



COUNCIL MEETING AGENDA

March 26, 2021 (9:00 – 4:30pm)

Virtual Meeting

GoToMeeting URL: <https://global.gotomeeting.com/join/406616261>

Item & Discussion	ACTION	TIME	ATTACHMENT
1.0 Call to Order		9:00 – 9:10am	
EVALUATION			
2.0 Council Meeting Survey Results: March 25, 2021	Information/ Discussion	9:10 – 9:30am	2.1 Council Meeting Survey Results – March 25, 2021
STRATEGIC			
3.0 Draft Council Education Annual Plan	Approval/ Motion	9:30 – 10:00am	3.1 Draft Council Training Annual Plan
4.0 Session on Governance Modernization – Carolyn Everson	Information/ Discussion	10:00 – 11:00am	
BREAK 11:00 – 11:15am			
5.0 Session on Governance Modernization – Carolyn Everson (continued)	Information/ Discussion	11:15 – 12:15pm	
LUNCH 12:15 – 1:00pm			
OVERSIGHT & ACCOUNTABILITY			
6.0 Session on Dealing with Transition – Glennie Mercer	Information/ Discussion	1:00 – 3:00pm	
7.0 Management Report (Including COVID- 19 Update)	Information/ Discussion	3:15 – 3:30pm	7.1 Management Report March 2021 7.2 PDEP Letter 7.3 Statement of Earnings Fiscal 2021 as at Dec 31 2020 7.4 Capital Asset Purchases Fiscal 2021 as at Dec 31 2020 7.5 Registrar & Executive Director Resignation Announcement

Item & Discussion	ACTION	TIME	ATTACHMENT
BREAK 3:30 – 3:45pm			
8.0 In camera Minutes from December 4, 2020 and February 3, 2021 In camera session pursuant to s. 7(2)(e) of the Health Professions Procedural Code, being Schedule 2 to the Regulated Health Professions Act, 1991	Approval/ Motion	3:45 – 3:50pm	
9.0 Update from Registrar & Executive Director Search Committee In camera session pursuant to s. 7(2)(d) of the Health Professions Procedural Code, being Schedule 2 to the Regulated Health Professions Act, 1991	Information/ Discussion	3:50 – 4:30pm	
10.0 Reminders/Standing Items: <ul style="list-style-type: none"> • Update your tablet • Council meeting evaluation 		4:30pm	
11.0 Adjournment			

Perpetual Annual Council Training Plan

July - September		
Training	Audience	Facilitator
President & VP orientation/training	President Vice-President (after June Council meeting)	Registrar
President & Registrar relationship-building session	President and Registrar (after June Council meeting)	External consultant
Investment Strategy Review	All Council members (September Council meeting)	College's Investment Advisor
October - December		
Training	Audience	Facilitator
Zero-Based Budgeting	All Council members (December Council meeting)	Director of Finance
Governance Training	All Council members	External consultant
Decision-making Training	All Council members	External consultant
January – March		
Training	Audience	Facilitator
Council Bootcamp	Candidates for Council elections	Registrar
April – June		
Training	Audience	Facilitator
Group Dynamics (e.g. Conflict Mgmt)	All Council members (June Council meeting)	External Consultant
New Elected Council Member Orientation	Newly elected Council members (current Council members invited to attend)	Registrar
Financial Statements 101	All Council members (optional)	Director of Finance
Ongoing		
Training	Audience	Facilitator
New Public Council Member Orientation	Newly appointed public Council members as they are appointed by the government (current Council members invited to attend)	Registrar

This calendar sets out the training sessions delivered to Council on an annual basis. These sessions will be delivered either during Council meetings or in-between Council meetings. Timing may be adjusted as needed. Special one-off topics will be added to deal with specific needs as identified by Council and/or staff from time to time.

MANAGEMENT REPORT – March 25 & 26, 2021

SECTION 1 OVERSIGHT/METRICS

FINANCIAL

A financial summary of the fiscal period April 1 to December 31, 2020 (3rd quarter) is attached to this report (**see Attachment 7.3**). A review of revenues shows that general membership fees received to the end of December 2020 are in line with the budget. A decrease in application fees was offset by an increase in appeal and penalty fees.

The College also experienced higher than budgeted interest and dividends received on its investment portfolio with RBC Dominion Securities, and a significant appreciation in the fair market value of the investments.

A review of the expenditures shows that General Administration and most of the Program expenses are significantly lower than the 3rd quarter budget due to the deferral of a number of expenditures to next fiscal year and the reduction of expenses due to a virtual format for meetings. All of this is in response to the restrictions created by the ongoing pandemic.

A Capital Asset Purchases Report is also attached (**see Attachment 7.4**). This report shows that due to the pandemic, most planned asset purchases and computer programming projects for the College's database were either cancelled, deferred, or expensed directly in a program area.

The strong appreciation in the fair market value of the investments and deferral of expenses has contributed to a significant surplus at the end of December 2020. This will position the College well to effectively resume all of its planned activities and fulfill its mandate over the next fiscal year.

Investments Held by RBC Dominion Securities Inc. (details from November 1, 2020 to January 31, 2021):

- Investment decisions are made with the advice of the College's investment advisor at RBC.
- In November 2020, the College sold the balance of its investment in an RBC Investment Corporate mutual fund for proceeds of \$316,764. These funds and cash on hand were used to purchase foreign security common shares of AT&T Inc. for \$322,611.
- In December 2020, the College used cash on hand to purchase common shares of a Riocan Real Estate Investment Trust (REIT) for \$9,094. It also transferred \$1,471,000 of annual member renewal fees from the Scotiabank business operating account to the RBC Dominion Securities account to increase the value of its long-term investments. These funds were used to purchase units of a Bell Canada fixed income bond for \$792,701 and units of a Royal Bank of Canada fixed income bond for \$679,669.
- In January 2021, the College purchased additional common shares of the Riocan REIT for \$17,024 with cash on hand. It sold the balance of its investment in Canadian Pacific Railway common shares for

proceeds of \$172,904. These funds plus cash on hand were used to purchase common shares of a Northwest Healthcare REIT for \$174,230.

