

# Cultivating Growth at the College of Dietitians of Ontario

Annual Report 2022-23



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## College of Dietitians of Ontario

175 Bloor Street East  
Suite 601 - North Tower  
Toronto, ON M4W 3R8

[collegeofdietitians.org](http://collegeofdietitians.org)  
[information@collegeofdietitians.org](mailto:information@collegeofdietitians.org)

Phone: 416.598.1725 or 1-800.668.4990  
Fax: 416.598.0274

-  @CollegeDietitiansOntario
-  @cdontario
-  @College of Dietitians of Ontario
-  @CDOntario
-  @CollegeofDietitians

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# Our Mission, Vision & Values

## MISSION

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



## VISION

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

## VALUES

Integrity · Collaboration · Accountability ·  
Transparency · Innovation · Equity,  
Diversity, Inclusion and Belonging

# Board of the College of Dietitians of Ontario President's Message

On behalf of the CDO Board of Directors, I am pleased to present the 2022-23 Annual Report. As I reflect on the past year, I am struck by the hard work and commitment of the College's directors, committee appointees and staff as we emerged from the pandemic, and how much we accomplished together.

We met the challenges of the pandemic by responding with resilience in 2020-21. We maintained our focus throughout a year of transition in 2021-22. And now, in 2022-23, the seeds we planted through strategic planning in key policy areas are coming to fruition, creating sustainable growth for the future.

Foremost among these is governance reform and regulatory modernization, which has been a priority since 2019, and one of the four goals of our strategic plan. Much work has been done to improve decision making, bolster transparency and further support the delivery of safe, ethical and competent dietetic services.

The seeds of this transformation were planted through the Governance Review Report and grew into the Roadmap to Modernize CDO's Governance Framework, which was approved in June 2022.

## **CDO modernizes the College's governance model**

The implementation plan included the development of governance principles and best-practice structural changes, which modernize and strengthen the integrity of our regulatory model, with a focus on our mandate of public protection.

During the past year we approved, in principle, a reduction in the size and composition of the Board, pending feedback from our system partners and the public. We updated the terminology of governance roles to more commonly understood language. We approved the adoption of a competency and attribute framework for prospective governing directors. And we approved a transition to a single electoral district as well as the elimination of nominators for electoral candidates.



Governance modernization is one of the key domains identified within the College Performance Measurement Framework, the regulatory reporting tool developed by Ontario Ministry of Health, the province's health regulatory colleges, subject matter experts and the public. Reform and reporting align with the government's goal of supporting colleges to effectively serve and protect the public interest.

### **Registration and professional practice policies updated through EDI-B**

While the College's cultivation of anti-racism and equity can be traced to 2019, the Board's decision to strike an Equity, Diversity, Inclusion and Belonging (EDI-B) working group consisting of directors and staff had a powerful impact on the culture at CDO. In the past year, the Board has approved an EDI vision and mission statement, added EDI-B to our core organizational values, and included EDI-B values in the Board's Code of Conduct.

The Board also listened and reflected on anti-racism and equity issues throughout the year. We dedicated time for an EDI-B teaching and learning moment during each Board meeting. We also engaged in several learning opportunities on topics such as trauma-informed practices through an Indigenous lens, and anti-racism and equity workshops facilitated by the College's EDI-B consultant, Dr. Javeed Sukhera.

While education is an important aspect of the Board's commitment to EDI-B, policy review and revision is the key outcome in which cultivation leads to fruition. In 2022-23, I am proud to say that we moved forward, with focus and intentionality, to update several registration and professional practice policies in alignment with EDI-B.

None of this work would have been possible without a resolute focus on the future of the College of Dietitians of Ontario. The past few years have taught us that not even the profound challenges of a global pandemic can stop an organization with a strong corporate culture and supportive colleagues from achieving its strategic goals. There is much to be proud of and much to be done, but I am grateful to my colleagues and the staff at CDO for all that we accomplished together.

**Kerri LaBrecque, RD**  
*Chair, Board of Directors*





## Message from the Registrar & Executive Director

*In the past year, CDO has nurtured new initiatives, and planted the seeds for more growth in the future. When it comes to organizations, the metaphor of the garden can be a helpful one, as both gardens and strategies share many of the same attributes, from natural cycles to planting and cultivation, to diversity, growth and sustainability.*

Dietitians are part of an interconnected practice environment. We believe that registrants are critical partners in the regulatory goal of public protection and safety. To support dietitians in the delivery of safe, ethical and competent dietetic services, we focus on standards and guidance to support registrants in the use of their professional judgment. This has become ever more important in a constantly evolving landscape in which dietitians must respond to all kinds of pressures in their practice.

As you will read in this report, in the past year we introduced new guidance on insulin adjustments, currency hours, virtual care, and social media. These required cross-functional planning and a focus on long-term, sustainable objectives, taking a right-touch approach that is both risk-informed and relational.

Just as dietitians are part of an interconnected environment, so too is the College, which relies upon and nurtures our connections with system partners. A perfect example of this is our work on EDI-B (as detailed later in this report), which has relied upon the diverse voices of our system partners from the very beginning, and will positively impact our regulatory environment for years to come.

### **Planting the seeds of future growth**

As with any garden, planning goes before planting, and we began our year by linking strategies and key performance indicators to our organizational goals, which will help define how goals are achieved and how success is measured. These strategies, which will remain in place for the duration of the strategic plan, created momentum on modernizing our practices after a sustained focus on pandemic response.

