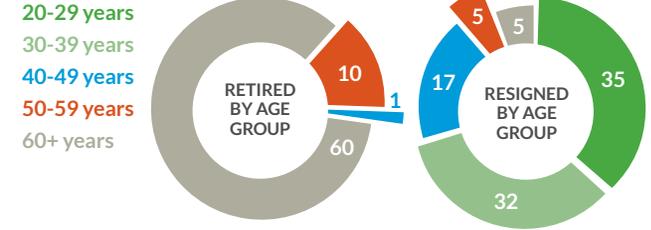
## WORK SETTINGS REPORTED BY MEMBERS 2015-2020\*†

Work Setting	2016 - 17	2017 - 18	2018 -19	2019 - 20	2020 - 21
Hospital including Chronic Care Institutions (Adult & Pediatric)	1335	1312	1326	1356	1350
Long-Term Care Organization	592	556	558	573	600
Diabetes Education Centre	530	504	530	553	516
Private Practice	502	475	506	532	553
Public Health Department	298	271	255	256	245
Community Health Centre / Health Service Organization	371	354	379	388	382
Business and Industry	390	337	373	360	336
Family Health Team or Family Health Network	385	371	388	381	364
University / Community College	310	255	272	264	243
Other	281	224	207	233	185
Local Health Integration Networks (LHINs)	128	118	123	126	137
Government (Federal & Provincial)	131	123	148	142	138
Non-Governmental Organization and Association (e.g., Heart & Stroke, Dietitians of Canada)	220	135	127	140	128
Media, Public Relations & Communications Agencies	142	96	91	97	94
Rehabilitation Centre	112	103	120	118	116
Schools	97	55	54	49	25
Research Facility	94	54	67	65	70
Occupational Health / Corporate Wellness	83	61	59	57	54
Assisted Living	42	34	32	30	29
No Response	190	0	214	242	266
<b>TOTAL RESPONSES</b>	<b>6043</b>	<b>5438</b>	<b>5615</b>	<b>5720</b>	<b>5565</b>
<b>TOTAL ONTARIO MEMBERS</b>	<b>3924</b>	<b>4025</b>	<b>4139</b>	<b>4239</b>	<b>4309</b>

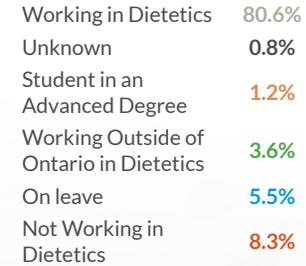
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† Data reported only from RDs who reported working in dietetics, being on leave, or doing dietetics related volunteer work.

