



Board Meeting Agenda

September 29, 2023 | 9:00 a.m. – 4:30 p.m.

Via Zoom <https://collegeofdietitians-org.zoom.us/j/81190992973?pwd=RUxtQ09RYVFMZENnSThmOTJwQXFUQT09>

Meeting ID: 811 9099 2973

Passcode: 041380

Dial: 647 558 0588

Item	Time	Topic	Action	Presenter	Materials
1	9 – 9:05 (5 mins)	Call to Order and Land Acknowledgement	-	A. Watt	
2	9:05	Approval of Agenda	Decision (motion)	A. Watt	2.1 Draft Board Agenda – September 29, 2023
3	9:05	Declaration of Conflict of Interest and Bias	-	A. Watt	
4	9:05	Consent Agenda 4.1 Draft Board meeting minutes – June 15 & 16, 2023 4.2 Executive Committee Report	Decision (motion)	A. Watt	4.1 Draft Board meeting minutes – June 15 & 16, 2023 4.2 Executive Committee Report – August 2023
5	9:05 – 9:15 (10 mins)	District 7 Vacancy	Decision (motion)	M. Woodbeck	5.1 Briefing Note – District 7 Vacancy
6	9:15 – 9:30 (15 mins)	Executive Committee Election	Election	M. Woodbeck	6.1 Briefing Note – Executive Committee Election
7	9:30 – 9:35 (5 mins)	Committee Compositions	Decision (motion)	M. Woodbeck	7.1 Briefing Note – Proposed Committee Compositions
8	9:35 – 9:50 (15 mins)	Board Meeting Evaluation Results – June 16, 2023	Discussion	A. Watt	8.1 Briefing Note – Board Meeting Evaluation Results
9	9:50 – 10:10 (20 mins)	Management Report	Information	M. Woodbeck	9.1 Management Report – September 29, 2023 9.2 Statement of Operations as at June 30, 2023 9.3 Capital Asset F2024 as at June 30, 2023
10	10:10 – 10:20 (10 mins)	Audit of the Register Report	Information	L. Dalicandro	10.1 Briefing Note – Audit of the Register
11	10:20 – 10:40 (20 mins)	Strategic Plan Monitoring Report	Information	M. Woodbeck	11.1 Briefing Note – Strategic Plan Monitoring Report



					11.2 Appendix 1-Strategic Plan Monitoring Report - September 29, 2023
12	10:40 – 10:50 (10 mins)	Risk Monitoring Report (Q2)	Information	M. Woodbeck	12.1 Briefing Note – Risk Monitoring Report (Q2)
	10:50 – 11:10 (20 mins)		Break		
13	11:10 – 11:55 (45 mins)	Audited Financial Statement Presentation	Decision (motion)	Tinkham LLP	13.1 Letter from the Auditor 13.2 Audited Financial Statements
14	11:55 – 12:00 (5 mins)	Appointment of Auditor	Decision (motion)	A. Watt	14.1 Briefing Note – Reappointment of External Auditor
	12:00 – 1:00 (60 mins)		Lunch		
15	1:00 – 1:45 (45 mins)	Panel on Indigenous Reconciliation with Alberta & British Columbia Dietetic Regulators	Discussion	M. Journoud S. Eklund	15.1 Briefing Note – College of Dietitians of Alberta Reconciliation Engagement Report
16	1:45 – 2:30 (45 mins)	EDI-B Report and Benchmarking	Information	A. Chang M. Woodbeck	16.1 2023 EDI-B Public Report Draft Version
18	2:30	Adjournment	Decision (motion)	A. Watt	

[0.0 Reference - Land Acknowledgement](#)

[0.0 Reference - 2020-2025 Strategic Plan - One Pager](#)

[0.0 Board Action List as of September 2023](#)

[0.0 Reference Doc CDO Board Voting Practices](#)

[Board and Committee Members Completed Annual Acknowledgment Forms](#)

[Board and Committee Members Completed Conflict of Interest Forms](#)



Board Meeting Minutes June 15, 2023 | 11 a.m. – 12 p.m.

Board Members Present

Denis Tsang RD-Chair
Anahita Djalilvand RD
Ann Watt RD
Brenda Murphy, Public Member
Dawn van Engelen RD
Donna Hennyey RD
Lesia Kicak RD
John Regan, Public Member
Julie Slack RD
Navita Viveky RD
Ray D'Sa, Public Member
Santhikumar Chandrasekharan, Public Member
Sharanjit Padda, Public Member
Teresa Taillefer RD

Staff

Melanie Woodbeck - Registrar & Executive Director
Lisa Dalicandro – Director of Governance &
Regulatory Policy
Valérie Michaud, Bilingual Communications Officer

Guests

None

Regrets

None

1.0 Call to Order

D. Tsang opened the meeting with a Land Acknowledgement.

The meeting was called to order at 11:11am by D. Tsang Vice-Chair of the Board.

2.0 Approval of the Agenda

MOTION to approve the agenda as circulated.

Moved by: S. Chandrasekharan

Seconded by: J. Slack

Carried

3.0 Declaration of Conflict of Interest

No conflict of interest was declared.



4.0 Declaration of Bias

No bias was declared.

Consent Agenda

5.0 ***Board Meeting Minutes***

March 24, 2023

April 25, 2023

6.0 ***Executive Committee Report***

MOTION to approve the Consent Agenda.

Moved by: D. Tsang

Seconded by: S. Padma

Carried

7.0 **Tribute to Outgoing Board Directors**

The Board thanked the outgoing directors for their contributions to CDO and the impact they had on the regulation of dietetic practice in Ontario.

Outgoing directors:

- Kerri LaBrecque
- Lesia Kicak
- Israel Ogbechie
- Karine Pominville-Dupuis

8.0 **Welcome New Board Directors**

The Board welcomed the newly elected directors:

- Dawn van Engelen
- Navita Viveky
- Teresa Taillefer

9.0 **Election of Executive Committee Members**

The Executive Committee election is conducted at the first Board meeting of the term. Board directors elect the Chair, Vice-Chair, third member, and fourth member, who comprise the Executive Committee.



Board directors were given two options for declaring their intention of running for any of the four positions of the Executive Committee – notifying the Board in writing ahead to be included in the meeting package, and declaring their intention to run at the meeting.

The election of the Chair was held, and the election of the Vice-Chair was in progress before it was realized that candidates were not given the opportunity to speak to their candidacy before the election. The Board discussed how to proceed and whether the results of the election of the Chair should be invalidated. It was decided that the election for the Chair would be redone, and that the election of the Vice-Chair would restart, following the election of the Chair.

Election of Chair

D. Tsang submitted a statement of interest to be nominated as Chair. He was nominated by B. Murphy and J. Regan and accepted the nomination.

A. Watt declared her interest in the position of Chair. She was nominated by J. Regan and R. D'Sa and accepted the nomination.

A. Watt was elected as Chair of the College.

Election of Vice-Chair

D. Tsang submitted a statement of interest to be nominated as Vice-Chair. He was nominated by himself and J. Regan and accepted the nomination.

S. Padda declared his interest in the position of Vice-Chair. He was nominated R. D'Sa and J. Regan and accepted the nomination.

A. Djalilvand declared her interest in the position of Vice-Chair. She was nominated by S. Chandrasekharan and J. Regan and accepted the nomination.

D. Hennyey declared her interest in the position of Vice-Chair. She was nominated by J. Slack and J. Regan and accepted her nomination.

J. Slack declared her interest in the position of Vice-Chair. She was nominated by J. Regan and S. Chandrasekharan and accepted her nomination.

D. Tsang was elected as Vice-President of the College.

Election of Third Member of the Executive Committee

A. Djalilvand declared her interest in the position of Third Member. She was nominated by S. Chandrasekharan and J. Regan and accepted the nomination.

D. van Engelen declared her interest in the position of Third Member. She was nominated by herself and J. Regan and accepted the nomination.



A. Djalilvand was elected as Third Member of the Executive Committee.

Election of Fourth Member of the Executive Committee

S. Chandrasekharan declared his interest in the position of Fourth Member. He was nominated by J. Regan and S. Padda and accepted the nomination.

J. Regan was nominated for the position of Fourth Member by D. Tsang and S. Padda but did not accept the nomination.

R. D'Sa was nominated for the position of Fourth Member by D. Hennyey and J. Slack but did not accept the nomination.

S. Chandrasekharan was acclaimed as the Fourth Member of the Executive Committee.

Public interest rationale: The Executive Committee has the authority to act as the Board between Board meetings for urgent matters – with some exceptions. This allows CDO to remain nimble and quickly respond to matters when necessary.

Adjournment

MOTION to adjourn at 12:42.

Moved by: A. Watt

Carried



Board Meeting Minutes June 16, 2023

Board Members Present

Denis Tsang RD-Chair
Anahita Djalilvand RD
Ann Watt RD
Brenda Murphy, Public Member
Dawn van Engelen RD
Donna Hennyey RD
John Regan, Public Member
Julie Slack RD
Navita Viveky RD
Ray D'Sa, Public Member
Santhikumar Chandrasekharan, Public Member
Sharanjit Padda, Public Member
Teresa Taillefer RD

Staff

Melanie Woodbeck - Registrar & Executive Director
Lisa Dalicandro – Director of Governance &
Regulatory Policy
Valérie Michaud, Bilingual Communications Officer

Guests

None

Regrets

None

1.0 Call to Order

The meeting was called to order at 9:05 a.m. by A. Watt, Chair of the Board.

Due to time restrictions on June 15, it was requested that the agenda for June 16 be amended to add the approval of the Committee Composition and Appointments, which the Board was not able to complete on the June 15 agenda.

MOTION to amend the agenda to add the Committee Composition and Appointments.

Moved by: J. Slack

Seconded by: D. Tsang

Carried

2.0 EDI-B Teaching Learning – 2SLGBTQ+ Pride Month

The Board engaged in a discussion about Pride Month as part of their EDI-B learning and reflection.

Public interest rationale: Organizational learning around EDI-B is key to driving strategy, building organizational EDI-B capacity, and affecting systemic change. Training assists in ensuring that an EDI-B



lens is applied to Board and Committee decision making in the interest of the diverse public served by CDO.

3.0 Committee Composition and Appointments

The Board considered the Executive Committee's recommendations regarding the composition of College committees and appointments of committee members.

The Board considered committee composition requirements; projected workload of committees and panels; preferences of Board and committee members; succession planning; and diversity of committee members.

The Board agreed with the proposed committee slate and the recommended committee appointees.

MOTION that the board appoint Arundhati Joshi, Riley Aldrich and Sasha Miles as committee appointees for a three-year term.

Moved by: D. Tsang

Seconded by: S. Chandrasekharan

Carried

MOTION that the Board approve the committee composition chart for the 2023-2024 term.

Moved by: S. Chandrasekharan

Seconded by: J. Slack

Carried

Public interest rationale: Effective governance enhances public confidence. The College's governance structure includes committees which are comprised of individuals with a range of perspectives and experience to ensure decisions are in the public interest, are fair and based on sound evidence and expert knowledge.

4.0 Extension of Accreditation Recognition Date

The Board considered a request from Ontario Dietetic Educational Programs for an extension to the accreditation transition deadline of August 31, 2023 to August 31, 2024.

The Board recognized the unforeseen challenges and constraints facing the programs with registering with EQual, the new accreditation provider. The one-year extension requested was discussed and what the potential risks to the public would be if there is not an operational accreditation framework in place.

In fairness to the programs, the Board agreed that an extension was appropriate, however, any extension would have to be balanced with the perspectives of CDO's other system partners and its



mandate to protect the public interest. The Board agreed to approving an extension to December 31, 2023, which would allow the programs sufficient time to register with EQual while also ensuring the process for changing accreditation provider move along in a timely way.

MOTION to approve an extension to December 31, 2023, for recognition of previous PDEP accreditation awards for the purpose of registration in Ontario. The decision is conditional upon individual educational programs submitting to the College, within 45 days, proof of having given all required onboarding forms to Equal and submitting to the College, within the deadlines set out by the Registrar, written assurances that the program is currently negotiating a contract with Equal.

Moved by: D. Tsang

Seconded by: S. Chandrasekharan

Carried

Action items

- Communicate decision to educators and Alliance

Public interest rationale: Educational Program Accreditation ensures that Canadian educational programs provide nutrition education in alignment with the national Canadian Integrated Competencies for Dietetic Education and Practice (ICDEPs) and meet ongoing Quality Assurance and Improvement standards. Registering graduates from accredited Canadian educational programs provides assurance to the College and the public that Canadian dietetic graduates have the requisite knowledge, skill and judgment to provide safe, ethical and competent care to the public.

5.0 Board Meeting Evaluation

The Board reviewed the results of the March 24, 2023 meeting evaluations and the Executive Committee's feedback on the challenges that arose during the meeting. Themes identified in the evaluation feedback included: adherence to meeting norms, speaking order and decorum, meeting management, focussed discussion on agenda items and meeting preparation and participation.

It was agreed that a safe, inviting environment is conducive to effective meetings and that the Board is expected to maintain order during the meetings.

The governance evaluation framework project was also discussed, including the potential changes to the format of the meeting evaluation. The Board recognized the value of ongoing evaluations, but agreed that the current format could be improved. Suggestions for improvement included: moving away from questions that ask how often things happen in place of focusing on the impact of things and incorporating a trend line into meeting results to identify the impact of changes. The work on the governance evaluation framework will be conducted by the Governance Committee.

Public interest rationale: The ongoing assessment of Board meetings with a focus on interactions, behaviours, and decisions, to evaluate the Board's effectiveness at achieving its mandate reflects best



practices in governance. This transparent and reflective performance review demonstrates the Board's commitment to continuous improvement and good governance.

6.0 Management Report

M. Woodbeck presented the Management Report and highlighted the following:

- Finance, HR, EDI-B & Operations
 - Fiscal 2022 – 2023 ended on March 31 and the audit is in progress
 - HPRO's Equity Impact Assessment Tool is ready for Colleges to review
 - Additional cyber security measures have been adopted
- Communications
 - Implementation of relational audit recommendations
 - Branding and website review begins
- Professional Practice & QA
 - New virtual delivery of the competency assessment option for registrants who declare less than 500 hours in 3 years
 - Updating the Peer and Practice Assessment to align with right-touch based regulation
 - Review of the Code of Ethics is in progress
- Registration
 - Hybrid PLAR administration continues to be successfully administered and improves access to the assessments for internationally trained applicants
 - Emergency class of registration submitted

Public interest rationale: The Board has a fiduciary duty to CDO, which includes providing assurance that the College's operations facilitate its public protection mandate.

The board accepted the report for information.

7.0 Risk Monitoring Report (Q1)

M. Woodbeck presented the Risk Monitoring Report (Q1) to the Board. No new risks were identified and no risks were downgraded.

Areas where risk and/or mitigation plans have been reassessed:

- Accreditation Provider Transition
- Public Member Appointments and Succession Planning
- Regulatory and Governance Changes
- Succession Planning and Staff Turnover/Retention

The board accepted the report for information.



Public interest rationale: An essential aspect of CDO's governance and management is to ensure that organizational and risks to the public are identified, assessed, and managed efficiently and effectively. To achieve this, the Board receives quarterly that identify risks and mitigation efforts to review and discuss.

8.0 By-law 2

The Board reviewed the consultation feedback for the proposed amendments to by-law 2 (fees).

The Board considered the feedback and registrant concerns about the financial burden of a fee increase. This included the potential impact it would have on registrants' ability to also be members of dietetic associations, such as Dietitians of Canada, and access the resources available to these members.

The Board also considered CDO's public protection mandate and the need to fund programs, services, and projects that support the College's work and mandate.

The Board agreed to the proposed amendments to by-law 2. Staff were directed to include a detailed rationale about the need to increase fees, the efforts CDO has taken, and continues to take, to operate efficiently and to mitigate fee increases. The board also agreed that a fee comparison chart for Ontario health regulators would be helpful additional context information in the communication to registrants.

MOTION that the Board approve the proposed amendments to by-law 2.

Moved by: D. Tsang

Seconded by: S. Chandrasekharan

Carried

Action items

- Communicate to registrants
- Update website to include regulator fee comparison and info about the rationale

Public interest rationale: CDO is mandated to protect the public interest through the delivery of programs and services. To ensure CDO's long-term sustainability and effectiveness at fulfilling its regulatory mandate, adequate resources are needed to fund its operations.

9.0 By-law 1

The Board reviewed the consultation feedback for the proposed amendments to by-law 1 (general), regarding governance changes.

The Board considered the feedback and registrant concerns about a single electoral district having a potentially negative effect on the representation of Board directors from Northern and rural communities. The Board also considered the proposed mitigation strategies to address this risk, including taking geographical diversity into account with the Board director election screening process,



having a specific focus on geographical diversity in Committee appointments, and targeting communication efforts to target RDs working in Northern and rural regions.

The Board agreed to the proposed amendments to by-law 1.

MOTION that the Board approve the proposed amendments to by-law 1.