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*“To plant a garden is to believe in tomorrow.” We are cultivating growth at CDO.*

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Later in the year, we also extended the timeline of the CDO Strategic Plan, to ensure that we were able to fully accomplish these critical goals, in a measurable and sustainable manner. In 2022-23 we laid the groundwork for several future initiatives, including an upgrade to our database, that will provide an informational foundation for years to come; a relational audit of our communications, which is helping to transform the way we communicate to system partners; and a right-touch, risk-based approach within the Quality Assurance program, to assist registrants in managing risk, promoting continuous learning and upholding standards.

These initiatives say a lot about what is important to CDO and where we will focus our energies. They also align with the expectations of the government, as expressed through the provincial performance measurement framework, and the changing expectations from the public and registrants.



I think we'll look back upon this year — the first since emerging from the pandemic — as an instrumental one in the growth of the College. As the saying goes, “To plant a garden is to believe in tomorrow.” We are cultivating growth at CDO.

**Melanie Woodbeck, MPA**  
Registrar & Executive Director



# Cultivating Growth at College of Dietitians of Ontario

*During the past year, the College has cultivated growth in four key areas, beyond the cyclical operations that are natural to all regulatory colleges. These changes required foundational planning and groundwork and, in many cases, will evolve over time.*

## Governance Modernization and Development



CDO has undergone a transformative phase in its governance structure and organizational processes. Through extensive consultations and education sessions with governance experts and system partners, the Board approved recommendations for change, which reflect the College's commitment to adaptability and effectiveness in its governance practices. The Governance Committee, in turn, developed and implemented an action plan, leading to the approval of several governance modernization initiatives.

## Equity, Diversity, Inclusion, and Belonging (EDI-B)



Embracing a conscious and deliberate effort, CDO has worked tirelessly to apply an



equity lens to its regulatory work, and is fostering a diverse and inclusive environment exemplified through ongoing education and training programs, system partner collaboration, and the ongoing work of the EDI-B Working Group, resulting in several noteworthy initiatives.

## Operational Excellence and Response to Regulatory Changes



CDO has demonstrated operational excellence and adaptability in meeting evolving regulatory obligations. The College has developed new reporting tools and implemented risk-based and right-touch regulation initiatives that align with provincial guidelines and provide more information with more clarity to our system partners. Operational excellence

requires coordinated, cross-departmental planning and focus, in response to evolving changes related to external or internal environments.

## Professional Practice Policy Development



The College's commitment to professional practice and continuous improvement is evident in its focus on policy and standard revisions. Important practice themes such as insulin adjustments, virtual care standards, and social media guidelines have been addressed through comprehensive resources crafted by the Professional Practice Program. Educational initiatives, including webinars and workshops, have facilitated meaningful discussions and engagement with registrants.



# Governance Modernization and Development

*Following comprehensive consultations and education sessions with governance experts and stakeholders, the Board approved recommendations and an implementation plan from the Governance Committee to modernize governance at CDO.*

These included a reduction in the board size, with the goal of even representation between public and elected members, and a process for third party assessment of the Board’s effectiveness.

To reflect current governance best practices, the Board approved a competency and attribute framework and a pre-election training module and quiz used for elections and committee appointments. This will provide a basis for future Board appointments to ensure a diverse mix of individuals with complementary competencies and attributes.

CDO launched a pre-election training module to provide individuals interested in serving on the Board or as a committee member with a greater understanding of the roles, requirements and responsibilities of the College, its board and committees, as well as the role they play in the regulation of the health-care system.

The Board also formally recognized EDI-B as a core organizational value, and included EDI-B in its vision

and mission statements, demonstrating its significance in carrying out its public protection mandate. Following that initiative, the Board updated its code of conduct to align more closely with the new organizational values.

Finally, the Board approved the adoption of new governance terminology that underscores the College’s role as a regulator rather than an advocacy organization. The more commonly used language better reflects the fundamental role of each position and acknowledges the responsibility of CDO to those it regulates and protects.

Previous Terminology	New Terminology
Council of the College	Board of Directors of the College
Council member(s)	Director(s)
President of Council	Chair of the Board of Directors
Vice-President of Council	Vice-Chair of the Board of Directors
Member	Registrant



# Equity, Diversity, Inclusion and Belonging

*In 2022-23, CDO continued our conscious and deliberate effort to apply an equity lens to our core work as a regulator, by cultivating a diverse and inclusive environment exemplified through ongoing education and training, internal operational changes, and process and policy development.*

During the year, the Board approved the inclusion of EDI-B within CDO's corporate values; revisions to the Board's code of conduct to reflect CDO's commitment to EDI-B; and an EDI-B vision statement that formally acknowledges CDO's commitment and intention to furthering anti-racism and equity initiatives at the College and within the dietetic profession.

Board meetings now include a "teaching and learning moment" and Board materials have been updated to include sections connecting materials to EDI-B, public interest, and the strategic plan. The Board also amended the terms of reference of the Governance Committee to include EDI-B responsibilities related to supporting CDO's EDI-B strategy.

The Board approved an Indigenous land acknowledgment, which is read at the start of all Board meetings, and the College recognizes Indigenous History Month and the National Day for Truth and Reconciliation.



## Education and Training

The Board, Committee members, and staff completed an EDI-B Needs Assessment survey. Based on the results, staff, Board and Committee members attended a training workshop on Unsettling & Trauma Informed Practices: An Indigenous Lens.