- The fair market value of investments was \$5,083,542 on January 31, 2021.

Note that Executive Limitation L8 (Asset Protection) #15 states: "The Registrar may not fail to limit investments in equities to 40% of the book fund value when market opportunities present, as recommended by the College's financial advisor". A review was conducted of the book values of the investments from November 2020 to January 2021; equities comprised 30% of the book fund value in November, 21% in December and 23% in January. Therefore, the College complied with Executive Limitation L8 #15 from November 2020 to January 2021.

HUMAN RESOURCES

In February 2021, the College hired Samantha Thiessen as a Part-Time Practice Advisor and Policy Analyst, working three days per week. Samantha has 20 years of experience working as a Registered Dietitian in a variety of settings, including clinical hospital work, community, education, and communication. She has been involved in the College's Prior Learning Assessment and Recognition Process examinations as an item writer, reviewer, and assessor. She will continue to work in her role as a clinical dietitian in the outpatient cardiac rehabilitation program at Halton Healthcare. Samantha has settled in well and we are very happy to have her as the newest member of our staff team. We are also excited to have this opportunity to introduce a role at the College for a dietitian who is practicing in a patient-facing role outside of the College as this will provide a valuable addition to the College's knowledge and understanding of the profession.

The Registrar and staff are finalizing the hiring of one additional staff person, as approved in the original 2020-2021 budget. The position of Professional Practice Administrator is an exciting new role for the College and will help to reflect CDO's commitment to excellence in the Professional Practice Program, by supporting both the Quality Assurance Program and the Practice Advisory Service.

Lisa Dalicandro, Manager of Governance and Operations, will be starting a maternity leave in June of this year. We are in the process of filling this role for the leave period. We wish Lisa all the best and look forward to photos of the new arrival.

After almost 20 years at the College, Monique Poirier, Manager of Communications, will be retiring in May. Monique has been a tremendous colleague and friend to countless Council, Committee and staff members over the years and her considerable expertise and good humour will be very much missed. Our loss is her gain and we know that she will have a wonderful time beginning her retirement with her family this summer. Staff will be developing transition and recruitment plans.

After almost 6 years at the College, Melisse Willems, Registrar & Executive Director, announced her resignation effective April 30, 2021. Melisse will miss her many wonderful colleagues at the College and in the regulatory community generally and we wish her all the best for whatever she chooses to do next.

PROGRAM ADMINISTRATION

Communications Program

College communications help fulfill Goal 2 of the [Strategic Plan 2020-2024](#), which is to increase stakeholder understanding of “the role and mandate of the College and the resources that will assist them.” We commit to delivering “resources relevant to public protection and to ensure transparency and clarity in communications with all other stakeholders, especially members of the public”. This section of the management report demonstrates how the Communications Program is achieving this goal through a combination of paid public advertising and College owned media such as our website, the *Regulation Matters* newsletter, and social media platforms, [Facebook](#), [YouTube](#) and [Twitter](#).

College Owned Media

Website News (posted since the last Council Meeting December 2020). These items were also posted on our social media pages —[Facebook](#) and [Twitter](#)

- [Coronavirus \(COVID-19\) Updates](#)
- [Disclosing Personal Health Information Within the Circle of Care](#)
- [Council Elections 2021](#)
- [New Scenario: Dietitian Redeployment and New Tasks](#)
- [No changes for dietetic practice under new Stay at Home Order](#)
- [Quiz: Are you informed about the changes to privacy laws affecting client health information and dietetic practice?](#)
- [Have you seen the College's resource on managing stress in these uncertain times?](#)
- [Stay vigilant for public protection.](#)
- [To find out how we are helping dietitians minimize risk to clients for public safety, see page 8 of our new Annual Report 2019-2020](#)
- [Webinar on Delegation Standard](#)

College Newsletter, Regulation Matters

The [Regulation Matters newsletter, publically available online](#), is principally for members, and is also sent to key stakeholders— government, other Canadian dietetic regulators, other colleges in Ontario and across Canada.

- Issue 3, December 2020, included the following articles:
- [We Commit to Continuous Learning and Improvement](#)
- [New Obligations for Privacy Health Information](#)
- [Managing Stress in These Uncertain Times](#)
- [Survey Provides Insight Into College Pandemic Communication](#)
- [Random Selection shows Lack of Compliance with Liability Insurance Requirements](#)
- [The College's New Professional Practice Program](#)
- [Summary of New and Updated College Resources in 2020](#)
- [Quality Assurance Requirements Deferred Due to the Pandemic](#)
- [Council Highlights](#)
- [Welcome to New Public Appointee](#)
- [Farewell to Council Members](#)

Paid Public Advertising

Due to the pandemic crisis, the College’s public education campaign was on hold until January 2021. We have now resumed the campaign with Google Ads.

Google Ads Campaign

The purpose of the Google Ads Campaign is to increase public awareness about what the College does and to drive traffic back to the College website for more information. The campaign is currently running from January to March 2021, using a combination of Video Ads ([Code of Ethics video](#)) and Display Ads on Google Display Network.

Videos

The video format is more about building awareness, which is delivered through the views and is not about getting maximum clicks to the website. The View-Through-Rate (VTR) is the rate between impressions and users watching the video for over 30 seconds. The VTR achieved with our videos is 50% which is extremely good, given that the industry standard is 15%. This demonstrates that we are reaching the right audience that is interested in the College’s message.

50% of users who watched the video without skipping after 6 seconds, watched the entire video.