Moved by: R. D'Sa

Seconded by: J. Regan

Carried

Action items

- Communicate to registrants/update website

Public interest rationale: Good governance is at the heart of effective professional regulation and decision-making in the public interest. The proposed by-law changes are reflective of modern governance practices intended to strengthen public trust in the regulatory framework and reduce any misconceptions about the role of professional Board directors.

10.0 Social Media Policy

The Board reviewed the final draft of the Social Media Standards and Practice Guidelines for Dietitians in Ontario for publication and dissemination.

The Board considered the survey feedback and noted the lack of public representation in the responses; however, it was also noted that relevant experts conducted a comprehensive review of the policy, which included registrant focus groups, staff, legal, and CDO's ICRC case manager.

It was agreed that the standards and guidelines as presented provide strategies to mitigate risk in dietetic practice and therefore support the College's public protection mandate.

MOTION that the Board approve the proposed Social Media Standards and Practice Guidelines for Dietitians in Ontario.

Moved by: N. Viveky

Seconded by: A. Djalilvand

Carried

Action items

- Policy implementation

Public interest rationale: CDO has a regulatory responsibility to develop standards of professional practice that provide safe, ethical, and competent dietetic care.



11.0 Annual Board and Committee Evaluations and Needs Assessments

The Board discussed the annual Board and Committee evaluations and needs assessments for the purpose of identifying learning opportunities, strengths, and challenges. It also reviewed the results of the Board and Committee Equity, Diversity, Inclusion and Belonging (EDI-B) Needs Assessment results to confirm future EDI-B training needs.

Overall, the feedback was positive and it was noted that some of the areas identified as needing improvement have already been addressed through the training provided on June 15.

Public interest rationale: Good governance is the foundation for effective regulation and public trust. Best practices in regulation support the ongoing assessment of the Board and committees with a focus on interactions, behaviours, and decisions, to their effectiveness at achieving their mandate. This transparent and reflective performance review demonstrates CDO's commitment to continuous improvement and good governance. Organizational learning around EDI-B is key to driving strategy, building organizational EDI-B capacity, and affecting systemic change. Training ensures that an EDI-B lens is applied to Board and Committee decision making in the interest of the diverse public served by the CDO.

12.0 Board Workplan and Training Calendar

The Board reviewed the proposed workplan and training calendar for the 2023 – 2024 term.

The Board agreed that the workplan and training calendar provide sufficient training opportunities to address learning needs, and that the workplan supports the required activities and initiatives to achieve the strategic plan by the 2025 end date.

MOTION that the Board approve the proposed Board workplan and training calendar for the 2023-2024 term.

Moved by: A. Djalilvand

Seconded by: J. Slack

Carried

Public interest rationale: Board training and development helps improve the governance of an organization by enhancing the knowledge, skills, and abilities of Board directors. An informed Board can make better decisions, provide effective oversight, and ensure the College is achieving its public protection mandate. By adopting an annual workplan, the Board can prioritize the activities and initiatives that are most aligned with the College's strategic plan. This helps ensure that the Board's efforts are focused on advancing the College's goals in a way that benefits the public.



13.0 Proposed Meeting Dates

The Board reviewed and approved the proposed meeting dates for the 2023 – 2024 term.

Moved by: D. Tsang

Seconded by: S. Padda

Carried

Public interest rationale: Regular Board meetings that are open to the public allow for transparency and accountability in the governance of CDO. When the Board meets, it can effectively make governance, strategic and oversight decisions to carry out the College's public protection mandate. Board meetings ensure that CDO is governed in a responsible manner, and that its work promotes the long-term success and sustainability.

14.0 Governance Committee Terms of Reference

The Board reviewed and approved the revised Terms of Reference for the Governance Committee, which included the addition of screening applicants for Board elections.

Moved by: S. Chandrasekharan

Seconded by: J. Slack

Carried

Public interest rationale: Emerging best practices in regulation support the adoption of a framework which outlines the knowledge, skills, experience, and attributes required for the Board to effectively serve its mandate. With this framework, Board directors will collectively possess a range of governance competencies and attributes to make evidence-informed decisions in the public interest.

15.0 Adjournment

MOTION to adjourn at 1:41 p.m.

Moved by: A. Watt

Carried



EXECUTIVE COMMITTEE REPORT
[August 2023]

Committee Members: Ann Watt RD (Chair), Denis Tsang RD, Santhikumar Chandrasekharan

Supporting Staff: Melanie Woodbeck (Registrar & ED), Jada Pierre, Lisa Dalicandro

Executive Committee met on the following date(s)	Rationale for the Meeting
August 29	Routine Meeting

Summary of Discussions and Decisions	Decision to be Ratified by Board?
Reviewed district 7 vacancy	Yes
Approved the Board agenda for the September Board Meeting	Yes
Reviewed Meeting Evaluation Survey	Will be reviewed at Sept 2023 meeting
Reviewed Interfund Transfers	Yes (audited financials)
Reviewed Executive Committee Workplan	Yes
Reviewed Registrar's report	For information only. Will also be provided to the board via management report and risk monitoring report.

Respectfully Submitted,
Ann Watt, RD
Board Chair



Board Briefing Note

Topic:	District 7 Vacancy
Purpose:	Decision Required
Strategic Plan Relevance:	Regulatory Effectiveness and Performance Measurement Governance Modernization and Enhancing Public Trust
From:	Executive Committee

ISSUE

To determine how to manage the vacant Board seat resulting from the resignation of the district 7 director.

PUBLIC INTEREST RATIONALE

Managing vacancies ensures that the Board has the capacity to fulfill its governance duties, maintain effective oversight of the organization's operations and achieve its regulatory mandate.

BACKGROUND

On August 11, 2023, Anahita Djalilvand resigned from the Board. Ana was acclaimed for district 7 in 2021 and would have been eligible for re-election in 2024.

With less than one-year left in the term (approx. 9 months as of October), a decision needs to be made on whether to fill the vacancy. Currently, the Board is comprised of 7 elected and 5 public directors.

The ways in which vacancies can be addressed are outlined in [bylaw 1](#):

5.2 Filling Vacancy – Less than One Year

If prior to the 2024 Board of Directors election, the seat of an elected director becomes vacant in an electoral district less than one year before the expiry of the director's term of office, the Board of Directors may:

- i. leave the seat vacant;

- ii. appoint as an elected director the eligible candidate who had the most votes of all of the unsuccessful candidates for that position in the director's electoral district in the last election; or
- iii. direct the Registrar to hold a byelection for that electoral district.

Since the previous election had an acclamation, the option of appointing the candidate with the most votes of all the unsuccessful candidates in the previous election does not apply to this situation.

The Board can decide to leave the seat vacant for the remainder of the term or run a byelection to fill the seat.

CONSIDERATIONS

At its August 29, 2023 meeting, the Executive Committee considered the options available to address the vacancy as outlined in [bylaw 1](#). The Committee is recommending that the district 7 seat remain vacant for the duration of the term.

At its August 29, 2023 meeting, the Executive Committee considered the options available to address the vacancy, below. The Committee is recommending that the district 7 seat remain vacant for the duration of the term.

Option 1: Leave the seat vacant

The Board can decide to leave the seat vacant, which would not require any further action from the Board or staff. Leaving the seat vacant would align with the direction of the board's future governance state.

Beginning in 2024, the Board will reduce the number of seats for elected directors by two – with one seat eliminated in 2024 and another seat eliminated in 2025. Maintaining the existing vacancy would bring the Board to its 2024 composition number ahead of schedule.

Option 2: Fill the vacancy

To fill the vacancy, a byelection for district 7 will need to be held. A byelection takes approximately 90 days to administer, meaning the new director would likely begin their term in early 2024.

The anticipated term length for the new director would be less than six months and they would only attend the March 2024 Board meeting. While they would be appointed to committees, their involvement would be limited due to the amount of time needed for training and onboarding and the number of committee meetings scheduled. Consideration needs to be given to what a new director can realistically contribute by only attending one Board meeting.

It may also be challenging to attract candidates to byelection seat to fill a vacancy of this

duration.

An effective Board should remain dynamic, responsive to change and capable of addressing current challenges and future opportunities while enjoying stability and continuity in its director composition. Frequent turnover is at odds with this ideal and can slow down decision-making as new directors familiarize themselves with the College and the workplan that supports its strategic objectives.

RECOMMENDATION

The Executive Committee recommends that that the district 7 seat remain vacant for the duration of the term.



College of
Dietitians
of Ontario

Board Briefing Note

Topic:	Executive Committee Election
Purpose:	Election
From:	Executive Committee

ISSUE

The resignation of the district 7 director resulted in a vacancy on the Executive Committee, which must be filled by an election. The Board will elect the third member of the Executive Committee.

PUBLIC INTEREST RATIONALE

Managing vacancies ensures that the Board has the capacity to fulfill its governance duties, maintain effective oversight of the organization's operations and achieve its regulatory mandate.

BACKGROUND

[Section 8.1](#) of bylaw 1 requires the Board to fill vacancies on the Executive Committee by election.

In keeping with [s. 11.3](#) of bylaw 1, on September 7, 2023, an email was sent to Board directors to invite all interested and eligible members to provide written expressions of interest to stand for election to the vacant seat on the Executive Committee.

The Board was informed of the two options available for declaring their intention of running for the byelection, which are as follows:

- **Notification to the Board ahead of time:** Board directors may notify the Board in writing of their interest to run for the vacant position by providing a candidate's statement expressing their interest.
- **Nomination at the Board Meeting:** Board directors may also declare their intention to run for the position at the September 29, 2023, Board meeting.

With either of the above options, Board directors interested in running for the Executive

Committee will have to be nominated by two Board members (one of whom can be the Board member interested in running) at the September 29, 2023 meeting.

The College has received the following Statements of Interest to serve on the Executive Committee, the statements are attached.

- Donna Hennyey

Additional nominations will be accepted from the floor on September 29, 2023.

CONSIDERATIONS

The procedure for the election of the Executive Committee is set out in s. 11.4 of [bylaw 1](#). Since the election is for the third position on the committee, only the applicable provisions will be followed.

- Before the first vote, each of the nominees will have an opportunity to speak to the Board for up to two minutes about her or his candidacy;
- If there is only one candidate, the Registrar shall declare the candidate elected by acclamation;
- If there is more than one candidate, voting will be through secret ballot;
- If there are more than two candidates in an election, there will be successive ballots until one candidate receives a majority of the votes cast, with the candidate or candidates who receive the fewest votes in a ballot dropped in the next ballot;
- If there is a tie, the Registrar will break tie by lot.

The process for voting is as follows:

1. After all nominations are received, the names of all candidates will be added by CDO staff to an online ballot.
2. Board directors will vote anonymously by electronic means for one candidate. Every vote will be anonymous during the meeting and in any subsequent report.
3. Only Board directors are permitted to vote.
4. When all members of Board have voted, the results will be shared with all meeting attendees.
5. If there are more than two candidates on the ballot, there will be successive ballots until one candidate receives a majority of the votes cast, with the candidate or candidates who receive the fewest votes in a ballot dropped in the next ballot.
6. If there is a tie, the Registrar will break the tie by lot.

ATTACHMENTS

- Appendix 1: Candidate Statements

Statement of Interest

I am writing to inform the Board of my interest in standing for election to the open position of the Executive Committee to be held at the September 29th Board Meeting. I am interested in the current changes introduced in the health professions regulatory arena, particularly the challenges and impacts they present to our staff and committees.

We have already seen some of their implications on the Registration and Quality Assurance Committees, on which I currently serve, in my second term as a Board Director. My recent terms at CDO have reinforced and added to the knowledge and skills gained from three previous terms when the College was starting out and finding its way. I am detail-oriented, focused with a strong sense of fairness and equity, and I am committed to team-work and accountability, as we fulfill our public mandate.

I feel I can contribute well to the broader scope of issues that go for consideration to the Executive Committee with your support. Donna Hennyey RD



Board Briefing Note

Topic:	2023 – 2024 Committee Composition
Purpose:	Decision Required
From:	Executive Committee

ISSUE

To approve the committee compositions for the 2023 – 2024 term following the outcome of the Executive Committee election and resignation of the district 7 director.

PUBLIC INTEREST RATIONALE

When Committees are fully constituted with the requisite number of public and professional members, they can effectively perform their duties in accordance with their terms of reference and carry out the College’s mandate of public protection.

BACKGROUND

In June, the Board approved the committee compositions for the 2023 – 2024 term.

The resignation of the district 7 director resulted in the following committees not being constituted:

- Executive
- Audit
- Registrar Performance and Compensation Review
- Professional Practice

CONSIDERATIONS

The vacancy on the Executive Committee will be filled by election at the September 29, 2023 meeting.

The election of the third member of the Executive Committee will determine who will be appointed to the Audit and Registrar Performance and Compensation Review Committees. In accordance with bylaw 1, the third and fourth members of the Executive Committee are [September 29, 2023 Meeting]

appointed to the Audit Committee and all members of the Executive Committee are appointed to the Registrar Performance and Compensation Review Committee.

Bylaw 1 specifies that the composition of the Audit Committee shall be two elected and two public directors. Depending on the outcome of the Executive Committee election, additional changes may need to be made to the composition of the Audit Committee to comply with the bylaw.

The Executive Committee is recommending that the Board appoint Teresa Taillefer to the Professional Practice Committee to fill the vacancy. She has been consulted and is willing to serve on the committee.

RECOMMENDATION

That Board approve (or approve with amendments) the proposed Compositions for the Audit and Registrar Performance and Compensation Review Committees for the 2023 – 2024 term.

That the Board appoint Teresa Taillefer to the Professional Practice Committee for the 2023 – 2024 term.



Board Briefing Note

Topic:	Board Meeting Evaluation, June 16, 2023 Meeting
Purpose:	For discussion
Strategic Plan Relevance:	Governance Modernization and Enhancing Public Trust
From:	Executive Committee

ISSUE

To review the June 16, 2023 Board meeting evaluations and identify any areas for additional learning or development.

PUBLIC INTEREST RATIONALE

Good governance is the foundation for effective regulation and public trust. Best practices in regulation support the ongoing assessment of board meetings with a focus on interactions, behaviours, and decisions, to evaluate the Board's effectiveness at achieving its mandate. This transparent and reflective performance review demonstrates the Board's commitment to continuous improvement and good governance.

BACKGROUND

At its August meeting, the Executive Committee reviewed the Board's feedback from the June 16 meeting evaluation. The Committee noted the following challenges arising during the meeting based on common themes from the feedback:

- Video quality offered by the hybrid meeting format
- Adherence to meeting norms, speaking order and discussion topics
- Meeting preparation and participation

In addition, the Committee noted a low completion rate for the evaluation (77%).

CONSIDERATIONS

In reviewing the survey data, the board will note:

[September 29, 2023 Meeting]

- The College Performance Measurement Framework (CPMF), which measures how well regulatory Colleges are protecting the public interest, requires regulatory boards to regularly assess their effectiveness and address any areas of learning and development.
- Board directors are responsible for fully participating in CDO governance. Engaging in performance assessment in a transparent and reflective way that leads to continuous improvement, contributes to public confidence in the board’s decision-making and governance framework. The Governance Manual articulates these expectations in sections [Role of Board Directors](#) and [Evaluation and Education](#).
- In March 2023, the Board approved a new KPI for Goal 4 Governance Modernization and Enhancing Public Trust, to track and report on the completion rate of board evaluations.

RECOMMENDATION

The board is being asked to consider the feedback from the June 2023 meeting and determine any actions or areas for additional learning or development.



Activities already in progress include improving the production quality of the December meeting to provide a better experience for board directors participating virtually, and ongoing facilitation coaching for the board chair.

Board Meeting Evaluation Results- June 16, 2023

13 Board Members 13 Attended 0 Absent 10 Completed - 77%

1) All Directors had an opportunity to express their opinions.




Respondents: 10

Choice	Percentage	Count	
All of the time	70.00%	7	
Most of the Time	30.00%	3	
Some of the Time	0.00%	0	
None of the Time	0.00%	0	
Total	100%	10	

- # Please add a comment if you selected Most of the Time, Some of the Time or None of the Time.
- 1 Some hands were missed. Some directors did not bother with hands but spoke anyway.
- 2 Due to time constrains it is difficult to say all the directors had an opportunity to express their opinion.
- 3 Using a round robin may help

2) All Directors were prepared and actively participated in the decision-making process.

Respondents: 10

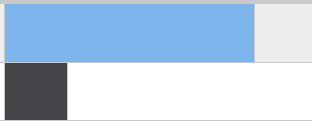
Choice	Percentage	Count	
All of the Time	60.00%	6	
Most of the Time	30.00%	3	
Some of the Time	10.00%	1	
None of the Time	0.00%	0	
Total	100%	10	

- # Additional Comments:
- 1 Some directors did not speak much or at all
- 2 Preparation is not evident in all cases, impossible to know.
- 3 It is difficult to tell and read minds if all the directors are prepared all the time.

- 4 Hard question to answer. May be better to self reflect. I did my best to be prepared and actively participate but unclear if others felt the same about my behavior.