- » CDO collaborated with the College of Physiotherapists of Ontario and other health regulatory colleges in presenting a two-part Anti-Racism and Equity workshop series to registrants, the board, committee members and staff, addressing worldview, intersectionality, identity, microaggressions, bias and critical self-reflection.
- » An EDI-B training session was held for Registration and Professional Practice Assessors. The training included content developed with CDO staff in collaboration with Dr. Javeed Sukhera, and included case studies, discussions, and reflections.

- » Members of CDO focus groups that provide feedback on various initiatives attended an orientation and training session that included an unconscious bias component based on equity, diversity, and inclusion.

## Process and Policy Development

In 2021, CDO created an EDI-B Work Group, which assists in carrying out the College's EDI-B mandate. In 2022-23, CDO appointed an EDI-B Lead to share information and liaise with system partners, such as the Health Profession Regulators of Ontario's Anti-Racism Working Group, and to bring an EDI-B focus to the College's policies and processes.

A new exam blueprint incorporating an EDI-B approach for the Knowledge and Competence Assessment Tool (KCAT) was added to the first step in the College's Prior Learning Assessment and Recognition process. Several policies were also reviewed with an EDI lens, including:

- » **Policy 3-30:** Currency for Applicants was revised by the Registration Committee to recognize graduate studies to demonstrate currency of dietetic knowledge, skills, and competence;
- » **Policy 4-50:** Language Proficiency and Policy 6-10: Eligibility for Prior Learning Assessment and Recognition (PLAR) were revised to provide more options for applicants to demonstrate their English and French language proficiency and recognize the Immigration, Refugees and Citizenship Canada’s current approved language tests for Skilled Immigrants (Express Entry), as required in the provincial government’s Registration Requirements Regulation;
- » **Policy 5-30:** Upgrading After Second Failure of the Canadian Dietetic Registration Examination (CDRE) was revised to provide an individualized and empathetic approach to determine an applicant’s learning and upgrading needs prior to reattempting the CDRE;
- » **Policy 6-10:** Eligibility for PLAR was revised to extend the use of the Knowledge and Competence Assessment Tool (KCAT) to permit internationally trained applicants without previous practical training to take the KCAT to expand their options for registration; and
- » Changes to the Policy Determining Currency Hours in Dietetic Practice for Registered Dietitians in Ontario were developed with feedback from system partners with an EDI-B perspective.

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*These recognitions are an opportunity for all staff to learn more about the traditions, people, history, and experiences of those who have overcome oppression to create opportunities for all.*

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**Internal Engagement in EDI-B**

Employees completed various types of EDI-B training based on their roles and self-identified learning goals. The staff’s EDI-B learnings are tracked and reported in the management report to the Board.

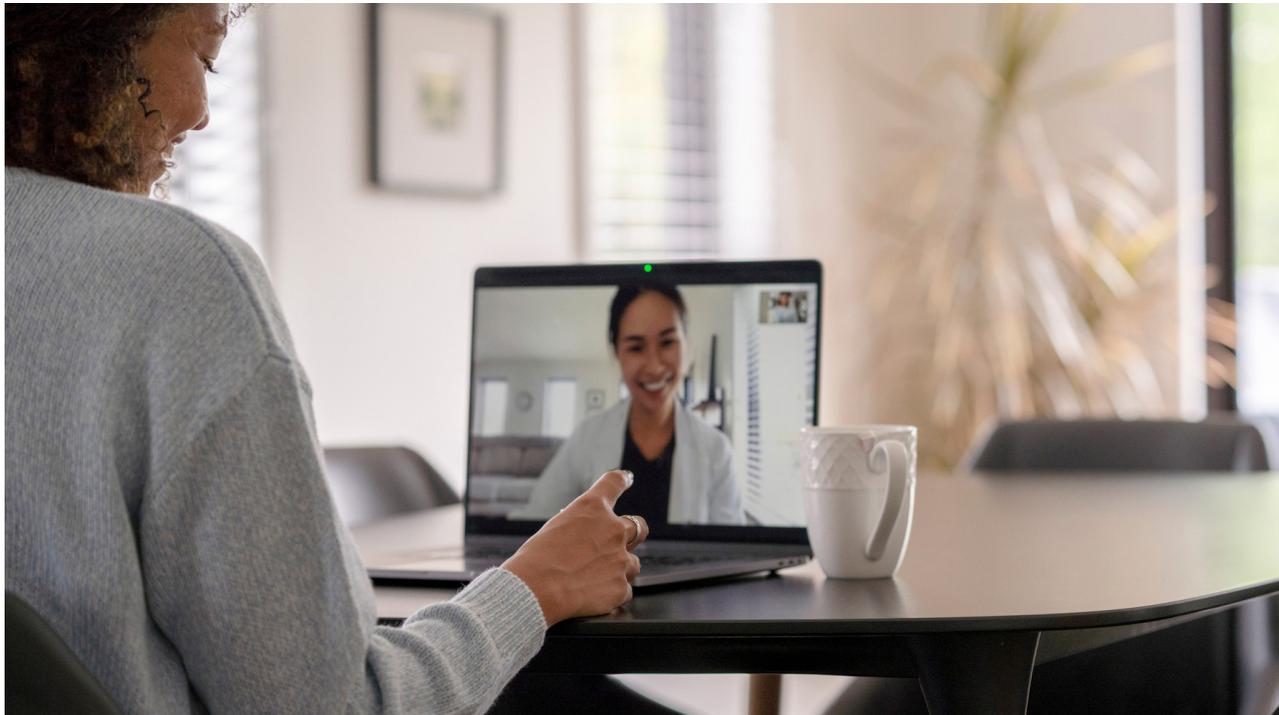
In celebration of the histories and contributions of historically marginalized identities, the College shared many articles, books, resources, and webinars in conjunction with holidays and key observances via emails, social media, webpage. These recognitions are an opportunity for all staff to learn more about the traditions, people, history, and experiences of those who have overcome oppression to create opportunities for all.