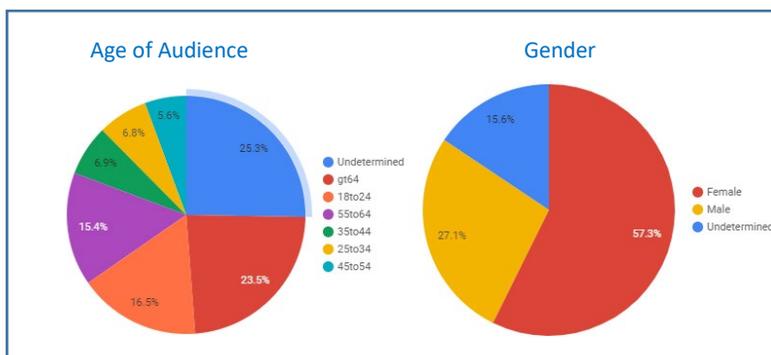
Views 59.0K	Watch time (hours) 913.5	Subscribers +36
----------------	-----------------------------	--------------------

Display Ads (see images on the right)

The display ads started running in February and will run through to March 31, 2021. Both ads had a similar click-through-rate in February, with one delivering just slightly higher at 0.56%. Both ads achieved cost-per-click (CPC) of \$0.20 which is 68% less than the industry average of \$0.63 CPC. Again, this demonstrates that we are reaching audiences interested in the College’s message.



The ads are resonating with a majority female demographic. The majority age-group is over 55 years of age.



Professional Practice Program

Collaborative Work

- Staff attended the Health Profession Regulators of Ontario (HPRO) Practice Advisors Working Group Meetings, Health Profession Regulators of Ontario Quality Assurance Working Group Meetings, and the National Dietetic Regulators Practice Advisors Meetings.
- Professional Practice Program Staff contributed information related to the Practice Advisory and Quality Assurance information to the College Performance Measurement Framework (CPMF) report.
- Release of the national dietetic competencies by the Partnership for Dietetic Education and Practice was moderately delayed due to the pandemic. Planning work began to review the national dietetic competencies in relation to the program component blueprint to determine the extent of revision required.
- New Part-time practice advisor, Samantha Thiessen, MHSc, RD joined the team three days per week on February 1, 2021.

Practice Advisory Service

- A total of 307 inquiries were received in Q3 (October-December 2020) via phone/email during this period. Q4 (January – March 2021) was not reported in the March 2021 Management Report due to an incomplete quarter.
- Top areas of inquiry for Q3 2020-2021:
 - College Requirements and Processes
 - Pandemic
 - Private Practice
 - Scope of Practice
 - Ethical Issues
- The Q3 2020-2021 Practice Advisory Service (PAS) Satisfaction Survey was disseminated to 155 members in February 2021. Feedback (to date March 2, 2021) from 15 respondents shows:
 - 87% felt information they received was relevant and useful to their dietetic practice.
 - 80% felt their issue/question was sufficiently addressed.
 - 80% were satisfied or very satisfied with the response they received from the PAS.
 - 60% reported making changes to their dietetic practice (13% reported not applicable) and 87% reported that the PAS confirmed their understanding of the laws, standards and/or ethics after contacting the PAS.
 - Since using the PAS, 87% have accessed the CDO website as a resource.
 - 93% would use the PAS again and 87% would recommend the service to their colleagues.

Comments:

"Ability to listen to the problem/issue and give unbiased recommendation. I contacted the service when (my) workload was insanely high."

"The Practice Advisor I spoke with took the time to fully understand the situation. She was thorough and walked me through several "what if" scenarios. She also followed up with other Practice Advisors after our call."

“So supportive and very rapid response time. The nature of the matter was timely and supported the growth of my starting practice. I feel confident in the resources provided and the answers supplied. I will definitely rely on the advisor service again as needed in the future.”

“The advisors are always quick to respond and pleasant to deal with.”

“Slow response time.”

“More specific help. I was basically directed to the website to read.”

“More courses and e-resources.”

“Please try to help the dietitian seeking answers by being specific (i.e. Chapter X, Section Y). I feel like this is something that our hefty fees should go towards.”

Pandemic Inquiries for Q3 2020-2021

- Specific to the pandemic, 57 inquiries were received from October 1, 2020-December 31, 2020. Most of the inquiries related to the pandemic during Q3 included understanding emergency orders and directives in long-term care, and virtual practice.
- Practice Advisors were also active in responding to questions and posting relevant updates to the Dietitians of Canada COVID-19 Facebook page.
- Practice Advisors also increased collaborative and cooperative relationships with other regulatory Colleges in Ontario (HPRO) and across Canadian Dietetic Colleges to ensure timely response to changing expectations to ensure public safety.

Presentations and Annual Workshops

Ethics and Professionalism: Adapting to Change

This year, the annual College workshops are being held virtually (November 2020 to March 2021). The topic is *Ethics and Professionalism: Adapting to Change*. The workshop discussion includes the new ethical challenges dietitians faced during the pandemic.

The workshops are two hours, consisting of two parts:

- 1) a **40 minute pre-recorded webinar** posted on our [Workshop Page](#) for dietitians to view on their own in preparation for the virtual small or large group session of their choice; and
- 2) a **one-hour small group or large group session (see below) using practice scenarios**. Dietitians will be invited to register in only one session of the two sessions (i.e. either small or large group) where they can apply their knowledge and/or participate in discussions about the practice scenarios with their colleagues.

As of March 2, 2021, a total of 14 small group sessions and 4 large group sessions have been offered with estimated participation of 626 dietitian and 63 student participants (final data review and session evaluations are pending).

Virtual Jurisprudence Education

The Practice Advisors have scheduled the following educational presentations to be held virtually by the end of Q4:

- Jurisprudence Workshop Session – Western University – Brescia College (55 dietetic learners)
- Jurisprudence Workshop Session – Ryerson University (48 dietetic learners)
- Consent Review – University Health Network (33 dietitians)
- Ethics and Professionalism: Adapting to change – Ryerson University (24 dietetic learners)

Reg Talks Member Education Webinars

What Does It Mean to Practice Through A Delegation of a Controlled Act?