3) The meeting climate was respectful and exemplified a culture of equity, diversity, inclusion, and belonging.

Respondents: 10

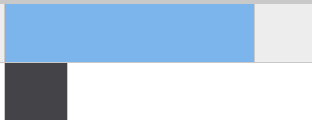
Choice	Percentage	Count	
All of the Time	80.00%	8	
Most of the Time	20.00%	2	
Some of the Time	0.00%	0	
None of the Time	0.00%	0	
Total	100%	10	

Additional Comments:

- 1 My experience and feelings are different than claimed in this statement.
- 2 There was no expression of oppression from members but that does not mean it wasn't there

4) Discussions were constructive and focused.

Respondents: 10


Choice	Percentage	Count	
All of the Time	80.00%	8	
Most of the Time	20.00%	2	
Some of the Time	0.00%	0	
None of the Time	0.00%	0	
Total	100%	10	

Additional Comments:

- 1 Some questions and discussions not focused / off topic
- 2 Not always

5) Time was efficiently managed during the meeting.

Respondents: 10

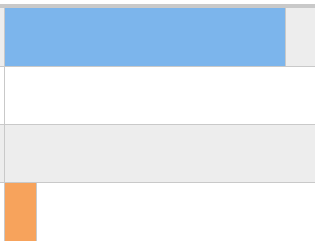
Choice	Percentage	Count	
All of the Time	70.00%	7	
Most of the Time	30.00%	3	
Some of the Time	0.00%	0	
None of the Time	0.00%	0	
Total	100%	10	

Additional Comments:

- 1 it is not true
- 2 There was a little mix up with the election of Chair. Denis was originally elected Chair, then it was noticed that proper procedure was not followed , so we all came back to that.
- 3 Not 100% but if you count getting to know each other as important to working together I would say all the time.

6) Decisions made were summarized after each agenda item.

Respondents: 10


Choice	Percentage	Count	
All of the Time	90.00%	9	
Most of the Time	0.00%	0	
Some of the Time	0.00%	0	
None of the Time	10.00%	1	
Total	100%	10	


Additional Comments:

- 1 The vote counts were summarized, not decisions.

7) All decisions were made in the public interest.

Respondents: 10

Choice	Percentage	Count	
All of the Time	90.00%	9	



Most of the Time	10.00%	1	
Some of the Time	0.00%	0	
None of the Time	0.00%	0	
Total	100%	10	

Additional Comments:

- 1 My view and belief is Not all the time.

8) The Board considered all perspectives and made decisions on consensus.

Respondents: 10



Choice	Percentage	Count	
All of the Time	80.00%	8	
Most of the Time	20.00%	2	
Some of the Time	0.00%	0	
None of the Time	0.00%	0	
Total	100%	10	

Additional Comments:

- 1 To make consensus the some of the times the minority views are ignored or suppressed.
- 2 Good effort was made to achieve consensus and when not possible the majority vote was used appropriately to move forward.

9) The Board had all the information it needed to make the best decision possible.

Respondents: 10

Choice	Percentage	Count	
All of the Time	80.00%	8	
Most of the Time	20.00%	2	
Some of the Time	0.00%	0	
None of the Time	0.00%	0	
Total	100%	10	

Additional Comments:

- 1 Most of the time the Board members are dependent on the information provided by the management only.
- 2 We don't know what we do not know. Hard question to answer. I am hopeful that the staff provide all information to us.

10) The Board's focus remained on strategy, oversight, governance, and a risk-based approach to regulation.

Respondents: 10

Choice	Percentage	Count	
All of the Time	90.00%	9	
Most of the Time	10.00%	1	
Some of the Time	0.00%	0	
None of the Time	0.00%	0	
Total	100%	10	

Additional Comments:

- The Board focus remained strategy on and Policy most of the time I my view the Board has a
- 1 limited oversight on day to day operational and management decision made by the senior Management.

11) Additional comments or feedback:

Respondents: 2

11) Additional comments or feedback:

- 1 This meeting was of two separate groups, virtual vs in person. It was isolating, uncomfortable and unsatisfactory.. Virtual attendees could see only themselves - no Participants List. We could not tell who attended or didn't at any time. The camera was so poor and far away it was impossible to see who was speaking. For a College that values the importance of good communication we can do a lot better. We should all be able to see people's faces when they address the Board.
- 2 Education provided was very good thank you.

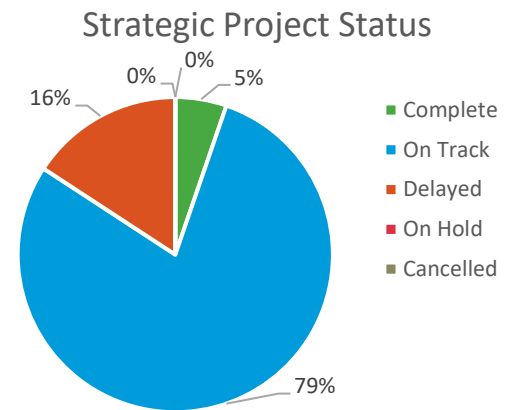
Management Report

JUNE – AUGUST

Strategic Projects

Highlights

- Updates to the liability insurance compliance process have been completed in line with right touch regulatory principles. The revised process relies on a registrant's declaration to confirm they have verified that they have sufficient coverage to ensure public protection and is less onerous on registrants and staff. The renewal pages are programmed to only ask registrants about liability insurance coverage if they are practising dietetics.
- The implementation of the relational communications audit is delayed due to the redirection of internal resources required to launch the annual renewal. The project workplan has been updated and the delay is not expected to change the initial deadline set for this project.
- The documentation of internal and operating procedures/processes project is underway but delayed as a result of competing priorities and projects. The project workplan will be reviewed and updates will be made to the timeline.
- The adoption of an EIA framework is in progress but delayed as the College considers how to adapt HPRO's EIA tool within existing processes and frameworks. This delay is not expected to change the initial deadline set for this project.



Updates and Upcoming Work

- A revised governance evaluation framework is expected to be approved by the Governance Committee in the next reporting period, for recommendation to the Board at the December meeting.
- A proposed election screening process will be presented to the Governance Committee in the next reporting period.
- Remapping the PBA to the 2020 ICDEP will be blueprinted by the next reporting period.

<i>Status</i>	<i>Project</i>	<i>Goal</i>
<i>Complete</i>	Update Process for Liability Insurance Compliance	3
<i>On Track</i>	Data Governance Review	1
<i>On Track</i>	Plan & Storyboard Online Application Process	1
<i>On Track</i>	Develop a Plan for Collecting EDI Demographic Data	1
<i>On Track</i>	Transition Website to a New Platform	2
<i>On Track</i>	Translation Initiative	2
<i>On Track</i>	Annual Workshops	2
<i>On Track</i>	Operationalize Virtual Care Standards & Guidelines	2
<i>On Track</i>	Operationalize Social Media Standards & Guidelines	2
<i>On Track</i>	Registration Updates to Reflect ICDEPs 3.0	3
<i>On Track</i>	Remap PBA to 2020 ICDEPs	3
<i>On Track</i>	Advertising & Testimonials Guidelines Planning	3
<i>On Track</i>	Revised Code of Ethics Planning	3
<i>On Track</i>	Update & Pilot PPA	3
<i>On Track</i>	Election Screening Process	4
<i>On Track</i>	Governance Evaluation Process	4
<i>Delayed</i>	Implementation: Relational Communications Audit	2
<i>Delayed</i>	Document Internal & Operational Procedure/Processes	3
<i>Delayed</i>	Adopt EIA Framework	3

Corporate Services

HUMAN RESOURCES, EDI-B, INFORMATION TECHNOLOGY & FINANCE

Highlights

- Hannah Park has joined the College for a short-term contract as the Temporary Professional Practice Program Administrator (maternity leave coverage).
- The College has invested in encrypted password management software to store passwords for efficiency and additional security.
- The EDI-B working group developed an internal staff guide on pronouns.

Updates and Upcoming Work

- Work is underway to adopt and operationalize HPRO's Equity Impact Assessment (EIA) Tool. Staff attended training workshops on the new tool.
- As part of CDO's ongoing efforts to enhance its network security and mitigate cybersecurity risk, in September, all staff will receive cybersecurity training and phishing campaign software will be launched.

EDI-B Training Completed by Staff in the Reporting Period

CDO employees completed various types of EDI-B training and workshops based on their roles and own self-identified learning goals.

	<i>Training</i>	<i>Participation %</i>
<i>Gender Diversity (Collaborative Training with HUB regulators)</i>		100%
<i>Neuroscience of Belonging</i>		7%
<i>Indigenous Inclusion: Truth and Reconciliation – The Time to Act is Now</i>		7%

Finance Updates

- Portfolio market value on July 31 was \$4,045,657.
 - 51% fixed income (GICs)
 - 42% bonds (preferred shares)
 - 7% equities (common shares)
 - Cash on hand used to purchase shares of Loblaws for \$27,014
- Earned \$87,331 of income as of July 31, consisting of:
 - Dividend income of \$68,834
 - Interest income of \$18,497
- Statement of Operations (period ended June 30) shows:
 - Surplus of \$1,657
 - Operating profit of \$141,794
 - Unrealized losses from investments of \$156,715, due to market volatility and high interest rates.
- Membership fees are 4% above budget and 5% ahead of the actual period last year (June 30, 2022).
- Interest and dividend income are 55% above budget and a material amount of 157% above last year.
- Total operating expenses are 13% below budget and 2% above last year.
 - General administration expenses are in line with Q1 budget.
 - Program expenses are lower than Q1 budget due to timing since many program activities will occur from July 2023 – March 2024

Statement of Operations attached – item 9.2

Communications

Highlights

- Public awareness campaign launched on August 1, which broadcasts CDO’s public protection mandate through online advertising and medical clinic digital screens.

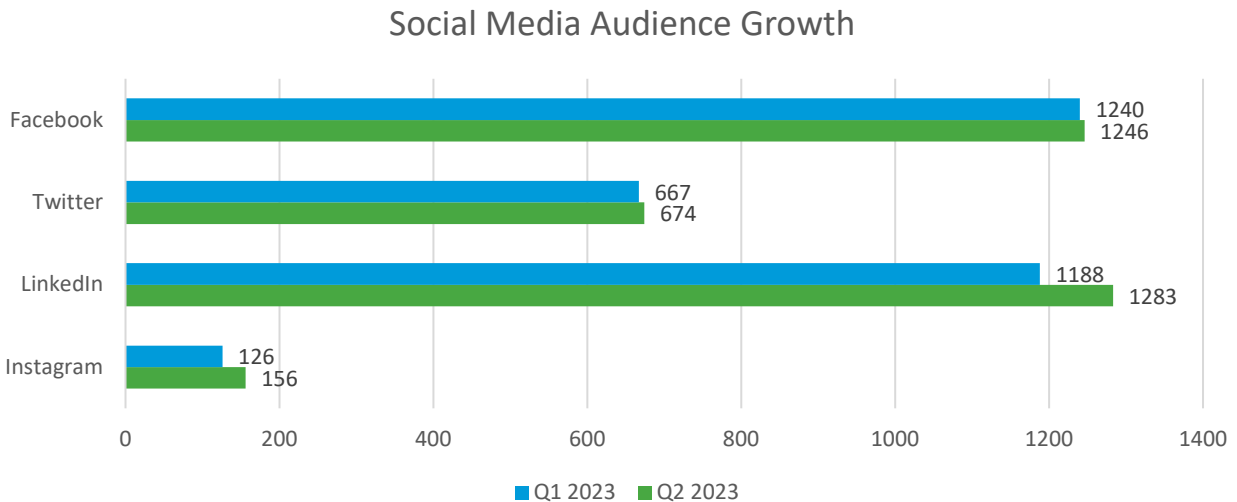
- Medical clinic advertising is an innovative outreach solution to CDO’s core demographic, women and seniors, who are most likely to seek dietetic information from their doctors.

Updates and Upcoming Work

- The transition to a new content management system for the website is underway. A staff working group has been created to provide feedback and management consultation. All existing website content will be reviewed before being transitioned to the new website.

Engagement

- 244 social media posts were made in both English and French, averaging one post every two days.
- Total number of followers/fans is approximately 3,400.



Professional Practice Program

PRACTICE ADVISORY & QUALITY ASSURANCE

205*
Practice Advisory
Service Inquiries
*Q1 April-June

80%
Overall Satisfaction
Rate

+18*
from the last
reporting period
*Q4

- Themes
1. College requirements and processes
 2. Scope of practice
 3. Authority mechanisms
 4. Record keeping
 5. Ethical issues

Highlights

- The Self-Directed Learning (SDL) Tool opened on August 29 and will close on October 31.
- JKAT closed on July 7, and 100% of the 1659 RDs who completed it did so successfully.
- Presented to Brescia Diploma in Dietetic Education students on enhancing safe, competent, ethical practice.
- Transitioned Competency Assessment to a more accessible and efficient virtual format.

Updates and Upcoming Work

- Developing a presentation for students enrolled in the University of Toronto's Master of Public Health – Nutrition and Dietetics program on the legal aspects of dietetic practice.
- Drafting a business case for the Ministry of Health on laboratory ordering authority for dietitians. The authority to independently order laboratory tests would enhance client-centred care, interprofessional collaboration and evidence-informed practice.
- Developing content for the annual workshop on building an inclusive and equitable practice using virtual care and social media. The workshop sessions will focus on the intersection of virtual care and social media, EDI-B aspects and strategies to approach virtual care and social media dilemmas in practice. Workshop dates are November 7 and 22 and December 6 and 18.

Quality Assurance Committee

- Approved the draft Design and Redevelopment plan of the Peer and Practice Assessment (PPA) step 1 to include a practice improvement assessment and a risk-based questionnaire. These changes will align the PPA with the Integrated Competencies for Dietetic Education and Practice (ICDEP) and other College standards.
- Reviewed learning diary assessments for 20 registrants who did not meet currency hours:
 - 18 sufficient submissions.
 - 1 insufficient submission chose to undergo a competency assessment.
 - 1 insufficient submission chose to sign a voluntary undertaking.

Professional Practice Committee

- Reviewed and suggested revisions to the Code of Ethics, integrating EDI-B principles and ethical considerations for artificial intelligence.
- The Committee will consider draft revisions, and a recommendation will be presented to the Board at its December meeting.

Registration Program

Highlights

- The proposed Emergency Class of Registration was sealed by the Ministry of Health and has been incorporated into sections 18.1 – 18.4 of the Registration Regulation.
- Annual renewal was launched August 29; the deadline to renew is October 31.

- The Canadian Dietetic Registration Exam (CDRE) administered on May 18 and 19 via online remote proctored process:
 - 113 wrote the exam
 - 81 passed (72% pass rate in Ontario).
 - 31 failed
 - 4 appealed (1 granted, 1 annulled, 2 denied)
- A field test study was conducted to pilot new questions for the Knowledge and Competence Assessment Tool (KCAT), to incorporate the 2020 ICDEP.
- The 2022 Office of the Fairness Commissioner (OFC) Report was submitted.
- Processes, policies and tools have been updated to reflect the full incorporation of the 2020 ICDEP. On September 14, the College participated in a consultation by the Office of the Fairness Commissioner (OFC) on proposed changes to its risk-informed compliance framework for the 2024 risk assessment cycle.

Updates and Upcoming Work

- The next KCAT will be administered September 27.
- The next CDRE will be administered November 2 and 3.
- CDO will host the CDRE item writing committee at HUB601 from October 24-27.

Registration Committee

- Completed analysis of the 2020 ICDEP to Dietitians Australia’s entry level competencies, resulting in continued recognition of Australian Accredited Practising Dietitians applicants.
- Approved revisions to Policy 2-10: Assessing Academic and Practical Training Requirements, to incorporate changes for the adoption of the 2020 ICDEP and improve clarity and transparency.
- Approved revisions to Policy 2-30: Competency Standards and Accreditation Bodies and Policy 4-20: Applicants from Accreditation Council for Education in Nutrition and Dietetics (ACEND) Accredited Programs, for the continued recognition of ACEND accredited programs.
 - System partners and ACEND will be consulted on these revisions and the feedback will be provided to the Board at its December meeting.
- Approved revisions to Policy 6-10: Eligibility for PLAR, to improve clarity and transparency for applicants on the eligibility requirements to attempt the KCAT and PBA, and to clearly articulate the approved PLAR pathways to registration.

4	Dispositions
Files reviewed	1 – Independent Practicum approved
	1 – KCAT results validity extension approved
	1 – KCAT results appeal approved
	1 – KCAT results appeal denied

Standards & Compliance Program

Inquiries, Complaints & Reports Committee

5 New matters received (+1 from last reporting period) 1 Complaints 4 Reports 0 QAC referrals 0 Inquiries		1 Matter closed at preliminary review stage	
8 Matters closed by ICRC 0 Complaints 3 Reports 5 QAC Referrals 0 Inquiries		ICRC dispositions 1 No further action 1 SCERP 2 undertakings to permanently resign 4 closed with no formal investigation	
11 Matters open 3 Complaints 8 Reports 0 QAC referrals 0 Inquiries	0 Decisions reviewed by HPARB 0 Decisions upheld 0 Decisions returned with recommendations/requirements		262.75 days Average time for disposal (all matters)
6 Registrants monitored for compliance 2 entered undertakings 1 completing a SCERP 3 directed to complete a SCERP currently on hold			

Discipline Committee

- Nothing to report.