# Operational Excellence and Response to Regulatory Changes

*College staff maintained their focus and commitment to quality service standards during the ongoing evolution of workplace and regulatory culture. Virtual operations continued to provide seamless services and access to the College because our primary responsibility remains the same: to serve and protect the public interest.*



Remote operations, initiated in response to the post-pandemic workplace culture, have proven effective, ensuring ongoing access to the College's services. Engagements with system partners have resulted in improvements to regulatory performance, compliance with the registration requirements regulation, and proactive measures in response to changes in accreditation services. Communication strategies, including a public awareness campaign and enhanced transparency, have further strengthened the College's commitment to its strategic goals and public protection mandate.

## Communications

In 2022-23, CDO launched a new and innovative phase in our ongoing public awareness campaign, by running public education videos on digital screens in medical offices across Ontario. The campaign reinforced public protection and title protections key messages and directed viewers to the Public Register and public protection section of our website. Since the College's market research on public awareness in 2020, CDO has operationalized key insights to drive traffic to the CDO website, surpassing one million pageviews annually.

CDO also laid the groundwork for the introduction of plain, relational language that emphasizes the "three Cs of communication": clarity, conciseness and consistency. We conducted an audit of historic content and written communications and, in working with a third-party consultant, established a benchmark for relational communications to bloom.

As French language services are integral to regulatory organizations and mandated by the provincial government, CDO conducted an audit of all content and communications materials to identify remaining gaps in translated materials and create a translation action plan.

Finally, the CDO launched an Instagram page in 2022-23, as part of a comprehensive and more robust social media strategy to further increase the reach and awareness of the College. This new, metrics-driven strategy allows communications to maintain a vibrant and consistent presence on all our social media platforms and post content in both English and French.

### Registration

The College worked nimbly and effectively to meet the changing expectations of the Ministry and the public in expediting the registration of health-care professionals to address shortages within the professions and the broader provincial health care system.

CDO proposed a new, Emergency Class of Registration, in compliance with the Registration Requirements Regulation under the Regulated Health Professions Act, 1991 (RHPA), along with additional requirements in the regulation to meet timeliness of application processing and committee decisions, not requiring Canadian experience, and modifications to the language proficiency policy.

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## *CDO proposed a new, Emergency Class of Registration.*

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During 2022-23, the Registration Committee approved the following policies in accordance with a risk (harm reduction) framework and revised the following policies:

- 2-25: Suitability to Practise for Applicants
- 3-30: Assessing Currency for Applicants
- 4-50: Language Proficiency
- 5-30: Upgrading After Second Failure of the CDRE
- 5-40: Approval of Supervision Plans for Temporary Registrants Following Failure of the CDRE
- 6-10: Eligibility for PLAR

The College also continued to offer both in-person and virtual access to the PLAR process. Remote access to the process has increased access, especially for international applicants, who do not need to travel to Canada to take the exams.

### Regulatory Reporting

In March 2022, the College submitted the 2021 College Performance Measurement Framework (CPMF), an evaluation tool created to drive excellence in health profession regulation, to the Ontario Ministry of Health and Long-Term Care.

We actively engaged with the Office of the Fairness Commissioner (OFC) to address questions, share successes, and proactively provide information about upcoming changes to the accreditation process for dietetic education programs in Canada.

Finally, in partnership with the Alliance of Canadian Dietetic Regulatory Bodies, the College took a collaborative role to select a new accreditation provider, when the former provider could no longer deliver accreditation services.





# Professional Practice Policy Development

*From virtual care to the widespread use of social media, the landscape of the health-care system continued to evolve post-pandemic, and the College's professional practice team responded to meet the needs of dietitians and other system partners through dietetic policy, standards and guidelines changes.*

## Professional Practice

In December 2022, the Board of Directors approved two new proposed draft standards and guidelines for dietitians, related to virtual care and social media respectively. The standards and practice guidelines presented key principles for virtual care and social media practice and set out expectations for the professional conduct of dietitians. The College facilitated feedback on the drafts from system partners for feedback that informed the final versions of the standards and guidelines.

The College completed revisions of the Definition of Practising Dietetics, including the College's policy on determining currency hours in dietetic practice. This policy assists dietitians in completing their annual renewal declaration regarding dietetic currency practice hour requirements. Revisions reflected the Board's commitment to right-touch regulation; recognition of the impact of redeployment within the profession; and policy impact on equity-deserving groups or populations.

Following Board approval in March 2022 of the College's Position Statement & Practice Guidelines on Insulin Dose Adjustments for RDs in Ontario, the professional practice team worked with the Citizens Advisory Group to support public-facing policy work, including the brochure Insulin adjustments: What to expect from a dietitian, while informing system partners through online resources and social media.