The College recently developed the [Standard for Dietitians Practising Through Delegation of Controlled Acts](#) which includes the required elements and performance expectations that dietitians must achieve when doing these tasks. The College’s Practice Advisory Service will be holding four one-hour regulatory talks (“Reg Talks”) webinars about the Delegation Standard. This webinar will provide dietitians with an opportunity for shared dialogue and learning. The session will examine regulatory and professional obligations when practicing through a delegation of controlled acts using practice scenarios informed by dietitians through the Practice Advisory Service. This is a new program for the College.

Policy Work

Insulin Adjustments Position Statement

The Insulin Adjustments Working Group report was finalized, validated with the working group participants and a final report was presented to the Professional Practice Committee in February 2020. This policy work was on hiatus due to pandemic-related priorities. Work resumed in Q3 and a draft position statement has been prepared and sent to legal counsel for review.

Jurisprudence Education

Staff continue to work on updating webpages, scenarios, and quiz content. Notably, the Mandatory Reports section, Virtual Care, Technology and Social Media have been updated.

Professional Practice Program - Quality Assurance

Self-Directed Learning (SDL) Tool

The deadline for 2020 SDL submission was October 31, 2020. The annual review of the SDL Tool by staff and Committee members is ongoing.

SDL Tools for review	Automatic	Lates	Random selection	Suspended due to non-payment	Non-Compliant
304	92	100	115	2 (not reviewed)	1 (not reviewed)

2 Step Peer & Practice Assessment (PPA) 2020

The Peer and Practice Assessment process for 2020 and 2021 cohorts were postponed to later in 2021 as a result of the pandemic. Staff are considering whether the PPA program should continue to be postponed during the pandemic because of the in-person demands it places on dietitians, their clients and their colleagues. We are collecting information from our regulatory colleagues to help inform a recommendation to the Quality Assurance Committee on this point.

Jurisprudence Knowledge & Assessment Tool (JKAT)

The 2020 and 2021 JKAT cohorts are scheduled to open the 1st week of April with the deadline for completion the 1st week of August 2021 (members will be given 4 months to complete instead of the usual 3 months due to the pandemic).

Total Eligible Participants	1224
Total Participating	1191
Deferral, Exemptions	33

Note regarding the JKAT due to the Covid-19 pandemic: Due to the COVID-19 pandemic, the 2020 administration of the JKAT was cancelled. The 2020 participants will be added to the 2021 cohort.

Practicing fewer than 500 hours in 3 years

19 registrants (first time) declared practicing fewer than 500 hours in the previous 3 years. 17 registrants declared ongoing practice of fewer than 500 hours in the previous 3 years. Of these 36 registrants, 7 requested reclassification of practice hours, 1 retired, 23 required an assessment of their learning diaries, and 5 have signed a voluntary undertaking (VUT) not to practice dietetics unless/until they undergo a competency assessment.

Communication regarding the definition of practicing dietetics has been enhanced to ensure members are better able to identify and determine their appropriate number of practice hours for the purposes of currency.

Staff and the Committee have been reviewing program policies to identify revisions as needed. This work is ongoing.

Standards and Compliance Program

Inquiries, Complaints and Reports Committee (ICRC) Quarterly Stats for December 1, 2020 to February 28, 2021

10 new matters received by the College:

- 0 Complaints
- 4 Reports
- 6 Referrals from the Quality Assurance Committee
- 0 Inquiries

1 matter closed by the Inquiries, Complaints and Reports Committee:

- 1 Report: The ICRC issued a written reminder and directed the member to complete a Specified Continuing Education and Remediation Program (SCERP)
 - *Average time for disposal: 390 days for disposal*

17 matters currently open:

- 5 Complaints:
 - 1 ongoing investigation
 - 3 currently before the ICRC and deliberations are ongoing
 - 1 decision reached in principle and awaiting final approval

- 6 Reports:
 - 3 at the preliminary stage and being reviewed by the Registrar for possible referral to the ICRC
 - 1 report has been referred to the ICRC for an appointment of investigator
 - 2 ongoing investigations
- 6 Referrals from the Quality Assurance Committee:
 - All 6 will be reviewed by the ICRC at its next meeting for an appointment of investigator
- 0 Inquiries
 - *Average time matters have been open: 251.4 days for all matters; 627.6 days for complaints only*
 - *Note: This includes two complaints returned by HPARB for further investigation, as well as a matter where the complainant had requested that the College put his complaint on hold for an extended period.*
 - *In accordance with the CPMF specifications, length of time a matter has been open is now based on date received for Complaints and QAC Referrals, and date the Registrar referred to the ICRC for Reports; Reports that are still under preliminary review are omitted*

4 complaint decisions reviewed or under review by the Health Professions Appeal and Review Board

- 1 review scheduled in March 2021
- 3 reviews completed and awaiting HPARB decision

Registration Program

Annual Renewal

The College's annual renewal process occurred between August 28, 2020 and October 31, 2020. We were not sure how renewal would go due to the pandemic but we are pleased that it was a fairly typical renewal year. We had a total of 7 people suspended for non-payment of fees, effective December 18, 2020. Two suspensions have since been lifted.

Canadian Dietetic Registration Examination (CDRE)

The November 2020 CDRE was held via an online remote-proctored format on November 23 and 24, 2020. A total of 206 candidates wrote the November 2020 CDRE and it went well overall. The results were disseminated to candidates on January 7, 2021. The national pass rate was 93%, almost identical to the November 2019 administration (pass rate of 92%).

A total of five appeals were received and reviewed by the Alliance of Dietetic Regulatory Bodies CDRE Appeals Committee:

- Three appeals were based on alleged irregularities in the exam administration: one was granted, one denied, one decision pending.
- Two appeals were based on alleged extraordinary, unforeseen, personal, and not pre-existing circumstances that arose on the day of the exam: both were denied.