Fitness to Practice Committee

- Nothing to report.

Patient Relations Committee

- Nothing to report.

Governance

Highlights

- Anahita Djalilvand, district 7 director, resigned from the Board effective August 11.

Governance Committee

- Nothing to report.

Updates and Upcoming Work

- In September, a governance expert will engage in preliminary discussions with the committee on the governance evaluation project.

Sector News

REGULATORY, GOVERNMENT & DIETETICS

Highlights

As of Right Legislation

Under the “As of Right” initiative, the Ontario government will allow physicians, nurses, medical laboratory technologists, and respiratory therapists registered in other Canadian jurisdictions to immediately start working in Ontario’s hospitals and long-term care homes, without having to first register with one of Ontario’s health regulatory colleges. More information about the initiative is available [here](#).

CPMF 2023 Working Group

The Ministry of Health is striking a working group this fall, including HRPO participants, for 2023 to provide expert input and advice on commendable practices and to further refine and optimize the CPMF.

Expansion of Express Entry System for International Healthcare Workers

On June 27, 2023, Canadian regulators received a notification from The Honorable Jean-Yves Duclos, P.C., M.P., Minister of Health and The Honorable Sean Fraser, P.C., M.P., Minister of Immigration, Refugees and Citizenship advising about changes to Canada’s Express Entry System, which is used to manage permanent resident immigration applications from skilled workers. It is anticipated that invitations will be sent to a “historic number of health care workers” to address health care labour shortages over the medium and longer-term. This may result in new foreign-trained health workers seeking to accelerate licensing processes and regulators are being called upon to reduce complexity and collaborate with key partners to help internationally educated applicants integrate into the healthcare system more quickly.

COLLEGE OF DIETITIANS OF ONTARIO
STATEMENT OF OPERATIONS as at June 30, 2023
FISCAL YEAR ENDING MARCH 31, 2024

	3 Months Ended				Comparative		
	Actuals Jun 30 2023	Total Annual Budget Jun 30 2023	Actual vs Budget Favorable (Unfavorable)	Actual vs Budget % Variance	Total Annual Budget Mar 31, 2024	3 Month Actuals June 30 2022	June 2023 vs June 2022 % Variance
REVENUE							
Membership & Other Fees (1)	\$ 796,339	\$ 764,987	31,352	4%	\$ 3,059,784	\$ 755,005	5%
Interest & Dividends (2)	55,542	35,750	19,792	55%	143,000	(97,986)	-157%
TOTAL REVENUE	851,881	800,737	51,144	6%	3,202,784	657,019	30%
EXPENSES (Operating)							
General & Administrative (4)	619,577	656,970	37,393	6%	2,627,880	611,382	1%
Registration Program (5)	25,432	52,219	26,787	51%	208,877	21,217	20%
Quality Assurance Program (6)	9,922	31,253	21,331	68%	125,010	6,633	50%
Practice Advisory Program (7)	6,220	9,696	3,477	36%	38,785	6,056	3%
Patient Relations Program (8)	-	431	431	100%	1,725	-	-
Standards & Compliance Program (9)	45,508	65,242	19,733	30%	260,966	52,805	-14%
TOTAL EXPENSES BEFORE AMTZ'N	706,658	815,811	109,152	13%	3,263,243	698,094	-1%
EXCESS REVENUE OVER EXPENSES (EXPENSES OVER REVENUE)	145,223	(15,075)	160,297		(60,461)	(41,075)	-454%
<i>Less: Non-cash expenses:</i>							
Capital Asset Fund - Amortization (10)	(12,850)	(13,000)	150	1%	(52,000)	(17,036)	
Realized Gain/(Loss) on Sale of Investments (3)	29,428	-	-		-	67,546	-
Unrealized FV appreciation (depreciation) of Investments (3)	(156,715)	-	-		-	(376,884)	
SURPLUS/(DEFICIT)	5,086	(28,075)	160,447		(112,461)	(367,450)	
FUND BALANCES - beginning of year	3,496,762	3,496,762			3,496,762	3,896,732	
FUND BALANCES - March 31, 2024	\$ 3,501,848	\$ 3,468,687		\$ 3,501,847	\$ 3,384,301	\$ 3,529,282	

NOTES and HIGHLIGHTS:**REVENUE**

(1) Revenues from members in all categories have generated **\$796,339** in Q1. This amount is 4% higher than budget and 5% above the prior year. Membership fees are being reported on an accrual basis to recognize revenues paid in Fiscal 2023 but earned from April 1 to June 30, 2023. The budget and prior year fees have also been adjusted to recognize 3 months of income earned.

(2) Investment income (interest & dividends) is \$55,542 over the Q1 from investments held at RBC Dominion Securities.

EXPENSES

(4) **General & Administrative** expenses were in line with the budget, i.e., within 5%.

Council (i.e. Board) costs were 14% less than budget since some in-person meetings were budgeted for (including travel, accomodaton and food). June 2023 meeting was in person. September's meeting will be virtual while December's meeting will be in-person.

Executive, Audit and Governance Committees all held meetings virtually and therefore only used 23% of the budget.

General & Administrative Expenses: Salaries & Benefits were 6% below budget due to staff turnover. \$7,515 was spent on contracted bookkeeping services and are currently underbudget by 28%.

General & Administrative Expenses such Rent, Telephone and Internet were in line with the budget.

Computer Expenses were 94% higher than budgeted due to timing with annual renewal and upgrading some of the older database forms in preparation for future upgrades.

Staff Development was 83% above budget due to the timing of Staff Team Day, CNAR and IABC conferences.

Membership Dues were 181% above budget due to Alliance membership fees which were fully expensed for F2024 amounting to \$16,705.

Insurance was 167% above budget as the process of recording premiums was changed. Insurance premiums are now being expensed.

Printing/Postage/Delivery was 137% above budget due to shipping of computer purchases.

Bank Charges exceeded the budget since the payroll is now being outsourced to an external vendor.

Legal Fees for general matters were also higher than budget for legal advice received on governance questions and HR matters.

Professional Fees/Consultants were under budget by \$6,613 or 62% due to timing.

(5) **Registration Program** expenses were 51% less than budget due to timing. Most credit card fees, which comprise a large portion of administrative costs will occur in September and October 2023 as members renew their licenses online. Computer expenses related to Registraton area of the database upgrade occurred as planned. Most other program activities will occur in the last 3 quarters.

Registration Committee expenses were 58% less than budget due to virtual meetings (some were budgeted for in-person).

(6) **Quality Assurance Program** expenses were 68% less than budget due to timing.

QA Committee expenses were 85% less than budget since the meetings held were virtually (some were budgeted for in-person).

(7) **Practice Advisory Program** expenses were 36% less than budget due to timing.

Professional Practice Committee were underbudget by 70%. The Committee met virtually although in-person meetings were planned.

(8) **Patient Relations Program** incurred no expenses.

(9) **Standards & Compliance Program** expenses were 3% less than budget due to timing and fewer meetings.

Discipline Committee was underspent due to no meetings. **ICRC** was in line with the budget.

(10) **Amortization Expense** represents the cost of the decline in value of capital asset purchases over time.

**COLLEGE OF DIETITIANS OF ONTARIO
CAPITAL ASSET PURCHASES DRAFT BUDGET
FOR THE FISCAL YEAR ENDED MARCH 31, 2024**

Budget 2023/2024

I - Computer equipment (hardware) replacements

7 laptops 5 replacements and 2 contingency + deployment

\$ 12,194.00

4 Docking Stations

\$ 1,789.69

Subtotal (Computer Hardware) \$ 13,983.69

II - Leasehold Improvements

Changes to Office Space - CDO Sign at 175 Bloor

\$ 2,500.00

Subtotal (Leasehold Improvements) \$ 2,500.00

III - Office equipment

Office furniture

\$ -

Subtotal (Office Furniture & Equipment) \$ -

IV - Non-iMIS Software

\$ -

Subtotal (Computer Software - non-iMIS) \$ -

V - iMIS: Visual Antidote Programming Costs (Quote - Use estimate of Average Hours)

VA: General project management/ongoing fixes/unplanned task, tickets (30 hrs x \$205 x 1.13)

\$ 6,949.50

VA: Gen Admin - iMIS Upgrade - PCI Compliance (8 hrs x \$205 x 1.13)

\$ 1,853.20

VA: iMIS Dev Site Refresh (6 hrs x \$205 x 1.13)

\$ 1,389.90

QA SDL Tool Updates (57.5 hrs x \$205 x 1.13)

\$ 13,319.88

QA 10 SSRS Reports (7 hrs x \$205 x 1.13)

\$ 1,621.55

QA PPA Pre-Assessment and Step 2 (74 hrs x 205 x 1.13)

\$ 17,142.10

QA Practicing <500 hrs (22 hrs x 205 x 1.13)

\$ 5,096.30

Registration - Liability Insurance (6 hrs x \$205 x 1.13)

\$ 1,389.90

Registration - Renewal and Project Management (41 hrs x \$205 x 1.13)

\$ 9,497.65

Subtotal (Computer Software - iMIS) \$ 58,259.98

Capital Assets Purchases Budget F'2023-24 \$ 74,743.67



Board Briefing Note

Topic:	Audit of the Register
Purpose:	Monitoring Report
Strategic Plan Relevance:	Regulatory Effectiveness and Performance Measurement Governance Modernization and Enhancing Public Trust
From:	Lisa Dalicandro, Director of Governance & Regulatory Policy

ISSUE

To review the results of the 2023 Audit of the Register.

PUBLIC INTEREST RATIONALE

The public relies on the public register to make informed healthcare decisions. Auditing the public register verifies that registrant information is accurate and provides assurance to the public that they can trust the information provided by CDO.

BACKGROUND

Since 2013, CDO has conducted an annual audit of its public register to confirm that it complies with the requirements set out in the *Regulated Health Professions Act* and bylaws, that the information is reliable and that it is accessible to the public.

In 2023, the policy for auditing the public register was updated to focus on assessing critical risks in a way that is both efficient and practical.

CONSIDERATIONS

The updated policy (*Appendix 1*) identifies risks and categorizes them into high, medium and low risk groups. High risks are audited by comparing the raw data from registrant files with the information displayed on the public register.

Risk aggravators are identified along with the mitigation strategies in place. The audit verifies that the identified risk aggravators have corresponding mitigation strategies to reduce the likelihood of risk.

A statistically significant sample size is audited to ensure the results accurately represent the information on the public register. The sample size is calculated based on the current number of records on the public register using a confidence level of 95% with a 4% margin of error.

Data on public register service disruptions is included in the audit report, including the number of service disruptions, length of time the public register was inaccessible, cause(s), whether downtime was planned or unplanned, and any actions taken due to the service disruptions.

The audit report summarizes the findings of the audit and provides recommendations for improvement where opportunities are identified.

Audit Results

The 2023 Audit of the Register Report (*Appendix 2*) is provided to the Board for information. The results of the audit were positive and indicate that the data is accurate and reliable.

Most of the audit findings were data inconsistencies categorized as low risk. Findings identified in the medium and high-risk categories are minimal and the impact these have on the public and/or registrant(s) is low.

RECOMMENDATION/NEXT STEPS

For information only.

ATTACHMENTS

- Appendix 1: Audit of the Register Policy
- Appendix 2: 2023 Audit of the Register Report

Audit of the Public Register

Policy

The Audit of the Public Register is an internal process that verifies the information on the public register is accurate and complies with the requirements set out in the Regulated Health Professions Act and CDO's by-laws (Appendix 1). The purpose of the audit is to mitigate the risk to the public by ensuring that registrant information is reliable and allows the public to make informed healthcare decisions.

The audit is conducted by the Director of Governance and Regulatory Policy annually, and the results are reported to the Board for information.

Procedure

The audit categorizes information on the public register into high, medium, and low risk groups based on the potential impact on the public and/or registrant if there were errors, inconsistencies, or omissions in the data (Appendix 2).

Information in the high-risk category is audited using raw data, where available, to ensure data entry errors are captured. Since information on the public register is reflective of the data entered into CDO's registrant database software, inaccurately entered data would result in inaccurate information displayed on the public register. To verify the reliability and accuracy of publicly accessible information, the internal audit standard will be to compare raw data (e.g. decision letters, minutes, registrant file, etc.) to the information displayed on the public register.

Information in the medium and low-risk categories is audited using data collected from the database and compared to the information displayed on the public register.

Risk aggravators are identified along with the mitigation strategies in place. The audit verifies that the identified risk aggravators have corresponding mitigation strategies to reduce the likelihood of risk.

Only records created after January 1, 2018 will be audited due to the changes in public register requirements that do not extend to records created before this date.

Sample size

A statistically significant sample size is audited to ensure the results accurately represent the information on the public register. The sample size is calculated based on the current number of records on the public register using a confidence level of 95% with a 4% margin of error.

Staff from the ICRC, Registration and Quality Assurance and IT provide the: 1) raw data for records in the high-risk category and 2) a list of registrant records at random to be audited, that do not include registrant records in the high-risk category.

Audit report

The audit report summarizes the findings of the audit and provides recommendations for improvement where opportunities are identified.

Data on public register service disruptions is included in the audit report, including the number of service disruptions, length of time the public register was inaccessible, cause(s), whether downtime was planned or unplanned, and any actions taken due to the service disruptions.

Required information on the public register:

1. Each member's name, business address and business telephone number, and, if applicable, the name of every health profession corporation of which the member is a shareholder.
2. Any changes to a registrant's name since the registrant's initial registration with the College and any names that the registrant uses in any place of practice.
3. Each registrant's certificate of registration number.
4. A list of the languages registrants practise in.
5. Where a member is deceased, the name of the deceased member and the date upon which the member died, if known to the Registrar.
6. The name, business address and business telephone number of every health profession corporation.
7. The date on which the College issued a certificate of authorization for a health profession corporation, and the effective date of any revocation, suspension, or cancellation of the certificate.
8. The names of the shareholders of each health profession corporation who are members of the College.
9. Each member's class of registration and specialist status and the date on which it was issued.
10. Resignation date.
11. The terms, conditions and limitations that are in effect on each certificate of registration.
12. A notation of every matter that has been referred by the Inquiries, Complaints and Reports Committee to the Discipline Committee under section 26 and that has not been finally resolved, including the date of the referral and the status of the hearing before a panel of the Discipline Committee, until the matter has been resolved.
13. Every result of a disciplinary or incapacity proceeding.
14. A notation and synopsis of any acknowledgements and undertakings in relation to matters involving allegations of professional misconduct or incompetence before the Inquiries, Complaints and Reports Committee or the Discipline Committee that a member has entered into with the College and that are in effect.

15. A notation of every finding of professional negligence or malpractice, which may or may not relate to the member's suitability to practise, made against the member, unless the finding is reversed on appeal.
16. A notation of every revocation or suspension of a certificate of registration.
17. Information that a panel of the Registration Committee, Discipline Committee or Fitness to Practise Committee specifies shall be included.
18. Where findings of the Discipline Committee are appealed, a notation that they are under appeal, until the appeal is finally disposed of.
19. Where, during or as a result of a proceeding under section 25, a member has resigned and agreed never to practise again in Ontario, a notation of the resignation and agreement.
20. Where the College has an inspection program established under clause 95 (1) (h) or (h.1), the outcomes of inspections conducted by the college.
21. Information that is required to be kept in the register in accordance with regulations made pursuant to clause 43 (1) (t) of the Regulated Health Professions Act, 1991.
22. Information that is required to be kept in the register in accordance with the by-laws. 2017, c. 11, Sched. 5, s. 11 (1).
23. If the College is aware of an outstanding charge against a registrant on or after May 1, 2018 for any offence in any jurisdiction other than an offence under the Criminal Code (Canada) or the Controlled Drugs and Substances Act (Canada) and if the Registrar believes the offence is relevant to the registrant's suitability to practice,
 - a. the fact and content of the charge, and
 - b. the date and place of the charge.

The information shall be removed once the charges are no longer outstanding, and the dismissal of the charges is not the subject of an appeal.
24. A summary of any existing restriction that relates to or otherwise impacts a registrant's practice imposed by a court or other lawful authority against the registrant, of which the College is aware, including the date of and a summary of the restriction imposed.
25. If the College is aware of a finding of guilt against a registrant on or after May 1, 2018 for any offence in any jurisdiction other than under the Criminal Code (Canada) or the Controlled Drugs and Substances Act (Canada) and if the Registrar believes the offence is relevant to the registrant's suitability to practice,
 - a. a brief summary of the finding,
 - b. a brief summary of the sentence, and

- c. if the finding is under appeal, a notation that it is under appeal until the appeal is finally disposed of.

If the conviction is overturned on appeal, the information shall be removed from the register once the appeal is final.