## Educational Presentations

Three Regulatory Talks (Reg Talks) webinars were offered to Ontario dietitians and dietetic students to support safe, competent and ethical dietetic practice. The Reg Talks webinars addressed: the new position statement and practice guidelines for dietitians who are providing insulin dose adjustments; writing goals for self-directed learning, based on SMART learning goals; and new policy on determining currency hours and the definition of practising dietetics.

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*The College has embarked on a multi-year project to upgrade the Peer and Practice Assessment.*

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The PPA project, which aims to facilitate a virtual administration of the PPA, aligns with the College's strategic priorities for 2020-2025, and will incorporate the 2020 ICDEP and updated jurisprudence and professional practice resources. It will ensure the assessment process uses evidence-informed strategies to support the PPA's design, development, delivery, and evaluation, and enable the registrants' critical reflection for improving the quality of practice.

The 2022-23 Annual Workshop series, *Consent is not a Checklist: Exploring the Complexities of Consent*, introduced concepts of equity, diversity and inclusion in the consent process. The workshop design was virtual and interactive. Using practice scenarios, participants critically examined consent approaches in enabling informed decision-making in dietetic practice and identifying opportunities to advance equity, diversity, inclusion and belonging.

### **Quality Assurance**

The College has embarked on a multi-year project to upgrade the Peer and Practice Assessment (PPA) with a focus on risk-based approaches, EDI-B principles, and critical reflection for practice improvement. These efforts signify a dedication to growth and improvement in ensuring the highest standards in dietetic practice and regulation.



# Strategic Plan 2020-25

In 2022, the Board agreed to extend the current Strategic Plan by one fiscal year until March 2025. As part of its ongoing work in Equity, Diversity, Inclusion and Belonging (EDI-B), CDO adopted an additional core value to formally recognize the significance of EDI-B in fulfilling its public protection mandate.

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

- » **Guide** the efforts of Board, committees and staff.
- » **Focus** our energy and help us allocate resources into areas the Board 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.