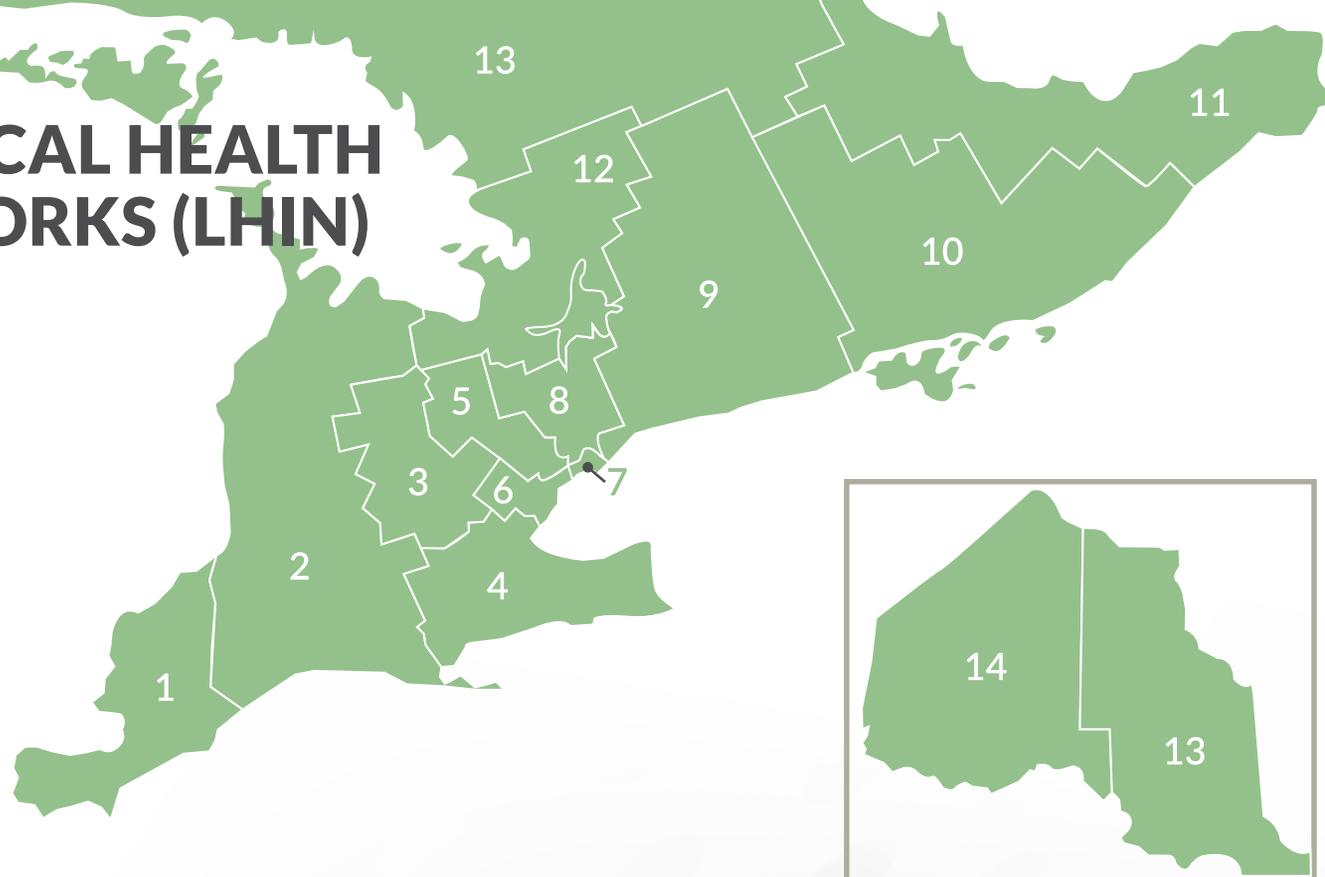
## MEMBERS WHO RETIRED OR RESIGNED



## PRACTICE STATUS FOR ACTIVE MEMBERS



# DISTRIBUTION BY LOCAL HEALTH INTEGRATION NETWORKS (LHIN)



LHIN No	LHIN	Total
1	Erie St. Clair	194
2	South West	315
3	Waterloo Wellington	205
4	Hamilton Niagara Haldimand Brant	352
5	Central West	178
6	Mississauga Halton	339
7	Toronto Central	718
8	Central	356
9	Central East	265
10	South East	143
11	Champlain	416
12	North Simcoe Muskoka	101
13	North East	179
14	North West	104
GEN AND TEMP with a Primary Employer in Ontario		<b>3865</b>
GEN AND TEMP with Primary Employer in Ontario with no LHIN match		<b>0</b>
GEN AND TEMP Not Working or No postal Code available to determine LHIN		<b>261</b>
Not Ontario		<b>183</b>
<b>TOTAL</b>		<b>4309</b>

# COUNCIL & COMMITTEE APPOINTEES

## COUNCIL

### Leadership, Direction, Oversight & Policy

Council is composed of eight elected Registered Dietitians and five to eight government-appointed members of the public who work together to govern the College of Dietitians of Ontario and provide leadership for the provision of safe, ethical and competent dietetic services.

### Public Councillors

- » Asma Kenshil
- » Elizabeth Wood
- » Israel Ogbechie
- » John Regan
- » Marie-Louise Chartrand
- » Pavel Tomilin
- » Ray D'Sa
- » Santhikumar Chandrasekharan
- » Shelagh Kerr

### Elected Councillors

- » Ann Watt, RD
- » Denis Tsang, RD
- » Diana Balicsak, RD
- » Donna Hennyey, RD
- » Kerri LaBrecque, RD
- » Lesia Kicak, RD (President)
- » Teresa Taillefer, RD (Vice-President)
- » Trina Pearson, RD

## COMMITTEES

Registered Dietitians and public appointees who sit on Council are generally required to serve on at least two committees. They have an impact on how the dietetic profession is regulated by serving on College committees which support the work of Council. They help develop regulations, programs and policies for the delivery of safe, ethical and competent dietetic service.

Council appoints additional Registered Dietitians to committees to assist with the work of the committee. Although these dietitians also help develop College regulations, programs and policies through their work on committees, they do not sit on Council. The College has seven statutory committees required under the *Regulated Health Professions Act, 1991*. Committees are composed of public and elected councillors and appointed RDs.

### Committee Appointees

- » Barbara Grohmann, RD
- » Barbara Major-McEwan, RD
- » Cindy Tsai, RD
- » Khashayar Amirhosseini, RD
- » Megan Charlish, RD
- » Ruchika Wadhwa, RD



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**College of Dietitians of Ontario**

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