26. If a registrant has any terms, conditions or limitations in effect on their certificate of registration, the effective date of those terms, conditions and limitations and where applicable, the Committee responsible for the imposition of those terms, conditions and limitations.
27. If a registrant has terms, conditions or limitations on their certificate of registration varied, the effective date of the variance or removal of those terms, conditions and limitations and where applicable, the Committee responsible for the variance of those terms, conditions and limitations.
28. If a registrant's certificate of registration is reinstated, the effective date of the reinstatement and where reinstated by a panel of the Discipline or Fitness to Practise Committee, the name of the Committee responsible for the reinstatement.
29. If a suspension on a registrant's certificate of registration is lifted or otherwise removed, the effective date of the lifting or removal of that suspension and where applicable, the Committee responsible for the lifting or removal of the suspension.
30. If a registrant's certificate of registration is revoked, suspended, cancelled, or otherwise terminated, a notation of that fact and the effective date and the basis of the revocation, suspension, cancellation, or other termination which shall include but not be limited to circumstances where
 - a. a registrant's certificate of registration is subject to an interim order of the Executive Committee or the Inquiries, Complaints and Reports Committee;
 - b. a registrant's certificate of registration is suspended for non-payment of the annual fee or any fee required by the College, or
 - c. a registrant's certificate of registration is suspended for failure to submit to a physical or mental examination as ordered by the Inquiries, Complaints and Reports Committee.
31. If a registrant's temporary or provisional class certificate of registration expires, the effective date of the expiry of that class of certificate.
32. If a decision of a panel of the Inquiries, Complaints and Reports Committee made on or after January 1, 2016 includes a requirement that the registrant attend before a panel of that committee to be cautioned as authorized by paragraph 3 of subsection 26(1) of the Code,
 - a. a summary of the caution;
 - b. the date of the panel's decision;
 - c. once the registrant has received the caution a notation to that effect, and the date the registrant received the caution; and

- d. if applicable, a notation that the panel's decision is subject to a review or appeal and therefore not yet final.

If the panel's decision referred to in this paragraph is overturned on appeal or review, the information shall be removed from the register once the appeal or review is final.

33. If a decision of a panel of the Inquiries, Complaints and Reports Committee made on or after January 1, 2016 includes a requirement that the registrant complete a specified continuing education or remediation program as authorized by paragraph 4 of subsection 26(1) and subsection 26(3) of the Code,
- a. a summary of the specified continuing education or remediation program;
 - b. the date of the panel's decision;
 - c. once the registrant completes the program a notation to that effect, and the date on which the registrant completed the program; and
 - d. if applicable, a notation that the panel's decision is subject to a review or appeal and therefore not yet final.

If the Panel's decision referred to in this paragraph is overturned on appeal or review, the information shall be removed from the register once the appeal or review is final.

34. A copy of the specified allegations against a member for every matter that has been referred by the Inquiries, Complaints and Reports Committee to the Discipline Committee under section 26 and that has not been finally resolved.

35. If the question of the registrant's capacity has been referred to the Fitness to Practise Committee and not yet decided,
- a. a notation of that fact; and
 - b. the date of the referral.

36. If the Registrar has referred an application for reinstatement to the Discipline Committee for reinstatement and it is not finally resolved,

- a. a notation of the referral, including the date of referral;
- b. the anticipated date of the hearing, if the hearing date has been set or the next scheduled date for continuation of the hearing if the hearing has commenced;
- c. if the hearing has been adjourned and no future date has been set, the fact of that adjournment; and
- d. if the hearing of evidence and arguments is completed and the parties are waiting for a decision of the panel of the Discipline Committee, a statement of that fact.

37. If an application for reinstatement has been decided by a panel of the Discipline Committee, the results of the hearing including the date of the decision and any order made.

38. If the result of a disciplinary proceeding is contained in the College's register,
- a. the date on which the panel of the Discipline Committee made its decision,
 - b. the date on which the Discipline Committee ordered any penalty, and
 - c. the decision and reasons.

39. If the College is aware that a restriction on a registrant or a registrant's practice has been made against a registrant registered or licensed to practise a profession inside or outside of Ontario and that finding has not been reversed on appeal,
 - a. a notation of that fact;
 - b. the date of the finding and the name of the governing body that made the finding if available;
 - c. the order made if available; and
 - d. information regarding any appeals of the finding or order if available.

40. If the result of an incapacity proceeding is contained in the College's register, the date on which the panel made the finding of incapacity and the effective date of any order made by the panel.

41. If a finding of professional negligence or malpractice is contained in the College's register, the following information:
 - a. the notice of and a description of the finding;
 - b. the date the finding was made against the registrant;
 - c. the name and location of the court that made the finding against the registrant; and
 - d. the status of any appeal respecting the finding made against the registrant.

42. Any information the College and a registrant, or health profession corporation, have agreed should be included in the register.

Risk Categories

High risks

- Practice restrictions
- Terms, conditions and limitations
- Undertakings
- Suspensions and history
- Revocations and history
- ICRC cautions and SCERPS
- Discipline Committee referrals and findings
- Findings of professional negligence or malpractice
- Criminal charges and findings of guilt
- Bail conditions
- Public Register accessibility – downtime, service disruptions

Medium risks

- Required Patient Relations content (not identified as a high risk)
- Health corporations

Low risks

- Data inconsistencies

Report: Audit of the Register (August 2023)

Audit Purpose

The Audit of the Public Register is an internal process that verifies the information on the public register is accurate and complies with the requirements set out in the Regulated Health Professions Act and CDO's by-laws. The purpose of the audit is to mitigate the risk to the public by ensuring that registrant information is reliable and allows the public to make informed healthcare decisions.

Audit Procedure

The audit is conducted by the Director of Governance and Regulatory Policy annually, and the results are reported to the Board for information.

The audit categorizes information on the public register into high, medium, and low risk groups based on the potential impact on the public and/or registrant if there were errors, inconsistencies, or omissions in the data.

Risk aggravators are identified along with the mitigation strategies in place. The audit verifies that the identified risk aggravators have corresponding mitigation strategies to reduce the likelihood of risk.

A statistically significant sample size is audited to ensure the results accurately represent the information on the public register. The sample size is calculated based on the current number of records on the public register using a confidence level of 95% with a 4% margin of error.

The 2023 Audit reviewed 523 of the 4017 records that were updated since January 1, 2018. This review included 100% of information identified as high-risk.

Audit Conclusion

The results of the audit demonstrate that CDO's public register is a reliable source of information to allow the public to make informed healthcare decisions. Some data errors and inconsistencies were identified, however, most pose a low risk to the public and/or registrant(s). Data errors and inconsistencies categorized as medium and high risk are minimal, and the impact these have on the public and/or registrant(s) is low.

The findings identified in this report have either been addressed by staff or are in the process of being addressed.

The risks identified by the College are accompanied by appropriate and agile risk mitigation strategies. Existing policies are both preventative (e.g. verifying data before entering into database) and responsive (e.g. routine data checks to identify errors), creating a robust system that maintains the integrity of the information contained on the public register.

Risks and Mitigations

CDO staff identified risks that could impact the accuracy of the public register and any mitigations strategies in place to minimize the likelihood and impact of the risks.

Risks	Mitigation Strategies
Data entry errors	<p>Data Quality Policy</p> <ul style="list-style-type: none"> • Registration decisions and activities related to CDO’s regulatory function can only be entered into the database by staff only after information has been verified against official documents. • For registrant-reported information, validation rules on the renewal form prevent some data entry errors. • Automated processes used to perform additional checks. • Identified errors and omissions corrected within 14 days. <p>Ongoing verification of errors and data clean-up</p> <ul style="list-style-type: none"> • The IT Manager runs weekly data checks and corrections. • The IT Manager and Registration Program staff evaluate the quality of the data received during annual renewal. <p>Automation</p> <ul style="list-style-type: none"> • Automated processes are in place to remove TCLs when certificates expire.
Unauthorized access to database	<p>Security measures</p> <ul style="list-style-type: none"> • System protection network security protocols, vulnerability scans, network security and email anti-virus software from hackers and viruses. • Storing files, websites and databases on MS Azure servers in a highly-secured, controlled off-site area. • All passwords used for conducting CDO business must adhere to CDO’s password requirements. Compliance with policy is monitored by the IT Manager.

Findings

Inconsistencies with undertaking and employment details

Finding: Two records were found where registrants undertook not to resume the practice of dietetics until they have completed the appropriate upgrading, while also listing their job title as a registered dietitian. As these registrants are not permitted to practice, their employment information does not align with the terms of the undertaking and could suggest to the public that they are in violation of an undertaking.

Risk category: Low

Cause: Registrants are responsible for updating their profiles within 30 days of changes to their contact information, employment, work status, or concurrent registration in another jurisdiction. One registrant did not update their employment information after entering into the undertaking.

Cause: If a registrant is on leave from their job, although they are not actively working, they are still employed by their employer and hold their job title. CDO does not currently have a process for managing situations where a registrant has undertaken not to practice while on leave from their job. For this reason, it is not clear whether the employer and job title should remain visible on the public register and whether anything could be added to provide clarification to the public without disclosing personal information about the registrant.

Mitigations in place:

- Reminder notices are sent to registrants on February 1 and June 1 every year, reminding them to update their profiles.

Recommendations:

- Remind registrants to update their employment information after entering into an undertaking.
- Create an automated data check to identify records containing both active undertakings and employment information. Identified records are reviewed by staff and registrants with conflicts are sent a reminder to update their profile information. The College may also make a manual adjustment following the data check.
- As part of conditions monitoring, verify that registrants who have signed undertakings have updated their employment information. Registrants who have not updated their employment information are reminded to do so.
- Develop a procedure for managing situations where registrants enter into an undertaking not to practice while on employment leave, including the information that should be displayed on the public register.

Licensing not listed

Finding: Two records were found where registrants were employed as registered dietitians in other jurisdictions, but the licenses were not listed on the public register.

Risk category: Low

Cause: Registrants are responsible for updating their profiles within 30 days of changes to their contact information, employment, work status, or concurrent registration in another jurisdiction. These registrants did not update their information.

Mitigations in place:

- At renewal, registrants are prompted to update their profiles with concurrent registration in other jurisdictions. Registrants who indicate that they have concurrent registration in other jurisdictions, they are required to indicate where.
- Reminder notices are sent to registrants on February 1 and June 1 every year, reminding them to update their profiles.

Recommendations:

- None.

Temporary certificate issued on two separate dates

Finding: One record was found where the temporary certificate was issued on two dates.

Risk category: Low

Cause: The timing of the issuance of this temporary certificate was at 11:59 p.m./12 a.m., resulting in a very rare situation where two dates were assigned to the certificate.

Mitigations in place:

- None, due to the rarity of this situation.

Recommendations:

- None.

Names of professional corporations inconsistent with registered names

Finding: Three records were identified where the registered names for professional corporations were inconsistent with what was appearing on the public register.

Risk category: Medium

Cause: Data entry error. Some professional corporations use multiple names, which should all be listed on the public register under "other names." In these situations, the "other name(s)" field was not completed when the professional corporations were entered into the database.

Mitigations in place:

- None.

Recommendations:

- In the Data Quality Policy, include a process that confirms all fields have been completed when entering data for professional corporations.

Dissolved corporation not appearing on public register

Finding: A corporation that was dissolved in December 2022 does not appear on the public register when searched. Although dissolved, the corporation should remain visible on the public register.

Risk category: Medium

Cause: Unknown.

Mitigations in place:

- None.

Recommendations:

- None.

Temporary status TCL not removed

Finding: A TCL for a temporary status was not removed after the registrant's status changed to general.

Risk category: Low

Cause: Unknown.

Mitigations in place:

- Data checks.
- Automation in place to remove TCLs for temporary licenses following status change to general.

Recommendations:

- None.

Incomplete employer address

Finding: One record was found with an incomplete employer address.

Risk category: Low

Cause: Data entry error by registrant.

Mitigations in place:

- Data checks in place to identify empty fields.

Recommendations:

- Modify data check process to identify fields with fewer than 10 characters and manually verify flagged records for accuracy.

Caution delivery date missing

Finding: Two records were found where the caution delivery date was not identified, although cautions were delivered.

Risk category: High

Cause: A change in the caution delivery process resulted in the confirmation of these cautions not being communicated to the staff responsible for updating the public register.

Mitigations in place:

- Caution delivery process updated as of 2022.

Recommendations:

- None.

SCERP completion date missing

Finding: Two records were found where the SCERP completion date was not identified, although SCERPs were completed.

Risk category: High

Cause: A process change resulted in the confirmation of the SCERP completions not being communicated to the staff responsible for updating the public register.

Mitigations in place:

- SCERP confirmation process updated as of 2022.

Recommendations:

- None

Inconsistent SCERP completion dates

Finding: Three records were found where the SCERP completion date does not match the completion date identified in the registrant's file. The dates were off by 1-2 days.

Risk category: High

Cause: Unknown.

Mitigations in place:

- Information on the public register that relates to professional conduct matters is updated after being verified by the case manager.

Recommendations:

- None.

Register Downtime April 1, 2022 – July 31, 2023

Total downtime: 1 hour 12 minutes

Date: Saturday, June 25, 2022

Time: 9:17 – 9:52 a.m. (35 minutes)

Impact: Member portal website

Reason: iMis Upgrade

Date: Thursday, August 11, 2022

Time: 3 – 3:37 p.m. (37 minutes)

Impact: Public and Member portal website

Reason: The system had become unresponsive and a restart was needed because backend methods would not allow any troubleshooting. Moving the development role from the Production server to its own server resolved the issue of it becoming overloaded.



Board Briefing Note

Topic:	Strategic Plan Monitoring Report
Purpose:	Monitoring Report
Strategic Plan Relevance:	Regulatory Effectiveness and Performance Measurement
From:	Melanie Woodbeck, Registrar & Executive Director

ISSUE

To review the College's mid-year progress on the strategic plan for fiscal 2023 – 2024.

PUBLIC INTEREST RATIONALE

The Strategic Plan Monitoring Report enables the Board to monitor the CDO's performance on work aimed at advancing its strategic priorities and public protection mandate. Reporting on the strategic plan on a regular basis holds the College accountable to system partners by providing a clear picture of the College's priorities, goals and operationalization of the Board's direction.

The College Performance Measurement Framework (CPMF), which measures how well regulatory Colleges are protecting the public interest, also requires the CDO to identify activities that support its strategic plan.

BACKGROUND

The Board approved the [College's Strategic Plan and Goals](#) in March 2020. At its meeting in December 2022, the Board extended the plan until March 2025.

The Strategic Plan Monitoring Report is provided to the Board twice a year – in the second quarter for a mid-year check-in and the fourth quarter when the budget is set. This report allows the Board to monitor the progress and achievement of outcomes, and to ensure that the plan is appropriately resourced.

In March 2023, the Board reviewed the strategic workplan for 2023 – 2024, which included updated KPIs and targets to allow for an accurate evaluation of CDO's progress on its strategic plan.

[September 29, 2023 Meeting]

CONSIDERATIONS

The Strategic Plan Monitoring Report (*Appendix 1*) is attached for the Board's information and feedback.

When reviewing the report, the Board will note:

- The goals set out the direction in terms of the outcomes that the College should strive to achieve. The strategies provide focus to how the goals will be achieved and the types of projects and initiatives that management will pursue. The strategies will remain in place for the duration of the strategic plan.
- KPIs, with targets (as applicable) have been set for processes where existing data is present. Benchmarking will be done in 2023 for new KPI measures for the organization.
- The 2023 – 2024 accomplishments highlight CDO's progress towards the goals.

NEXT STEPS

The strategic plan monitoring report for 2023 – 2024 is being presented for the Board's information and feedback.