## FOUR STRATEGIC GOALS

Approved by Board March 27, 2020



# Registration Statistics

Total of **4487** Registrants

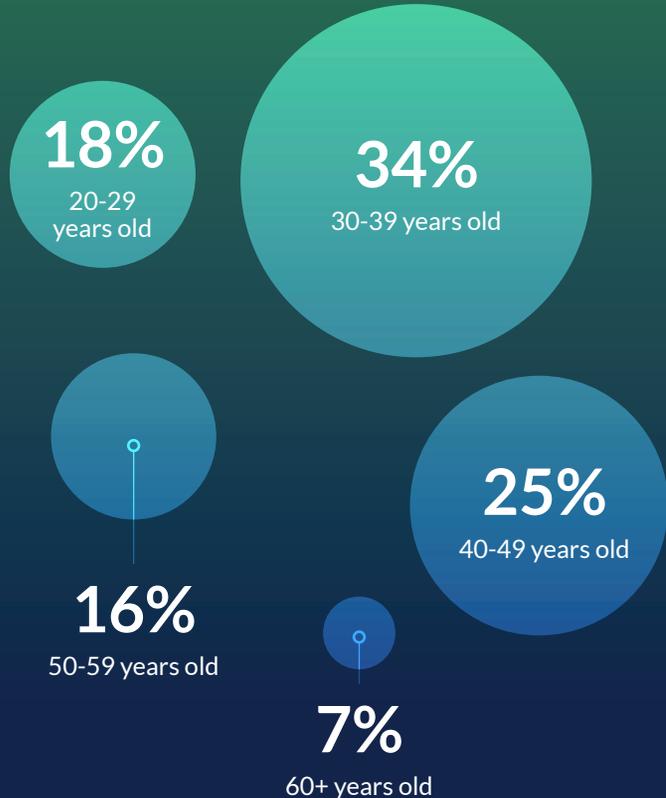
**97%** Female

**3%** Male

**99%** General Registrants

**1%** Temporary Registrants

Active Registrants by Age



Registrants' Country of Education



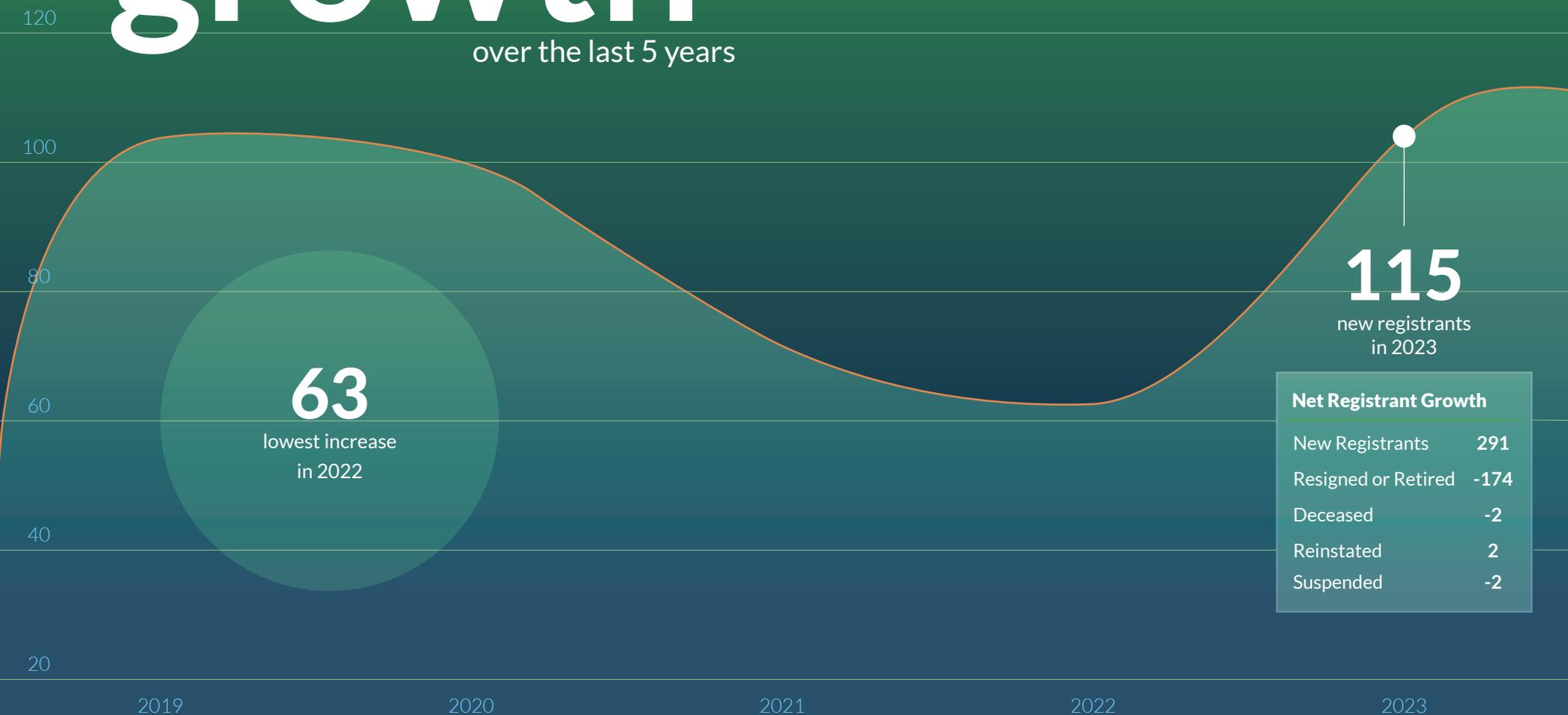
Registrants by Education



Registration

# growth

over the last 5 years



63

lowest increase  
in 2022

115

new registrants  
in 2023

### Net Registrant Growth

New Registrants	291
Resigned or Retired	-174
Deceased	-2
Reinstated	2
Suspended	-2

Area of Practice Reported By Registrants 2018-23 *†	2018-19	2019-20	2020-21	2021-22	2022-23
Clinical One-to-One	2775	2843	2856	2905	2967
Community (Public/Population Health)	949	943	867	843	799
Academic Teaching and Education	301	308	285	252	292
Food and Nutrition Management	316	308	314	304	314
Research	271	256	237	258	246
Communication	243	267	277	248	261
Quality and Other Management	237	218	220	249	253
Policy and Program Development	271	263	236	249	277
Other	207	233	241	247	244
Clinical Nutritional Management	274	298	289	249	282
Sales and Marketing	163	187	180	170	173
No Response	220	256	266	244	274
<b>Total Responses</b>	<b>6007</b>	<b>6124</b>	<b>6002</b>	<b>5974</b>	<b>6108</b>
<b>Total Ontario Registrants</b>	<b>4139</b>	<b>4239</b>	<b>4309</b>	<b>4372</b>	<b>4487</b>

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

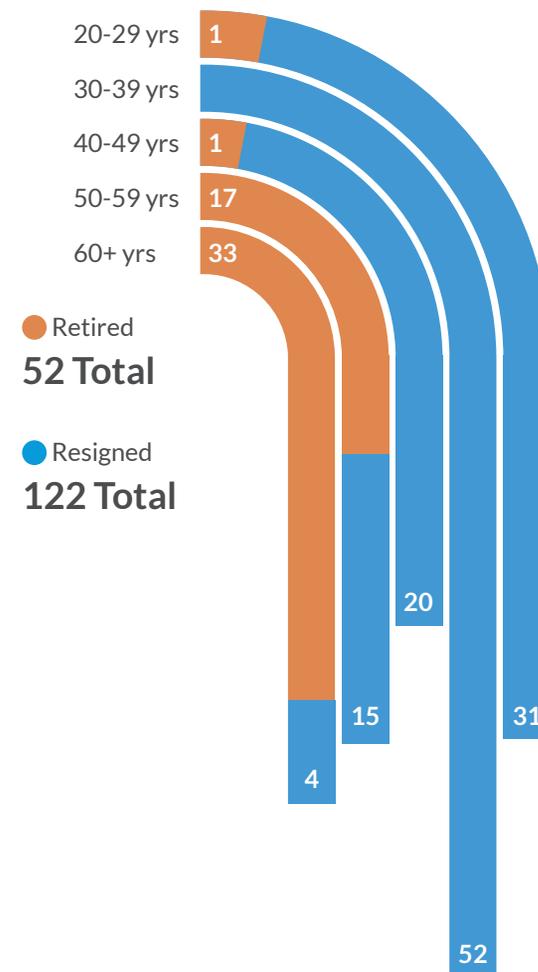
† Data reported only from RDs who reported working in dietetics, being on leave, or doing dietetics related volunteer work.