Annual Liability Insurance Random Selection

On February 8, 2021, we launched the annual random selection of 10% of members to show proof of insurance coverage. The selection also included a targeted selection of members who had discrepancies on their annual renewal and those that were not compliant last year. In total 266 members were required to demonstrate proof of insurance coverage by March 8, 2021.

Prior Learning Assessment and Recognition (PLAR) Processes

Knowledge and Competency Assessment Tool (KCAT):

The next KCAT will be administered by an online remote-proctored format tentatively scheduled for May 12, 2021 (date to be confirmed).

Performance Based Assessment (PBA):

Staff have been exploring whether and how the PBA could be administered online due to the pandemic. Due to the oral portion of the PBA, the online remote-proctored format presents some challenges to virtual administration. Given the timing of the next KCAT (the first step in the College's Prior Learning Assessment and Recognition (PLAR) process), it may be that the decision will be made to forego a remote administration of the PBA and to plan for an in-person administration in Fall 2021.

Registration Regulation

The College continues to await further direction from Ministry policy staff on next steps to submit the proposed amendments to the Registration Regulation. This work has been on hold by the Ministry due to staff turnover and a focus of their energies on pandemic-related priorities.

Ontario Fairness Commissioner (OFC)

The Office of the Fairness Commissioner will be implementing a risk-informed compliance framework for professional regulatory Colleges over the next year. More details will be provided as they finalize this framework over the upcoming months. The College is still required to submit their annual fair registration practices report, which will be completed by the OFC's deadline date of April 30, 2021.

November 23, 2020 Registration Committee Meeting

Application Files Reviewed:

One application file was reviewed by a panel of the Registration Committee. The College has seen a reduction in the number of credential assessment applications due to the pandemic.

A number of policies were reviewed and revised.

January 25, 2021 Registration Committee Meeting

Application Files Reviewed:

One application file was reviewed by a panel of the Registration Committee. The College continues to see a reduction in the number of credential assessment applications due to the pandemic.

A number of policies were reviewed and revised.

Information Technology

IT Projects have been completed on budget. The College's submission to the Health Professions Database was constructed and submitted. A Diversity calendar was created as an opportunity of awareness and inclusion. Staff can enter nonstandard Canadian holidays or diverse events for celebrating.

SECTION 2 ISSUES TRACKING

COVID-19 Pandemic

Meetings will continue to be held virtually for the time being. The physical office has remained closed and staff are continuing to support all work virtually from home. With the increasing administration of vaccines in Canada, optimism is increasing about a return to in-person meetings. Committees that typically meet in person and staff were asked about their preferences to resume in-person meetings once it is safe to do so. All signalled support for resuming in-person meetings to some degree. The draft budget for 2021-22 has been developed assuming in person meetings will be safely resumed in the last quarter of the fiscal year (i.e. January – March 2022). Of course, the decision whether and when to resume in-person meetings will depend on the status of the public health situation and this assumption in the budget is a place-holder. Beyond the pandemic, the College should consider whether a return to a pre-pandemic state is desirable or whether a “new normal” will be adopted.

College Performance Measurement Framework (CPMF)

The CPMF is the tool developed by the Ministry of Health to measure and report on the performance of health profession regulatory Colleges. The CPMF was completed by staff and forms part of the agenda for this meeting.

Equality, Diversity and Inclusion-Belonging

A consultant has been retained to work with the College on EDI-B education and other work. This same consultant was also hired by the Health Profession Regulators of Ontario to work with all regulators on EDI-B. An email has gone out to staff and Council about the creation of a Task Force that will be working with the consultant on this work.

SECTION 3 OTHER INFORMATION ITEMS

7.1 Management Report March 2021

7.2 PDEP Letter

7.3 Statement of Earnings Fiscal 2021 as at Dec 31 2020

7.4 Capital Asset Purchases Fiscal 2021 as at Dec 31 2020

7.5 Registrar & Executive Director Resignation Announcement



November 9, 2020

Council attachment 7.2

Partnership for Dietetic Education and Practice
c/o Dietitians of Canada
99 Yorkville Avenue, Second Floor
Toronto, ON M5R 1C1

VIA EMAIL to secretariat@pdep.ca

Dear PDEP Steering Committee,

On September 18, 2020, the Council of the College of Dietitians of Ontario (the College) approved the adoption of the revised Integrated Competencies for Dietetic Education and Practice (ICDEP) as the new standards for entry to dietetic practice in Ontario.

We would like to commend the Partnership for Dietetic Education and Practice (PDEP) on their development of the revised ICDEP. The depth and breadth of new directions taken are impressive and align with the College's view of the future direction of the profession. The clarity, simplicity, and the extensive collaboration undertaken, speak to the diligence, commitment, and skills of the PDEP Steering Committee and the ICDEP Working Group. Particularly noteworthy are the expansion of the Domains of Competency and the use of a modified version of *Miller's Pyramid*.

Council felt that the revised ICDEP are very reflective of current dietetic practice and praised the inclusion of competencies related to cultural safety, indigenous health, and diversity. The College will begin its work to incorporate the revised ICDEP into our program functions and policies to help contribute to our public protection mandate.