ATTACHMENTS

- Appendix 1: Strategic Plan Monitoring Report

Strategic Plan Monitoring Report | September 2023

Goal 1: Regulatory Effectiveness and Performance Measurement The College will measure and report its regulatory performance to the public.					
Strategies	Key Activities 2023 – 2024	KPI Measure	Target	Actual To-Date	Progress and Accomplishments
1.1 Enhance IT systems and data governance to support data collection, analysis, reporting and security	<ul style="list-style-type: none"> Conduct a data governance scoping review to support the creation of record management policies and procedures. (Carry over from 2022-2023) Respond to reporting requirements (e.g., CPMF, OFC Fair Registration Practices Report, legislative requirements) and broadly communicate College performance. (Carry over from 2022-2023) 	% 'meets expectations' rating on CPMF	90%	94%	<ul style="list-style-type: none"> Initiated a data governance review and external consultant retained. Bylaw 1 amendments approved, meeting two additional CPMF evidence measures. Submitted the 2020 OFC Fair Registration Practices Report on August 4, 2023. Proposed Emergency Class of Registration approved by the MOH. Continued streamlining of board materials.
		% of CPMF committed action items completed in subsequent yr	100%	40%	
1.2 Convey information about College effectiveness in clear, concise, transparent, and accessible reporting formats	<ul style="list-style-type: none"> Develop a plan for collecting EDI demographic data of applicants and registrants. Plan and storyboard an online application process for future implementation that facilitates more efficient data collection. 	% of written notices sent within 15 days of receipt of application confirming application is complete or specifying the information to complete application.	100%	100%	
		% registration decisions issued within 30 days after receiving a completed application, either by registering the applicant or referring the application to the Registration Committee.	100%	100%	

Strategic Plan Monitoring Report | September 2023

Goal 2: Transparent and Effective Communications					
The College will communicate effectively to support understanding of the College’s mandate, services and resources.					
Strategies	Key Activities 2023 – 2024	KPI Measure	Target	Actual To-Date	Progress and Accomplishments
2.1 Increase our understanding about the public and RDs and use learning to design communication and educational initiatives	<ul style="list-style-type: none"> • Implement recommendations from the relational communications audit, including the development of a corporate communications style guide. • Transition the website to a new platform, including rebranding and the incorporation of terminology changes. • Engage in a translation initiative to increase the amount of CDO content available in French and English. • Develop data-informed educational sessions and resources for registrants/dietetic students. • Operationalize the social media and Virtual Care Standards and Guidelines. 	Increase in social media followers	5% increase	5% increase	<ul style="list-style-type: none"> • Results of the relational audit presented internally. • College-wide adoption of Canadian Press Stylebook as the baseline style for CDO written communications. • Updated the Public Awareness Campaign running August 1, 2023 – March 31, 2024. • Website transition project initiated with project planning in place. • French language audit completed. Translation initiatives prioritized and scheduled. • All new online content now translated into French. • Four Registration presentations given to practicum programs. • Coaching webinar for writing SMART goals completed. • Followers on LinkedIn and Facebook surpassed five per cent. Instagram and Twitter are on track to meet KPI. • Operationalized the Social Media and Virtual Care Standards and Guidelines. • Governance manual translated into French.
2.2 Enhance College consultation, outreach processes, and communication methods in a way that considers equity, diversity and inclusion, and right-touch regulation		Increased overall web traffic, Public Protection & Register sections when in market	5% increase	In progress	
		# targeted educational topics	6	4	
		% satisfaction educational sessions	85%	86%	
2.3 Refresh College branding and use communication methods that are engaging, accessible and meet the evolving needs of the public, members, and other groups we engage with		# priority documents/ processes/ webpages translated into French	3	1	

Strategic Plan Monitoring Report | September 2023

Goal 3: Risk-Based and Right-Touch Regulation					
The College will make decisions in accordance with a risk (harm reduction) framework.					
Strategies	Key Activities 2023 – 2024	KPI Measure	Target	Actual To-Date	Progress and Accomplishments
3.1 Develop risk-based and right-touch regulation tools and processes for College decision-making	<ul style="list-style-type: none"> • Adopt an Equity Impact Assessment Framework. • Update Registration policies, processes, and documentation to reflect the ICDEPs 3.0 (for credential assessments, US program reciprocity, and PBA). • Update the College’s process for liability insurance compliance. • Begin documenting internal and operational procedures and processes. • Plan for registrant guidelines on advertising and testimonials and revised code of ethics. • Submit amendments to the Registration Regulation to MOH. • Update and pilot the PPA using the high-risk dietetic practice research conducted. 	# of regulatory policies created/updated with EDI-B lens	5	3	<ul style="list-style-type: none"> • Three registration policies were updated for recognition of US accredited programs, using an EDI-B lens: 1) Policy 2-30: Competency Standards and Accreditation Bodies 2) Policy 4-20: Applicants from Accreditation Council for Education in Nutrition and Dietetics (ACEND) Accredited Programs and 3) Policy 6-10: Eligibility for PLAR • Plan for registrant guidelines on advertising and testimonials in progress • Revisions to the code of ethics in progress • Updating the PPA in progress – ICDEP scoping and blueprinting completed. Items are being written and will be reviewed through a EDIB lens.
3.2 Align standards and resources for Registered Dietitians with risk-based, right-touch and EDI principles		Training and adoption of EIA framework	Complete	In progress	
3.3 Leverage organizational data and external information to identify and act on areas of risk					

Strategic Plan Monitoring Report | September 2023

Goal 4: Governance Modernization and Enhancing Public Trust The College will update its governance model in accordance with evidence-based practices.					
Strategies	Key Activities 2023 – 2024	KPI Measure	Target	Actual To-Date	Progress and Accomplishments
4.1 Implement governance initiatives that promote regulatory excellence, accountability and EDI principles	<ul style="list-style-type: none"> • Revise Board meeting evaluation processes. • Develop election screening process. • Implement reforms to College governance and continue to finalize the governance manual. • Continue to update College policies and processes based on feedback from Advancing Equity and Anti-Racism in Dietitian Regulation report and Global Diversity Benchmarks. 	% of Global Diversity, Equity and Inclusion Benchmarks in proactive, progressive or best practice categories	N/A – establishing baseline	59%	<ul style="list-style-type: none"> • Engaged with governance consultant to support evaluation process and election screening process. • Governance Committee’s revised TOR approved, allowing it to administer the election screening process. • Board meeting minutes template updated to provide additional transparency about the Board’s decisions. • Governance manual updated with revised Honoraria Policy
		% of board directors engaging in evaluation surveys	N/A – establishing baseline	77%	
4.2 Operationalize EDI in College processes, policies and decision making					



Board Briefing Note

Topic:	Quarterly Risk Management Monitoring Report
Purpose:	Monitoring Report
Strategic Plan Relevance:	Regulatory Effectiveness and Performance Measurement Risk-Based and Right-Touch Regulation
From:	Melanie Woodbeck, Registrar & Executive Director

ISSUE

To review the Q2 Risk Monitoring Report.

PUBLIC INTEREST RATIONALE

In the public's interest, an essential aspect of College's governance and management is to ensure that organizational and risks to the public are identified, assessed and managed efficiently and effectively.

BACKGROUND

CDO's updated Risk Monitoring Policy was approved by the Board at its March 25, 2022 meeting. The policy sets out the Board's role around risk management, how the Board will ensure and cultivate a risk management culture and the Registrar's accountability to the Board through quarterly reporting and the establishment of operational procedures.

The Registrar will also report to the Board on any urgent, rapidly developing and critical risks should they arise between Board meetings. Low and frequently monitored risks will be recorded and managed.

The procedures will include staff involvement at all levels to ensure that emerging risks can be identified quickly, and that a strong risk management culture is cultivated throughout the organization.

CONSIDERATIONS

The September 2023 (Q2) Risk Monitoring Report is before the Board for its consideration

(Appendix 1) with updates on the status and progress towards treatment of the various risks identified. Updates on progress with mitigation efforts are provided for *each risk*.

Updates to the Risk report include:

New risks identified:

- Examination Integrity

Areas where risk and/or mitigation plans have been reassessed as situation evolves:

- None

Risk downgraded

- None

RECOMMENDATION/NEXT STEPS

For the Board to provide feedback on the current risk assessment and mitigation efforts.

ATTACHMENTS

- Appendix 1: September 2023 (Q2) Risk Monitoring Report

**Q2 Risk Monitoring Report
September 2023**

Risk Area	Risk Identification	Risk Assessment	Risk Response	Current Status/Mitigation Update as of September 2023
Program	Accreditation Provider Transition	<ul style="list-style-type: none"> National education accreditation provider withdrew effective March 31, 2022. EQual approved as new 3rd party accreditation service provider. CDO and other Canadian regulators approved conditional recognition of previous PDEP awards until December 31, 2023. If programs cannot register by the deadline or chose not to register with EQual, CDO would be required to conduct individualized, labour-intensive equivalency assessments for graduates. 	<ul style="list-style-type: none"> Alliance to work with partners on ongoing collaboration CDO communication with the MOH and OFC on the transition. EQual to conduct info sessions and 1.5-day orientation workshops for programs (at no cost to participants) to provide more information Alliance has negotiated accreditation fees for two years to facilitate educational program budgeting. Alliance now part of EQual Council, which is a governance board that oversees and approves EQual strategic direction and policies. Continue to monitor the ability of programs to transition by the award extension date approved by all 10 dietetic regulators. 	<ul style="list-style-type: none"> All programs have completed onboarding forms and have received contracts from EQual. The Alliance continues to meet with EQual monthly to facilitate the transition.
Program (New)	Examination Integrity	<ul style="list-style-type: none"> Potential risks include concerns around breach, credibility, reputational, equity and diversity and cheating. Exam development, monitoring, and continuous improvement is human and financially resource intensive. 	<ul style="list-style-type: none"> Work with Alliance, psychometric experts and key partners to identify and mitigate risk and prioritize transparency, security and continuous improvement. Ensure appropriate succession planning with respect to those involved in examination development and administration. New emergency class registration designed to ensure continued registration capability if exam were to become temporarily unavailable. The KCAT has undergone updates to incorporate the new ICDEPs beginning in 2024. The CDRE and the PBA will be undergoing updates to incorporate the new ICDEPs. 	<ul style="list-style-type: none"> Continue to monitor and mitigate.

**Q2 Risk Monitoring Report
September 2023**

Risk Area	Risk Identification	Risk Assessment	Risk Response	Current Status/Mitigation Update as of September 2023
Public Protection	Potential Risk of Harm to Clients/Public	<ul style="list-style-type: none"> • Potential risk to the public due to unethical, incompetent, or unprofessional care. • An increase in the number and complexity of complaints and reports also has an impact on College resources and how they are utilized. 	<ul style="list-style-type: none"> • Refresh risk in dietetic practise research. • Monitor ICRC data to identify patterns of concern and develop and update member education, standards of practice, guidelines, and other initiatives accordingly in the Professional Practice Program. • Update College programs and tools with a risk-based approach to prevent harm. 	<ul style="list-style-type: none"> • Risk tools created for ICRC assessments and registrar referrals to ICRC to ensure consistency and appropriate outcomes based on risk. • ICRC data collection chart updated to capture risk categories, shared with professional practice dept. • Risk in dietetic practice research completed and is being incorporated into QA program.
Governance	Public Member Appointments and Board Succession Planning	<ul style="list-style-type: none"> • CDO remains fully, but minimally constituted, at 5 public members. • Heavy board and committee workloads for public members can affect the ability of the CDO to remain constituted, achieve quorum, meet legislative deadlines/internal service-standards, and ensure the critical public voice in decision-making. • At risk are CDO's governance modernization goals and engagement, satisfaction and wellbeing of CDO public members. 	<ul style="list-style-type: none"> • Communicate risks with Public Appointments Secretariat (PAS). • Examine committee TORs and bylaws around composition requirements. • Focus on succession planning to ensure knowledge translation. 	<ul style="list-style-type: none"> • Meeting with PAS scheduled. • Registrar on HPRO working group of Colleges discussing ways to address this issue.
Governance	Regulatory and Governance Changes	<ul style="list-style-type: none"> • Legislative changes may have significant financial and human resource implications for the College. • It is unclear when governance modernization legislation will be introduced. Current legislative focus remains on addressing health care system capacity and registration of international graduates. 	<ul style="list-style-type: none"> • Proceed with CDO's strategic goal of governance modernization and begin preparing for legislative changes. • Through regulatory collaboration and networking, stay informed of potential changes. • Continue to work towards fully meeting CPMF measures. 	<ul style="list-style-type: none"> • Governance workplan on track. • CDO Emergency Class Registration approved. Additional updates to the draft registration regulation are pending.

**Q2 Risk Monitoring Report
September 2023**

Risk Area	Risk Identification	Risk Assessment	Risk Response	Current Status/Mitigation Update as of September 2023
Operational	Cybersecurity Breach	<ul style="list-style-type: none"> Potential risks include: privacy breaches, organizational/staff downtime, reputation, and financial costs. 	<ul style="list-style-type: none"> The College has a cyber security response plan, credit card incident response plan, and an emergency disaster recovery plan that are reviewed on an annual basis. The College maintains insurance which covers IT and cybersecurity. A security audit was completed in September 2021 and minor gaps were identified and addressed. Post security audits will take place to ensure compliance with audit recommendations. Staff regularly engage in awareness dialogue regarding phishing scams. Additional formal training for Council and Staff on cybersecurity will be explored. New staff data governance working group to identify and mitigate risks in this area through its project work. CDO staff attends regular Cyber security community of practice meetings to stay abreast of developments and best practices. 	<ul style="list-style-type: none"> Software for conducting internal phishing campaigns and customized training being launched. Secure password management software being launched. All response plans reviewed and undergoing testing in September - October. Data governance consultant retained and records management project is in progress.
Operational	Succession Planning/Staff Turnover and Retention	<ul style="list-style-type: none"> Risks around business continuity, retention of institutional knowledge through retirement, leave of absence, or resignation. 	<ul style="list-style-type: none"> Review of staffing model by third party HR completed in fall 2021. Review College HR processes and procedures. Conduct process documentation for key College activities to further decentralize knowledge of processes and procedures and ensure continuity. Develop a records management policy to ensure documentation, continuity and accessibility of institutional knowledge. 	<ul style="list-style-type: none"> Implementation of staffing model review complete. Records management project in progress. HR policy review in progress. Project to begin documenting internal and operational procedures and processes across the organization, including finance processes, will begin in fiscal 2023. Team days in-office established.

**Q2 Risk Monitoring Report
September 2023**

Risk Area	Risk Identification	Risk Assessment	Risk Response	Current Status/Mitigation Update as of September 2023
			<ul style="list-style-type: none"> • Conduct a review of the finance department processes, procedures and internal controls and ensure complete documentation. • Ongoing review and implementation of supportive technology to streamline and automate. • Increased focus on collaboration, training and team culture. 	
Financial	Increasing Costs of Regulation	<ul style="list-style-type: none"> • Increased resources required to keep pace with complex and evolving regulatory requirements. • Economic inflation outpacing membership fee increases, which have been static since 2019. 	<ul style="list-style-type: none"> • Prudent financial habits are in place at the College. For example, zero-based budgeting; assessing vendor contracts to ensure the best value for the College (quality balanced with price) and Board and Management regularly monitor expenditures against the approved budget. Internal controls are in place for the highest risk areas, including on College purchases, and the audit Committee and Management review these internal controls annually. • Review By-law 2 and annual fees. • Other resource efficiencies will continue to be explored. 	<ul style="list-style-type: none"> • Inflation rates (CPI at ~3.2% at July 2023), are having an impact on price of goods and services CDO relies on. • Board approved fee increase of 2% from \$641 to \$654. • Joining HUB601 will result in realizing operational efficiencies for the College.
Financial	Investment Returns	<ul style="list-style-type: none"> • Market downturn and potential recession is presenting a risk to the College's investment portfolio. 	<ul style="list-style-type: none"> • Monitor situation with investment advisor. • To diffuse the risk, move funds to stable GICs. • The College's investment policy requires book value of investments in equities to not exceed 40% of the entire book value of the portfolio to limit market risk while allowing for a reasonable growth of the portfolio. 	<ul style="list-style-type: none"> • Investment policy approved by Council in June 2022. • Portfolio risk reduced.

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July 11, 2023

Members of the Audit Committee
College of Dietitians of Ontario
175 Bloor Street East
North Tower, Suite 601
Toronto, Ontario M4W 3R8

The Members of the Audit Committee,

We are pleased to report to the Audit Committee on the results of our audit examination of the financial statements of the College of Dietitians of Ontario ("College") for the year ended March 31, 2023. In our view, a direct line of communication between our firm and the Audit Committee is essential to the proper exercise of our respective responsibilities.

The purpose of this letter is to review our responsibilities as auditors in accordance with the terms of our audit engagement, and in the attached memorandum we report on the year end and various elements of the audit examination.

We have performed our audit examination of the College's financial statements for the year ending March 31, 2023 in accordance with Canadian generally accepted auditing standards. We have performed the audit to obtain reasonable assurance about whether the financial statements present fairly, in all material respects, the financial position, results of operations and cash flows in accordance with Canadian Accounting Standards for Not-for-Profit Organizations.

We have also considered the College's internal control over the financial reporting solely for the purpose of determining the nature, extent, and timing of auditing procedures necessary for expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the College's internal control. Our work does not provide assurance on the internal control structure and does not necessarily consider all control systems upon which management may be relying.

The detailed terms of our engagement are outlined in our engagement letter. Also, as part of our audit engagement, we have requested a letter of representation from the College's management confirming representations made to us orally during our audit as well as representations implicit in the College's records.

Our appointment as auditors involves the responsibility on our part to call to your attention any significant matters, which we believe may require your consideration. We report in the attached memorandum on the results of our audit for the year ending March 31, 2023, including the following:

- Audit Report;
- Engagement Team and Statement on Independence;
- Audit Approach;
- Materiality;
- Significant Accounting Policies;
- Significant Management Judgments and Estimates;
- Related Party Transactions;
- Recommendations Arising from the Audit Examination;
- Management Co-operation;
- Adjusting Journal Entries;
- Summary of Audit Differences; and
- Details of all Audit and Non-audit Services.

The accompanying report is intended solely for the use of the Audit Committee, Board of Directors and management, and presents information regarding our audit examination, which we believe will be of assistance.