## Work Setting Reported by Registrants 2018-23\*†

Work Setting	2018-19	2019-20	2020-21	2021-22	2022-23
Hospital Including Chronic Care Institutions (Adult and Pediatric)	1326	1356	1350	1389	1412
Long-Term Care Organization	558	573	600	579	589
Diabetes Education Centre	530	553	516	511	510
Private Practice	506	532	553	600	600
Public Health Department	255	256	245	228	223
Community Health Centre / Health Service Organization	379	388	382	380	357
Business and Industry	373	360	336	339	331
Family Health Team or Family Health Network	388	381	364	369	365
University / Community College	272	264	243	260	267
Other	207	233	185	210	177
Home and Community Care Services	123	126	137	146	176
Government (Federal & Provincial)	148	142	138	150	158
Non-Governmental Organization and Association (e.g., Heart & Stroke, Dietitians of Canada)	127	140	128	129	119
Media, Public Relations & Communications Agencies	91	97	94	86	88
Rehabilitation Centre	120	118	116	127	115
Schools	54	49	25	23	39
Research Facility	67	65	70	67	74
Occupational Health / Corporate Wellness	59	57	54	42	49
Assisted Living	32	30	29	33	25
No Response	214	242	266	229	262
<b>Total Responses</b>	<b>5615</b>	<b>5720</b>	<b>5565</b>	<b>5668</b>	<b>5674</b>
<b>Total Ontario General and Temporary Registrants</b>	<b>4139</b>	<b>4239</b>	<b>4309</b>	<b>4372</b>	<b>4487</b>

## Registrants who Retired or Resigned in 2022-23



\*Some registrants reported working in more than one setting.  
 † Data reported only from RDs who reported working in dietetics, being on leave, or doing dietetics related volunteer work.

# Distribution by Home and Community Care Support Services Region

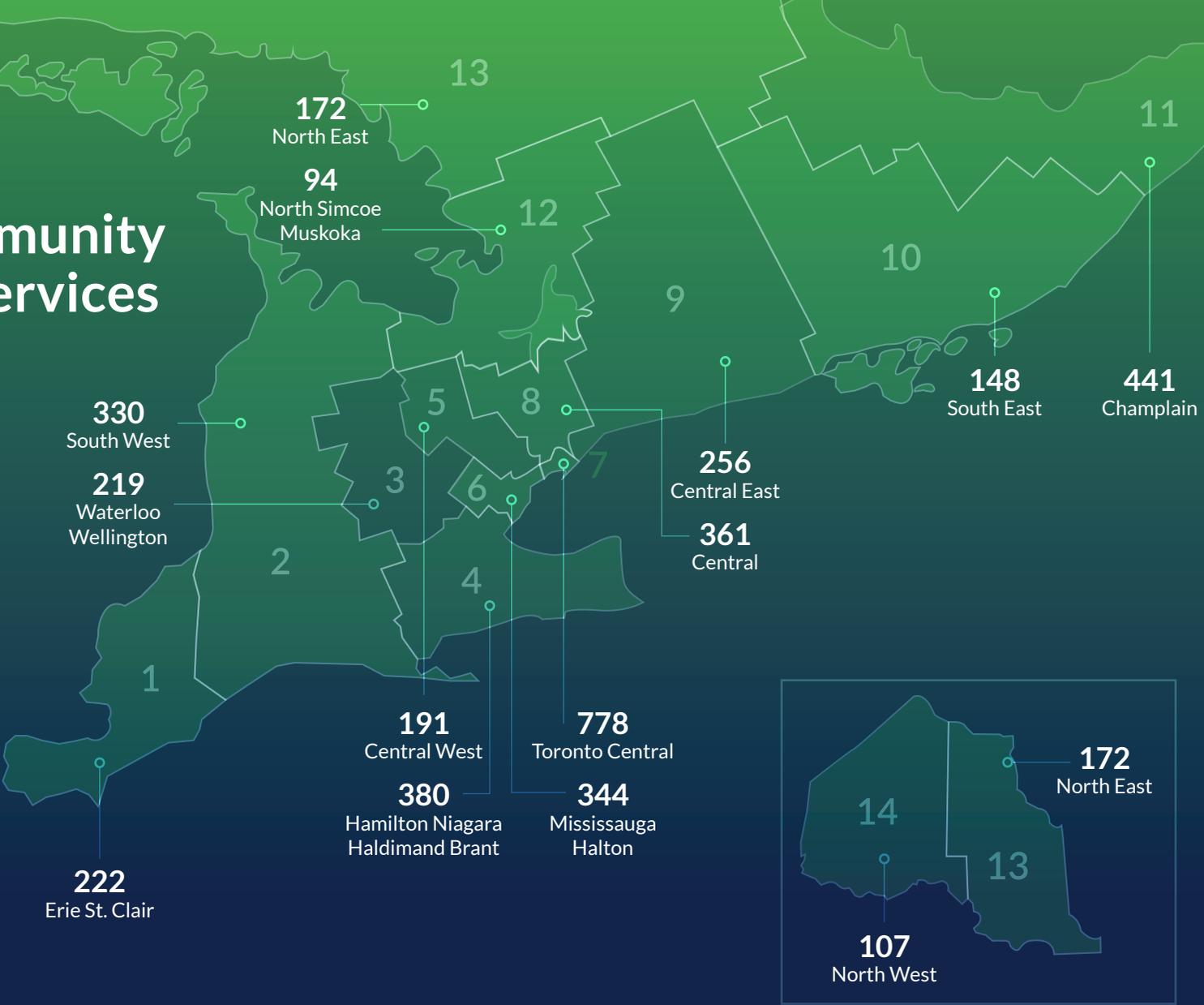
This chart provides a distribution of where dietitians work in Ontario based on the Home and Community Care Support Services regions.