Sincerely,

Lesia Kicak, RD
Council President
College of Dietitians of Ontario

COLLEGE OF DIETITIANS OF ONTARIO
STATEMENT OF OPERATIONS FISCAL 2021 AS AT DECEMBER 31, 2020
FISCAL YEAR ENDED MARCH 31, 2021

Council attachment 7.3

	9 Months Ended			Total Annual Budget Mar 31, 2021	Comparative 9 Month Actuals Dec 31, 2019	Dec 2019 vs Dec 2020 % Variance
	Actuals Dec 31 2020	Total Annual Budget Dec 31 2020	Actual vs Budget % Variance			
REVENUE						
Membership & Other Fees (1)	\$ 2,100,210	\$ 2,110,697	0%	\$ 2,814,263	\$ 2,046,055	3%
Interest & Dividends (2)	103,945	90,000	15%	120,000	193,459	-46%
Realized Gain/(Loss) on Sale of Investments (3)	32,370	-		-	39,584	
Canadian Government Temporary Wage Subsidy (4)	13,353				-	
TOTAL REVENUE	2,249,879	2,200,697	2%	2,934,263	2,279,098	-1%
EXPENSES (Operating)						
General & Administrative (5)	1,472,438	1,697,990	13%	2,263,987	1,436,252	-3%
Registration Program (6)	106,425	184,278	42%	245,704	109,463	3%
Quality Assurance Program (7)	34,145	68,261	50%	91,014	66,265	48%
Practice Advisory Program (8)	1,102	71,360	98%	95,146	39,632	97%
Patient Relations Program (9)	-	3,684		4,912	69,576	100%
Standards & Compliance Program (10)	105,206	102,590	-3%	136,787	93,008	-13%
TOTAL EXPENSES BEFORE AMTZ'N	1,719,316	2,128,163	19%	2,837,550	1,814,196	5%
EXCESS REVENUE OVER EXPENSES (EXPENSES OVER REVENUE)	530,563	72,535		96,712	464,902	14%
<i>Less: Non-cash expenses:</i>						
Capital Asset Fund - Amortization (11)	(58,050)	(63,750)	9%	(85,000)	(62,541)	
Unrealized FV appreciation (depreciation) of Investments (3)	554,432				(107,523)	
SURPLUS	1,026,945	8,785		11,712	294,839	
FUND BALANCES - beginning of year	2,396,454	2,396,454		2,396,454	2,112,260	
FUND BALANCES - December 31, 2020	\$ 3,423,399	\$ 2,405,239		\$ 2,408,166	\$ 2,407,100	

NOTES and HIGHLIGHTS:

REVENUE (actual total revenues are 2% higher than the 3rd quarter budget)

- Revenues from members** in all categories have generated **\$2,100,210** by the 3rd quarter of the year. This amount is **in line with budget** and **3% higher than the prior year**. A decrease in application fees was offset by an increase in appeal and penalty fees. Membership fees are being reported on an accrual basis to recognize revenues earned from April 1, 2020 to December 31, 2020.
- Investment income (interest & dividends)** of **\$103,945** was received from long term investments held at RBC Dominion Securities and from an operating bank account with Scotiabank; this income is **15% higher than the third quarter budget** and **46% less than** the prior year. The decrease from the prior year can be attributed to lower interest rates due to the volatility of the economy this fiscal year.
- Unrealized appreciation** in the fair value of investments was **\$544,432** (on unsold investments). The College also had a **Realized Gain on Sale of Investments** of **\$32,370**. Due to the unpredictable nature of the market, gains and losses on sales of investments and the appreciation or depreciation of unsold investments cannot be budgeted for. Most of the appreciation reflects the overall improvement in the financial markets from April to December 2020, after the severe downturn at the beginning of the worldwide pandemic in March 2020.
- The shutdown of the economy due to the pandemic resulted in a **temporary wage subsidy** provided by the Canadian Federal government. This subsidy was a 3-month measure which allowed eligible employers to reduce the amount of payroll deductions required to be remitted to the Canada Revenue Agency (CRA). The College qualified for the subsidy, and reduced the federal income tax payment on payroll by \$13,353 between April 1 and June 15, 2020.

EXPENSES (actual expenses are 13% less than the 3rd quarter budget)

- Overall, **General & Administrative** expenses are **13% less than the 3rd quarter budget**:

Council costs are **47% lower than the third quarter budget** due to the pandemic and related shutdown of the CDO office. Council meetings were held virtually, eliminating the cost of travel, meals, accomodation and food-at-the-meeting costs. The June Council dinner could not be held due to the shutdown. The remaining meetings and planned training sessions will be conducted virutally until it is safe to meet in person. Legal fees for work done on CDO's by-laws and governance manual and Council training sessions have proceeded as planned.

Executive Committee expenses are **14% less than the third quarter budget**; all planned meetings were conducted virtually, eliminating travel, accomodation and meal costs. Meetings will be conducted this way until it is safe to meet in person. An independent HR Consulting firm was paid \$7,300 to provide CDO with a framework and a process to appraise the Registrar's performance. At the time of budgeting in Feb 2020, this expense was not considered. \$20,000 was added as a budgeted expense from the General Reserve Fund for the presentation to Council in March 2020; Council approved this adjustment. The costs are being added here for now, since the Registrar Performance & Compensation Review Committee approved the selection of this consultant. Committee Development costs of \$6,000 were budgeted for the President to attend the CLEAR Conference and for all members to attend local training. The CLEAR Conference was not attended this year due to the pandemic and other training will likely be deferred.

Other **General & Administrative Expenses** such as **Salaries & Benefits, Computer Expense, Membership Dues, Rent and Insurance** are **in line with the 3rd quarter budget**. Unexpected **Legal Fees** for employment law matters resulted in higher than budgeted costs. Legal fees for General Administration matters area vary from year to year and are difficult to budget for. The costs to produce the **Annual Report** were slightly higher than budget.

COLLEGE OF DIETITIANS OF ONTARIO
STATEMENT OF OPERATIONS FISCAL 2021 AS AT DECEMBER 31, 2020
FISCAL YEAR ENDED MARCH 31, 2021

Council attachment 7.3

Underspending occurred in a number of areas, including **Communications Initiatives, Staff Development, Office Expenses and Professional Fees**. All costs related to public education are now being included in **General Administration - Communication Initiatives** (they were previously recorded in the Patient Relations Program). These costs **are significantly less than budget**, due to the fact that \$61,400 or 71% of the budget has been deferred to Fiscal 2022. The public education campaign was halted from April to December 2020 due to the pandemic, and will resume in the last quarter.