Yours very truly,

TINKHAM LLP

Encl.

**College of Dietitians of Ontario
Report to the Audit Committee
March 31, 2023**

Audit Report

We will issue our unqualified audit opinion on the College's financial statements following approval by the Board of Directors and completion of the following outstanding audit items:

- Board of Directors motion to approve any restricted reserve fund transfers;
- Receipt of the signed representation letters; and
- Completion of the subsequent events review up to the date of our audit report.

Engagement Team and Statement on Independence

We serve you with a team of professionals who offer both industry expertise and many years of professional audit experience. We believe that the following professionals have provided responsive, innovative, and forward-looking service and we note the high level of expertise engaged on your audit:

Dale C Tinkham, FCPA, FCA, CMC, LPA
Michael Rooke, CPA, CA, LPA
Greg Kroepin, CPA

Engagement Partner
Concurring Partner
Engagement Lead

It is a fundamental principle that auditors providing assurance services be objective with unimpaired professional judgment in the eyes of a reasonable observer. We confirm that we are independent with respect to the College within the meaning of the CPA Ontario Code of Professional Conduct Rule 204.

Audit Approach

Our audit approach is a risk-based approach that focuses on your operations, the associated risks, and their potential effects on financial statement accounts. We also reviewed and considered management's formal assessment of the internal control environment. Our audit process continually enhances our understanding of the College's business, the risks it faces and the process to manage them.

The audit included examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing accounting principles used and significant estimates made by management, and evaluating the overall financial statement presentation.

Our approach also focuses on the identification and testing of the internal controls. We have reviewed and evaluated the overall internal control environment, assessed the computer environment, and the specific internal controls upon which we place reliance in expressing our opinion on the financial statements.

We identified and tested internal controls for the revenue / receipts / receivables to obtain evidence that key controls were operating as expected and were effective. Based on the results of our testing, we modified our audit plan for the year end to reduce substantive work where the tests of internal controls justify reliance and reduced our year end substantive testing in these areas.

We also employed customized audit procedures to ensure the accuracy of the data migration on the transition to Payworks during the year.

We employed a combination of control testing and substantive audit procedures on year-end balances for assets and revenue. For liabilities and expenses, we employed substantive audit procedures on year-end balances for reasons of cost efficiency.

In addition, we have confirmed the College's cash and investment balances.

Our audit was carried out in accordance with our plan.

Materiality

Our evaluation of areas of audit significance is made relative to materiality. An understanding of what is significant or material in relation to the overall results of the College is critical to the performance of an effective and efficient audit. An item is considered material if its impact might reasonably be expected to affect the decisions of a reader of the financial statements.

Our assessment of materiality considers the CPA Canada quantitative guidelines but is also affected by the size and nature of potential misstatements, as well as our knowledge of the College's business. We have set quantitative materiality for the purposes of this examination of the financial statements at \$95,000.

Significant Accounting Policies

Our audit also includes assessing accounting policies used by the College. The preparation of financial statements may require management to select from more than one acceptable approach to accounting.

There were no changes in accounting standards applicable to the College this year and there were no changes in accounting policies used by the College.

Please refer to the significant accounting policies in the notes to the financial statements for a detailed description of the accounting policies used. The accounting policies are appropriate for the College's reporting purposes and reflect best practices.

Significant Management Judgments and Estimates

The preparation of financial statements requires the use of accounting estimates. Certain estimates are particularly sensitive due to their significance to the financial statements and the possibility that future events may differ significantly from management's expectations. Management is responsible for applying sound judgment in preparing estimates and disclosures and assessing the impact of misstatements on the fair presentation of the financial statements.

Charges for amortization of capital assets and intangible assets are based on the estimated useful lives of the assets which are disclosed in the detail of the notes to the financial statements.

The College estimates the amount of deferred revenue to be recorded for temporary members based on parameters established by management.

The fair value of the financial instruments are based on estimates and assumptions described in the notes to the financial statements.

Based on our audit procedures, we have concluded the estimates and judgments made by management are reasonable in the context of the financial statements when taken as a whole. Financial results as determined by actual future events could differ from those estimates and it is reasonable to assume such differences may be material.

Related Party Transactions

During our audit, we conduct various tests and procedures to identify transactions considered to involve related parties. Related parties exist when one party has the ability to exercise, directly or indirectly, control, joint control or significant influence over the other. Two or more parties are related when they are subject to common control, joint control, or common significant influence. Related parties also include management, directors and their immediate family members and companies with which these individuals have an economic interest.

Related party transactions identified during the audit consisted of remuneration and reimbursements of College related expenses to the Board of Directors and Committee members. It is management's opinion that these transactions have occurred in the normal course of operations and therefore separate financial statement disclosure is not necessary.

Management has advised us that no other related party transactions have occurred and that all transactions have been disclosed to us. The Committee is required to advise us if it is aware of or suspects any other related party transactions have occurred, which may be required to be disclosed in the financial statements.

Recommendations Arising from the Audit Examination

There were no recommendations developed as a result of our audit.

Management Co-operation

We received the full co-operation from management and staff in the conduct of our audit. There have been no disagreements with management on any issues. There were no restrictions placed on the approach to or extent of our work. We were provided complete and timely access to all books and records, documents, and other supporting data that we required.

Adjusting journal entries

Adjustments made to the records of the College and approved by management have been disclosed in the attached schedule of adjusting entries. All other entries were for presentation purposes only or were made at the specific request of management.

Summary of Audit Differences

During our audit we found no misstatements or unadjusted items, nor have we found significant misstatements that would likely cause future financial statements to be materially misstated.

Details of all Audit and Non-Audit Services

In addition to issuing our audit opinion, and our reporting letter reporting the significant audit results arising from our examination, we will also prepare the Corporation Income Tax Return (T2) and Non-Profit Organization (NPO) Information Return (T1044).

BOARD DRAFT

Financial statements of the

COLLEGE OF DIETITIANS OF ONTARIO

March 31, 2023

Independent Auditor's Report	Page 1 - 2
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Statement of Operations	4
Statement of Changes in Net Assets	5
Statement of Cash Flows	6
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INDEPENDENT AUDITOR'S REPORT

To the Members of the
College of Dietitians of Ontario

We have audited the accompanying financial statements of the College of Dietitians of Ontario ("College"), which comprise the statement of financial position as at March 31, 2023 and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the College as at March 31, 2023, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the College in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the College's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the College or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the College's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the College's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast doubt on the College's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the College to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

TORONTO, Ontario
September 29, 2023

Licensed Public Accountants

COLLEGE OF DIETITIANS OF ONTARIO

Statement of Financial Position

As at March 31	2023	2022
Assets		
Current		
Cash	\$ 300,225	\$ 209,956
Accounts receivable	6,719	3,561
Prepaid expenses	56,360	57,449
	363,304	270,966
Investments (note 3)	4,932,662	5,413,050
Capital assets (note 4)	18,599	45,966
Intangible assets (note 5)	47,280	58,061
	\$ 5,361,845	\$ 5,788,043
Liabilities		
Current		
Accounts payable and accrued liabilities (note 6)	\$ 193,063	\$ 261,958
Deferred revenue (note 7)	1,672,020	1,629,353
	1,865,083	1,891,311
Net assets		
Invested in capital and intangible assets	65,879	104,027
Internally restricted (note 8)	3,430,883	3,792,705
	3,496,762	3,896,732
	\$ 5,361,845	\$ 5,788,043

Approved on behalf of the Board of Directors

_____, President

_____, Member

See accompanying notes to the financial statements.

COLLEGE OF DIETITIANS OF ONTARIO

Statement of Operations

Year ended March 31	2023	2022
Revenues		
Member fees	\$ 2,848,114	\$ 2,799,930
Investment income (note 9)	223,361	193,285
Application and assessment fees	87,646	114,420
Other income	2,750	6,147
	3,161,871	3,113,782
Expenses		
Salaries and benefits	1,886,320	1,728,678
Computer related	170,171	110,088
Investigations	160,118	173,661
Board and committee	133,453	163,467
Rent	124,069	138,033
Communication initiatives	94,643	95,050
Bank charges	79,093	63,803
Professional services	72,844	143,670
Office	49,375	25,486
Registration assessment components	39,461	38,928
Telephone and internet	38,096	30,149
Contracted services	35,865	19,527
Memberships	26,772	24,053
Quality assurance assessment components	18,677	16,409
Staff development	18,506	17,774
Insurance	7,359	7,758
Staff travel	2,115	1,849
	2,956,937	2,798,383
Excess of revenues over expenses before undernoted	204,934	315,399
Amortization of capital assets	(22,964)	(25,983)
Amortization of intangible assets	(43,741)	(42,155)
Realized and unrealized losses on investments (note 9)	(526,269)	(78,608)
Realized losses on disposal of capital assets (note 4)	(11,930)	-
Excess (deficiency) of revenues over expenses for the year	\$ (399,970)	\$ 168,653

See accompanying notes to the financial statements.

COLLEGE OF DIETITIANS OF ONTARIO

Statement of Changes in Net Assets

Year ended March 31	Unrestricted	Invested in capital and intangible assets	Internally restricted	2023 Total	2022 Total
Balance, beginning of year	\$ -	\$ 104,027	\$ 3,792,705	\$ 3,896,732	\$ 3,728,079
Excess (deficiency) of revenues over expenses for the year	(321,335)	(78,635)	-	(399,970)	168,653
Purchase of capital and intangible assets (net)	(40,487)	40,487	-	-	-
Inter-fund transfer	361,822	-	(361,822)	-	-
Balance, end of year	\$ -	\$ 65,879	\$ 3,430,883	\$ 3,496,762	\$ 3,896,732

BOARD DRAFT

COLLEGE OF DIETITIANS OF ONTARIO

Statement of Cash Flows

Year ended March 31	2023	2022
Cash flows provided by (used in) operating activities		
Excess (deficiency) of revenues over expenses for the year	\$ (399,970)	\$ 168,653
Item not requiring a cash outlay		
Amortization of capital assets	22,964	25,983
Amortization of intangible assets	43,741	42,155
Realized losses on disposal of capital assets	11,930	-
Realized and unrealized losses on investments	526,269	78,608
Amortization of deferred lease inducement	(3,183)	(3,472)
	201,751	311,927
Changes in non-cash working capital balances:		
Accounts receivable	(3,158)	(653)
Prepaid expenses	1,089	(162)
Accounts payable and accrued liabilities	(68,895)	6,016
Deferred revenue	45,850	17,288
Cash provided by operating activities	176,637	334,416
Cash provided by (used in) investing activities		
Purchase of investments	(3,326,547)	(3,305,355)
Proceeds on sale of investments	3,280,666	2,441,246
Purchase of capital assets	(7,527)	(6,758)
Purchase of intangible assets	(32,960)	(17,145)
Cash used by investing activities	(86,368)	(888,012)
Net increase (decrease) in cash	90,269	(553,596)
Cash, beginning of year	209,956	763,552
Cash, end of year	\$ 300,225	\$ 209,956

See accompanying notes to the financial statements.

COLLEGE OF DIETITIANS OF ONTARIO

Notes to the Financial Statements

March 31, 2023

1 Organization

The College of Dietitians of Ontario ("College") regulates and supports registered dietitians in Ontario. It enhances safe, ethical and competent nutrition services provided by dietitians. The College is governed by the provisions of the Regulated Health Professions Act, 1991 and the Dietetics Act, 1991.

The College is a not-for-profit corporation incorporated without share capital under the laws of the Province of Ontario and, as such, is exempt from income taxes.

2 Significant accounting policies

These financial statements have been prepared by management in accordance with Canadian accounting standards for not-for-profit organizations.

(a) Cash

Cash includes cash deposits with major financial institutions and petty cash.

(b) Capital assets

The cost of a capital asset includes its purchase price and any directly attributable cost of preparing the asset for its intended use. When conditions indicate a capital asset no longer contributes to the College's ability to provide services or that the value of future economic benefits or service potential associated with the capital asset is less than its net carrying amount, its net carrying amount is written down to its fair value or replacement costs. As at March 31, 2023, no such impairment exists.

Amortization is provided for on a straight-line basis over their estimated lives as follows:

Office furniture and equipment	5 - 8 years
Computer equipment	5 years
Leasehold improvements	10 years

(c) Intangible assets

Intangible assets comprise computer software and database programming and are recorded at cost and amortized over their estimated useful lives on a straight-line basis of five years.

(d) Revenue recognition

(i) Membership fees

Membership fees are billed for the period from November 1 to October 31 and recognized as revenue proportionally over the period to which these fees relate. Fees received in advance are recorded as deferred revenue.

(ii) Investment income

Investment income is comprised of interest, dividends and realized gains and losses on disposal of investments, and unrealized gains and losses on the fair value of investments. Interest is recognized as revenue when earned. Dividends are recorded as revenue when declared. Realized gains and losses on disposal of investments are recognized when the transactions occur. Unrealized gains and losses, which reflect the changes in fair value during the period, are recognized at each reporting date and are included in current period operating results.

(iii) Other income

Application and assessment fees are recognized as revenue when the services are provided.

COLLEGE OF DIETITIANS OF ONTARIO

Notes to the Financial Statements

March 31, 2023

2 Significant accounting policies (continued)

(e) Financial instruments

(i) Measurement

The College initially measures its financial assets and financial liabilities at fair value, adjusted by, in the case of a financial instrument that will not be measured subsequently at fair value, the amount of transaction costs directly attributable to the instrument. Transaction costs of those financial assets and financial liabilities subsequently measured at fair value are recognized in the year incurred.

The College subsequently measures its financial assets and liabilities at amortized cost, except for investments, which are measured at fair value. Changes in fair value are recognized in the statement of operations. Fair values are determined by reference to quoted market prices in active markets.

(ii) Impairment

At the end of each reporting period, the College assesses whether there are any indications that a financial asset measured at amortized cost may be impaired. There are no indications of impairment as at March 31, 2023.

(f) Management estimates

The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Significant estimates include carrying amounts of investments measured at fair market value, the useful lives of capital and intangible assets, certain accrued liabilities and deferred revenue.

Actual results may differ from these estimates, the impact of which would be recorded in future periods. Estimates and underlying assumptions are reviewed on an ongoing basis and revisions to accounting estimates are recognized in the year in which the estimates are revised and in any future years affected.

3 Investments

As at March 31		2023		2022	
		Cost	Fair Value	Cost	Fair Value
Fixed income	Maturing on dates between June 23, 2023 to December 29, 2025 (2022 - July 25, 2024 to December 15, 2032) and bearing interest at rates between 2.45% to 5.34% annually (2022 - 0.82% to 3.80%)	\$2,872,864	\$2,918,865	\$2,916,277	\$ 2,652,741
Accrued interest		48,884	-	42,630	-
Common shares		362,995	247,574	1,336,999	1,471,732
Preferred shares	Bearing interest at rates between 4.90% to 5.30% annually (2022 - 4.90% to 5.15%)	2,050,953	1,766,223	1,321,283	1,288,577
Total investments		\$5,335,696	\$4,932,662	\$5,617,189	\$ 5,413,050

COLLEGE OF DIETITIANS OF ONTARIO

Notes to the Financial Statements

March 31, 2023

4 Capital assets

As at March 31	2023		2022	
	Cost	Accumulated Amortization	Cost	Accumulated Amortization
Office furniture and equipment	\$ -	\$ -	\$ 143,337	\$ (124,303)
Computer equipment	106,641	(88,042)	99,114	(79,951)
Leasehold improvements	-	-	265,035	(257,266)
	\$ 106,641	\$ (88,042)	\$ 507,486	\$ (461,520)
Net book value		\$ 18,599		\$ 45,966

The College relocated its primary operations to a new office location at 175 Bloor Street East, Toronto, Ontario. As a result of the relocation, the College disposed of certain capital assets for no proceeds. A loss of \$11,930 was realized in the statement of operations as a result of the disposals for the current year.

5 Intangible assets

As at March 31	2023		2022	
	Cost	Accumulated Amortization	Cost	Accumulated Amortization
Computer software	\$ 285,693	\$ (238,413)	\$ 252,733	\$ (194,672)
Net book value		\$ 47,280		\$ 58,061

6 Accounts payable and accrued liabilities

As at March 31	2023	2022
Trade payables and accruals	\$ 193,063	\$ 230,744
Payroll withholding taxes	-	31,214
	\$ 193,063	\$ 261,958

7 Deferred revenue

(i) Deferred membership fees

	2023	2022
Balance, beginning of year	\$ 1,626,170	\$ 1,608,882
Fees received	2,893,964	2,817,218
Fees recognized as revenue	(2,848,114)	(2,799,930)
Balance, end of year	\$ 1,672,020	\$ 1,626,170

(ii) Deferred lease inducement

	2023	2022
Balance, beginning of year	\$ 3,183	\$ 6,655
Amortization of lease inducement	(3,183)	(3,472)
Balance, end of year	\$ -	\$ 3,183

COLLEGE OF DIETITIANS OF ONTARIO

Notes to the Financial Statements

March 31, 2023

8 Net assets

The Board of Directors of the College has internally restricted net assets to be used for specific purposes. These funds are not available for unrestricted purposes without approval of the Board.