To view these regions on a map, refer to the next page, click [healthcareathome.ca/find-my-hccss](https://healthcareathome.ca/find-my-hccss) or scan →



REGION NUMBER	REGION	Total
1	Erie St. Clair	222
2	South West	330
3	Waterloo Wellington	219
4	Hamilton Niagara Haldimand Brant	380
5	Central West	191
6	Mississauga Halton	344
7	Toronto Central	778
8	Central	361
9	Central East	256
10	South East	148
11	Champlain	441
12	North Simcoe Muskoka	94
13	North East	172
14	North West	107
Registrants with a Primary Employer in Ontario		4043
Registrants Not Working/No Postal Code Available		217
Registrants Not Ontario		227
<b>Total</b>		<b>4487</b>

# Distribution by Home and Community Care Support Services Region



D C Tinkham FCPA FCA CMC LPA  
P J Brocklesby CPA CA LPA  
M Y Tkachenko CPA CA  
M W G Rooke CPA CA LPA  
A C Callas CPA CA LPA  
G P Kroeplin CPA  
C R Braun CPA CA  
H S Grewal CPA

300 - 2842 Bloor Street West  
Toronto Ontario M8X 1B1  
Canada

TEL 1 416 233 2139  
TOLL FREE 1 877 283 3305  
FAX 1 416 233 1788

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# Financial Statements

## INDEPENDENT AUDITOR'S REPORT

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, 2023 and notes 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, 2023.

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 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 September 29, 2023.

### 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.

**Licensed Public Accountants**  
Toronto, Ontario

Wednesday, March 6, 2024  
College of Dietitians of Ontario

## College of Dietitians of Ontario

### Summary Statement of Operations and Changes in Net Assets

As at March 31	2023	2022
<b>REVENUES</b>		
Membership fees	\$ 2,848,114	\$ 2,799,930
Other income	313,757	313,852
	<b>3,161,871</b>	<b>3,113,782</b>
<b>EXPENSES</b>		
Salaries and benefits	1,886,320	1,728,678
Administration	733,812	647,991
Board and committee	133,453	163,467
Communication initiatives	94,643	95,050
Professional services	72,844	143,670
Contracted services	35,865	19,527
	<b>2,956,937</b>	<b>2,798,383</b>
Excess of revenues over expenses for the year before undernoted	204,934	315,399
Amortization of capital and intangible assets	(66,705)	(68,138)
Realized and unrealized losses on investments	(526,269)	(78,608)
Realized losses on disposal of capital assets	(11,930)	-
Excess of revenues over expenses for the year	<b>\$ (399,970)</b>	<b>\$ 168,653</b>
Net assets, beginning of year	3,896,732	3,728,079
Net assets, end of year	<b>\$ 3,496,762</b>	<b>\$ 3,896,732</b>

## College of Dietitians of Ontario Allocation of Net Assets

As at March 31	2023	2022
Invested in capital and intangible assets	\$ 65,879	\$ 104,027
Internally restricted (note 2)	3,430,883	3,792,705
Unrestricted	-	-
Net assets, end of year	\$ 3,496,762	\$ 3,896,732

## College of Dietitians of Ontario Notes to the Financial Statements

### 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:

- 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;

- information in the summary financial statements agrees with the related information in the audited financial statements;
- major subtotals, totals and comparative information from the audited financial statements are included; and
- 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:

- Capital and intangible asset purchases
- Hearings
- Sexual abuse therapy and counselling
- General reserve

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

*Copies of the 2023 audited financial statement are available on request.*



# Board & Committee Appointees

## Board

### Leadership, Direction, Oversight & Policy

Board is composed of elected Registered Dietitians and 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 Members

- » Brenda Murphy
- » Douglas Ellis
- » Israel Ogbechie
- » John Regan
- » Raynold D'Sa
- » Santhikumar Chandrasekharan
- » Sharanjit Padda

## Elected Members

- » Anahita Djalilvand, RD
- » Denis Tsang, RD (Vice-Chair)
- » Donna Hennyey, RD
- » Julie Slack, RD
- » Karine Dupuis, RD
- » Kerri LaBrecque, RD (Chair)
- » Lesia Kicak, RD

## COMMITTEES

Registered Dietitians and public appointees who sit on Board 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 Board. They help develop regulations, programs and policies for the delivery of safe, ethical and competent dietetic service.

Board 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 Board. The College has seven statutory committees required under the *Regulated Health Professions Act, 1991*, Committees are composed of public and elected Board and appointed RDs.

## Committee Appointees

- » Barbara Grohmann, RD
- » Barbara Major-Ewan, RD
- » Cindy Tsai, RD
- » Hannah Chan, RD
- » Khashayar Amirhosseini, RD
- » Laura Bjorklund, RD
- » Ruchika Wadhwa, RD

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  - @cdontario
  - @College of Dietitians of Ontario
  - @CDOntario
  - @CollegeofDietitians

**College of Dietitians of Ontario**

175 Bloor Street East  
Suite 601 - North Tower  
Toronto, ON M4W 3R8

[collegeofdietitians.org](http://collegeofdietitians.org)  
[information@collegeofdietitians.org](mailto:information@collegeofdietitians.org)

Phone: 416.598.1725 or 1-800.668.4990  
Fax: 416.598.0274