Similarly, most courses for **Staff Development** and networking conferences have been deferred until they become available virtually. **Office Expenses** are significantly less than budget because the purchase of most of the office supplies and the planned scanning of documents will be delayed until the office is safe to open. **Professional Fees** are significantly less than the 3rd quarter budget because the use of consultants for the College Performance Measurement Framework (CPMF), the evaluation of the database and for the staff Team Day, have all been deferred to Fiscal 2022.

Contracted Services are budgeted for the year, but were not required by the end of the 3rd quarter.

- (6) The **Registration Program** expenses are **42% less than the 3rd quarter budget** due to the deferral of project work related to the upcoming new dietetic competencies and the scanning of archived files, a change in format of assessment item writing and testing process and the decrease in staff development costs due to the deferral of in-person conferences. Registration-related computer costs have been incurred but are less than budget. \$95,068 was budgeted for administration and maintenance costs of the Performance Based Assessment (PBA) & Knowledge and Competence and Assessment Tool (KCAT). \$33,449 has been spent on PBA maintenance and on KCAT item writing and reviewing. **Registration Committee** expenses are **70% less than the 3rd quarter budget**; this is due to the fact that meetings were held virtually, eliminating the costs of travel, meals and accommodation. Meetings are expected to continue this way until it is safe to meet in person. Some legal fees and consulting fees for work on credential assessments have been incurred as planned for the Committee.
- (7) The **Quality Assurance Program** expenses are **50% less than the 3rd quarter budget** due to the deferral of Jurisprudence Knowledge Assessment Tool (JKAT) and the Peer & Practice Assessment (PPA) processes. In-person staff development has also been deferred. Consultants were paid for work done on Step 1 of the PPA, to create an eLearning module in French and for annual database programming. **QA Committee** expenses are **79% less than the 3rd quarter budget**; this is due to the fact that meetings were conducted virtually, eliminating the costs of travel, meals and accommodation. Meetings are expected to continue this way until it is safe to meet in person.
- (8) The **Practice Advisory Program** has incurred minimal expenses due to the change in format of in-person member workshops and and deferral of conferences and courses for staff. The Fall Workshop series was held in the third quarter and more will occur in the last quarter. They are all virtual as a result of the pandemic. The planned Town-Hall meetings have been deferred to Fiscal 2022, as have the production of videos for members. The **Professional Practice Committee** is underspent because it held no meetings; all upcoming meetings will be conducted by teleconference until it is safe to meet in person. The costs of running 2 focus groups with dietitians who are subject matter experts for policy development, have also been deferred to Fiscal 2022.
- (9) The **Patient Relations Program** has not incurred expenses yet. This program now consists of **PR Committee** meetings alone. All program administration expenses have been moved to General Administration - Communication Initiatives. **The Committee** is underspent because it held no meetings during the year, since no meetings were required. Minimal expenses were budgeted this year due to a planned review and revision of the Committee's terms of reference.
- (10) Overall, **Standards & Compliance Program** expenses are **in line with the 3rd quarter budget** due to higher than expected costs of investigations of members, but lower than expected costs to hold Committee meetings.
- \$36,534 was spent on Investigations of members (which are conducted by an external investigator) and \$44,658 was spent on Case Management (also conducted by an external manager). The College had a higher than usual number of complex ICRC matters that have required investigation this calendar year. It is difficult to predict and budget for the total costs of investigations from year to year. The **Discipline Committee** is underspent because it held no meetings; **ICRC** is also underspent in meeting expenses due to the fact that its meetings were all conducted by teleconference or virtually, eliminating the costs of travel, meals and accommodation. Meetings are expected to continue this way until the end of the fiscal year. The College is not expecting that the pandemic will affect the complaint and report caseload for this fiscal.
- \$18,080 is the annual budget for Legal Fees for matters which will go to ICRC. Actual Legal Fees of \$21,147 were paid to SML for legal matters regarding members. \$10,000 was budgeted for subject matter experts ("Contracted Services") to conduct interviews and/or provide opinions/reports to the investigator. These costs were not incurred by the end of the 3rd quarter.

No funds were budgeted for, or spent, on a Hearing.

- (11) **Amortization expense** represents the cost of the decline in value of capital asset purchases over time.

COLLEGE OF DIETITIANS OF ONTARIO
 CAPITAL ASSET PURCHASES as at DECEMBER 31, 2020
 FOR THE FISCAL YEAR ENDED MARCH 31, 2021

Council attachment 7.4

	Budget 2020/2021	Actual Purchases Dec. 31, 2020	Description of Actual Purchases
<u>I - Computer equipment (hardware) replacements</u>			
1. Laptops for QA Program (3 ProBook 640 laptops x \$850 x 1.13)	2,882		
2. 1 mobile hotspot	1,130		
3. 2 Monitors	452	2,051	11, LED Monitors - HP P244 Full HD 23.8" (\$1,815.00 x 1.13)
4. Replace 1 office printer	678		
Subtotal (Computer Hardware)	5,142	2,051	
<u>II - Leasehold Improvements</u>			
Change to Strategic Plan wall imprint and paint to re-do wall	1,600	-	
Subtotal (Leasehold Improvements)	1,600	-	
<u>III - Office equipment</u>			
Office furniture - wall mounted TV (\$3,500 x 1.13)	3,955	-	
Subtotal (Office Furniture & Equipment)	3,955	-	
<u>IV - Non-iMIS Software</u>			
MS Office for new laptops (3 x \$150 x 1.13)	509	-	
Subtotal (Computer Software - non-iMIS)	509	-	
<u>V - iMIS: Visual Antidote (Quote #1 - Use estimate of High Hours) 2020/2021</u>			
Gen Admin - Accounting - MS Access Tool for exports to Simply Acctg (3 hrs x \$200 x 1.13)	678		Not required
Gen Admin - Refresh DEV database (20 hrs x \$170 x 1.13)	3,842		Done - recorded as an expense
Gen Admin - Update iMIS Dashboard template (30 hrs x \$170 x 1.13)	5,763		Cancelled
Gen Admin - Additional Item: Web.config - update Email address used in the file c:\Program Files (website) (2 hrs x \$170 x 1.13)	384		Done - recorded as an expense
		1,538	Kentico Upgrade (carry over from Fiscal 2020)
		576	Apply Security Patch
Practice Advisory - update cart page for workshop registration (5 hrs x \$170 x 1.13)	960		Cancelled
QA - PPA Step 2 (20 hrs x \$170 x 1.13)	3,842		Partial work done - recorded in program
QA - JKAT & PPA Step 1 (15 hrs x \$170 x 1.13)	2,882		Deferred
QA - SDL Tool (20 x \$170 x 1.13)	3,842		Done - recorded in QA program
QA - Under 500 Hours (21 hrs x \$170 x 1.13)	4,034		Done - recorded in QA program
Registration - Online Application Process (74 hrs x \$170 x 1.13)	14,215		Cancelled
Registration - Professional Corporation Dashboard (25 hrs x \$170 x 1.13)	4,803		Cancelled
Registration - Public Register (25 hrs x \$170 x 1.13)	4,803	1,537	Done - Practice Profile Form Update
Registration - Renewal (20 hrs x \$170 x 1.13)	3,842	1,873	Done
Subtotal (Computer Software - iMIS)	53,889	5,524	
Total additions anticipated	65,094		
Capital Assets Purchases Budget F'2020-2021	\$ 65,000	\$ 7,575	



College of Dietitians of Ontario

Registrar & Executive Director Resignation Announcement

It is with mixed feelings that I am writing to tell you that, after almost 6 years at the College, Melisse Willems has advised that she is resigning as our Registrar & Executive Director.

Melisse has spent many years of her career working in the area of professional regulation and, while she has indicated she has found it continuously engaging and rewarding, she says she is ready for new challenges.

While she does not yet have another role lined up, Melisse is excited about finding something where she can continue to use her knowledge and experience, and love of, professional regulation, either at a systems level, in education or within a healthcare organization.

We, of course, want what is best for her, and know she will be an asset no matter where she next takes her expertise and leadership, but we are sorry to see her go. Melisse's last day at the College will be April 30, 2021.

Council has struck a search committee and is committed to identifying a new Registrar & Executive Director as expeditiously as possible. The College will update members and stakeholders regarding the results of its Registrar search as soon as possible.

Regards,

Lesia Kicak RD, President
College of Dietitians of Ontario

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

Our mailing address is:
5775 Yonge Street,
Suite 1810 Box 30
Toronto ON M2M 4J1

Our telephone:
(416) 598-1725 or 1-800-668-4990

Copyright (C) 2020 The College of Dietitians of Ontario All rights reserved.

Council Meeting Evaluation Results – March 25, 2021

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

Respondents: 11

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

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

1 Sometimes people were forgotten when there hand was up

2) Active listening was demonstrated at all times.

Respondents: 11

Choice	Percentage	Count	
Yes	100.00%	11	
No	0.00%	0	
Total	100%	11	

Additional Comments:

3) No member dominated the discussion.

Respondents: 11

Choice	Percentage	Count	
Strongly Agree	54.55%	6	
Agree	45.45%	5	
Disagree	0.00%	0	
Strongly disagree	0.00%	0	
Total	100%	11	

Additional Comments:

4) Time was efficiently managed during the meeting.

Respondents: 11

Choice	Percentage	Count	
All of the Time	72.73%	8	
Most of the Time	27.27%	3	
Some of the Time	0.00%	0	
None of the Time	0.00%	0	
Total	100%	11	

Additional Comments:

- 1 Some topics, may not have stayed entirely on track but valuable discussion was had most of those times
- 2 Feel that got caught up in late fees unnecessarily
- 3 overall yes. We did go over on 1-2 topics

5) Decisions made were summarized after each agenda item.

Respondents: 11

Choice	Percentage	Count	
All of the Time	81.82%	9	
Most of the Time	0.00%	0	
Some of the Time	18.18%	2	
None of the Time	0.00%	0	
Total	100%	11	

#	Additional Comments:
1	It would have been helpful to summarize or confirm consensus before moving to the next attachment -i.e. when a motion included multiple attachments to review
2	I don't recall many summaries. Sometimes it may seem redundant to do but it is really confirmation of the takeaway

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

Respondents: 11

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

#	Additional Comments:
---	----------------------

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

Respondents: 11

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

Additional Comments:

8) Climate was respectful.

Respondents: 11

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

Additional Comments:

9) In your opinion, were there operational issues discussed during the meeting?

Respondents: 11

Choice	Percentage	Count	
Yes	45.45%	5	
No	54.55%	6	
Total	100%	11	

#	If yes, please provide example(s):
1	Needed for clarity
2	Discussion near the start, focusing on HR.
3	It was a part of the agenda
4	HR team discussion
5	HR structure discussion was a bit operational. I think Registrar & executive management should be in a better position to advice on operational issues and the efficiency except there are gaps which affects council.

10) Additional Remarks:

Respondents: 3

#	10) Additional Remarks:
1	This meeting showed improvement in several ways; introduction of items, what is being asked from Council, motions, moving discussions along. One lengthy discussion which was a re-do of a Committee's previous discussion that led to the referral to Council suggests: maybe Committee referrals could list what they've already covered/done/discussed, similar to what the Executive Committee already does in their report of activities.
2	Lesia did a great job today.
3	It was an excellent meeting - Materials well prepared and meeting well conducted.