Any transfers to internally restricted net assets must be approved by Board.

	Internally restricted				Total
	Capital & Intangible Assets Fund	Hearings Fund	Sexual Abuse Therapy and Counselling Fund	General Reserve Fund	
2023					
Balance, beginning of year	\$ 109,024	\$ 200,000	\$ -	\$ 3,483,681	\$ 3,792,705
Inter-fund transfers	-	-	40,000	(401,822)	(361,822)
Balance, end of year	\$ 109,024	\$ 200,000	\$ 40,000	\$ 3,081,859	\$ 3,430,883

	Internally restricted				Total
	Capital & Intangible Assets Fund	Hearings Fund	Sexual Abuse Therapy and Counselling Fund	General Reserve Fund	
2022					
Balance, beginning of year	\$ 109,024	\$ 100,000	\$ -	\$ 3,370,793	\$ 3,579,817
Inter-fund transfers	-	100,000	-	112,888	212,888
Balance, end of year	\$ 109,024	\$ 200,000	\$ -	\$ 3,483,681	\$ 3,792,705

COLLEGE OF DIETITIANS OF ONTARIO

Notes to the Financial Statements

March 31, 2023

8 Net assets (continued)

The details of internally restricted net assets are:

- (i) The Capital and Intangible Assets Fund is designated to provide a reserve for capital and intangible asset purchases.
- (ii) The Hearings Fund is designated to provide a reserve for the costs of hearing procedures.
- (iii) The Sexual Abuse Therapy and Counselling Fund is designated to provide a reserve for the costs of therapy and counselling.
- (iv) The General Reserve Fund is designated to provide a reserve for extraordinary expenses that exceed or fall outside the provisions of the College's approved operating budget, and are not otherwise covered by the Capital & Intangible Asset Fund or Hearings Fund. This fund is also intended to provide for budgeted expenses that exceed budgeted or actual income.

9 Investment income (loss)

Year ended March 31	2023	2022
Interest	\$ 95,408	\$ 26,939
Distributions from common and preferred shares	127,953	166,346
	223,361	193,285
Realized gains (losses) on investments	(327,374)	96,849
Unrealized losses on investments	(198,895)	(175,457)
	\$ (302,908)	\$ 114,677

10 Financial instruments

The College is exposed to various risks through its financial instruments. The following analysis provides a measure of the College's risk exposure at the statement of financial position date.

Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The College is exposed to credit risk through its cash, accounts receivable and investments.

The College reduces its exposure to credit risk related to cash by maintaining deposits with a government regulated Canadian financial institution.

The College is not exposed to significant credit risk on its accounts receivable.

The College manages its exposure to credit risk related to fixed income investments by investing in high investment grade securities, in accordance with its investment policy.

Liquidity risk

Liquidity risk is the risk that the College will not be able to meet a demand for cash or fund its obligations as they come due.

The College meets its liquidity requirements and mitigates this risk by monitoring cash activities and expected outflows and holding assets that can be readily converted into cash, so as to meet all cash outflow obligations as they fall due.

COLLEGE OF DIETITIANS OF ONTARIO

Notes to the Financial Statements

March 31, 2023

10 Financial instruments (continued)

Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk is comprised of currency risk, interest rate risk and equity risk.

Currency risk

Currency risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The College is not subject to currency risk as it does not hold any financial instruments denominated in foreign currencies.

Interest rate risk

Interest rate risk refers to the risk that the fair value of financial instruments or future cash flows associated with the instruments will fluctuate due to changes in market interest rates. The exposure of the College to interest rate risk arises from its interest bearing investments and cash. The primary objective of the College with respect to its fixed income investments ensures the security of principal amounts invested, provides for a high degree of liquidity, and achieves a satisfactory investment return giving consideration to risk.

Equity risk

Equity risk is the risk that the fair value of financial instruments or future cash flows associated with the instruments will fluctuate because of changes in market prices (other than those arising from currency risk or interest rate risk), whether those changes are caused by factors specific to the individual instrument or its issuer or factors affecting all similar financial instruments traded in the market.

The College is exposed to equity risk on its investments in common shares and preferred shares. The College manages this risk by limiting the amount of equity investments that may be held, and requires that all investments be recommended by the College's investment portfolio manager.

Changes in risk

There have been no significant changes in the College's risk exposures in financial instruments from the prior year.



Board Briefing Note

Topic:	Re-Appointment of External Auditors
Purpose:	Decision Required
Strategic Plan Relevance:	Risk-Based and Right-Touch Regulation
From:	The Audit Committee

ISSUE

At the June 17, 2022 Board meeting, Tinkham LLP was appointed as the External Auditor for a one-year term from April 1, 2022 to March 31, 2023. The appointment of the External Auditor is governed by [Section 2.13](#) of bylaw 1, which states that:

- The Board of Directors shall appoint an auditor licensed under the Public Accounting Act to audit the accounts of the College and to hold office for a term determined by the Board of Directors.

The Audit Committee has provided a recommendation in support of the re-appointment.

PUBLIC INTEREST RATIONALE

The annual review and approval of an External Auditor serves the public interest by ensuring that the Board provides appropriate governance and oversight on financial matters. The proper review of the College's financial operations will ensure its long-term sustainability and effectiveness at fulfilling its regulatory mandate.

CONSIDERATIONS

The Board is being asked to approve the reappointment of Tinkham LLP as External Auditors for the period April 1, 2023 to March 31, 2024.



College of
Dietitians
of Ontario

Board Briefing Note

Topic:	Panel on Indigenous Reconciliation with Alberta and British Columbia Dietetic Regulators
Purpose:	For Information
Strategic Plan Relevance:	Governance Modernization and Enhancing Public Trust
From:	Melanie Woodbeck, Registrar & Executive Director

ISSUE

In recognition of the National Day for Truth and Reconciliation on September 30, Mélanie Journoud, College of Dietitians of British Columbia (CDBC) and Shannon Eklund, College of Dietitians of Alberta (CDA), will share with the board efforts undertaken to advance indigenous reconciliation.

PUBLIC INTEREST RATIONALE

Supporting Truth and Reconciliation in regulation and the wider healthcare system is one of the ways colleges can address the systemic inequalities and barriers that exist for many individuals.

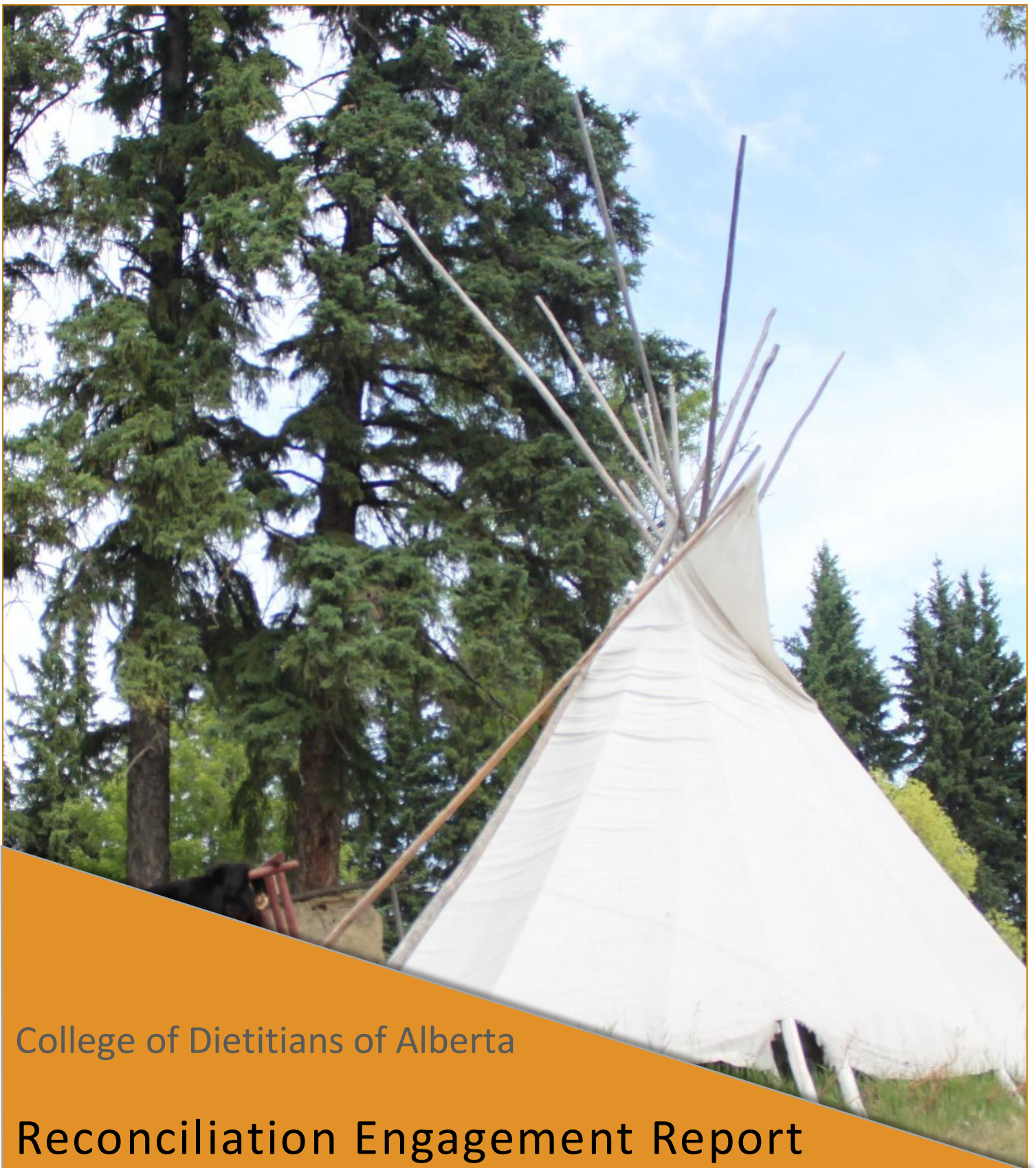
FOR CONSIDERATION

As pre-reading for the panel session, the board is encouraged to review the reconciliation resources available on the [CDBC](#) and [CDA](#) websites.

In addition, in 2021, CDA engaged with Alberta dietitians, through a survey and focus groups, to help shape the College's reconciliation journey. The results of the engagement undertaken by CDA, along with recommended next steps are summarized in the College of Dietitians of Alberta Reconciliation Engagement Report (*Appendix 1*). The results of CDA's engagement with its members will be used to develop a reconciliation action plan.

ATTACHMENTS

- Appendix 1: College of Dietitians of Alberta Reconciliation Engagement Report



College of Dietitians of Alberta

Reconciliation Engagement Report

Prepared by Askiy Consulting Inc.

November 30, 2021

Askiy Consulting Inc.
Email: donna@askiyinc.ca
Telephone: 587-679-5003

The office of Askiy Consulting Inc is located on the borders of Treaty 6 and 7 territories: homelands and traditional gathering places of the Cree, Blackfoot Confederacy, Metis, Nakota Sioux, Iroquois, Dene, Ojibway/Saulteaux/Anishinaabe and Inuit.

Askiy would like to thank all participants and CDA staff and Council for their assistance and support in carrying out this work.

Cover Photo: Teepee at Metis Crossing, Smokey Lake Alberta.

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Terminology

Throughout this document the term “Indigenous” is used to identify the original inhabitants of Canada and is the preferred term used by by First Nations, Metis and Inuit people in Canada.

The term “aboriginal” is used from a political and legal context and includes the Indian (E.g., First Nation people), Inuit, and Métis peoples of Canada, as recognized under Section 35(2) of the Constitution Act, 1982).

1.0 Introduction

There is a strong connection between food and Indigenous reconciliation in Canada. Throughout the history of contact and colonization, food was used as a tool of oppression, control, and marginalization by colonial governments. For many years, it was the Canadian government's practice to use food to control Indigenous people. Policies were implemented with the intention of limiting Indigenous people's ability to engage in hunting and fishing activities. Food was withheld by government officials until First Nation people moved to their appointed reserves, an action that put Nation's people in the position of having to trade freedom for rations. Once on reserves and unable to leave without express permission from the Indian Agent, food was again often withheld, sometimes placed in ration houses and withheld for so long that food rotted. This cycle occurred over decades and caused Indigenous people to fall into long periods of malnutrition, suppressed immunity, sickness and death.¹

Residential school survivors speaking to the Royal Commission on Aboriginal People (RCAP) and then to the Truth and Reconciliation Commission of Canada (TRC) shared stories of starvation, malnutrition, and abuse; of being forced to eat rotten and maggot-infested food to survive and being forced to work on orchards and farms to monetize the schools.² TRC concluded in its Summary Report that "[t]he federal government knowingly chose not to provide schools with enough money to ensure that kitchens and dining rooms were properly equipped... and, most significantly, that food was purchased in sufficient quantity and quality for growing children."³ Further, "[t]he tuberculosis health crisis in the schools was part of a broader Aboriginal health crisis that was set in motion by colonial policies that separated Aboriginal people from their land, thereby disrupting their economies and their food supplies."⁴

Children in Indian Residential Schools were also subject to food experiments. "Between 1942 and 1952, some of Canada's leading nutrition experts, in cooperation with various federal departments, conducted a series of nutritional studies of Aboriginal communities and residential schools."⁵ Those involved with these studies included Lionel Pett, the primary architect of Canada's Food Guide.

¹ James Daschuk. When Canada used hunger to clear the West. (The Globe and Mail, July 19, 2013)

² Honouring the Truth, Reconciling for the Future Summary of the Final Report of the Truth and Reconciliation Commission of Canada, The Truth and Reconciliation Commission of Canada, 2015

https://ehprnh2mwo3.exactdn.com/wp-content/uploads/2021/01/Executive_Summary_English_Web.pdf, p. 90.; Erasmus, G. (2004, March 12, 13). *Notes on A History of the Indian Residential School System in Canada*. Aboriginal Healing Foundation. <https://www.ahf.ca/downloads/is-reconciliation-possible.pdf>; Canada.

Royal Commission on Aboriginal Peoples. Looking Forward Looking Back Report of the Royal Commission on Aboriginal peoples. Vol. 1: Ottawa: The Commission, 1996.

³ Honouring the Truth, Reconciling for the Future Summary of the Final Report of the Truth and Reconciliation Commission of Canada, The Truth and Reconciliation Commission of Canada, 2015

https://ehprnh2mwo3.exactdn.com/wp-content/uploads/2021/01/Executive_Summary_English_Web.pdf, p. 90.

⁴ Ibid. p. 93.

⁵ Mosby I. Administering colonial science: Nutrition research and human biomedical experimentation in Aboriginal communities and residential schools, 1942–1952. *Social History*. 2013;46:145–72.

The permanent alteration of traditional Indigenous food systems of hunting, fishing and gathering, eroding food sovereignty and food security was, and continues to be a devastating process of cultural genocide for many Indigenous people and communities. Today, Indigenous people face poorer health outcomes than non-Indigenous people, and much of the cultural knowledge associated with food security and sovereignty is lost.⁶

While access and availability of food was often used as a tool of colonization, it has the potential to be a tool for healing and reconciliation.⁷ The College of Dietitians of Alberta (CDA) recognizes this connection and the need for reconciliation within the dietetic profession. In 2019 CDA identified reconciliation as a key area of focus for the College moving forward. In 2020, CDA Council established a sub-committee on reconciliation to explore ways in which the College can align to the TRC's calls to action.⁸

After some learning, exploration, discussion, and work done by Council and the newly formed Reconciliation Committee, the Council and Committee prepared to engage CDA registered members for input to shape CDA's reconciliation journey in early 2021. Askiy Consulting Inc., an Indigenous-owned company, was contracted to conduct this engagement and consultation and assist in developing a reconciliation action plan (RAP) for the College.

1.1 What is Reconciliation?

According to the TRC, "...reconciliation is about establishing and maintaining a mutually respectful relationship between Aboriginal and non-Aboriginal peoples in this country. In order for that to happen, there has to be awareness of the past, an acknowledgement of the harm that has been inflicted, atonement for the causes, and action to change behaviour."⁹ Ten principles guided the work of the TRC and are an important starting point in reconciliation.¹⁰

What is reconciliation when we talk about food? For CDA, reconciliation is about food, nutrition, options, and choices. It involves creating an awareness of the past, reflecting on stories of food, nutrition, health and well-being, and understanding the importance of traditional food systems in Indigenous culture, society and identity. It is also about recognizing stories of purposeful starvation and malnutrition of Indigenous people, and food and diet experiments conducted on children in residential schools. Reconciliation is about working with Indigenous people in taking action to positively influence the health and well-being of Indigenous people in this province.

⁶ Food Secure Canada. Indigenous Food Sovereignty (n.d.). P. 2.

https://foodsecurecanada.org/sites/foodsecurecanada.org/files/briefing_notes_food_for_reconciliation_fsc5bigideas_072017.pdf

⁷ Ibid. p. 2.

⁸ https://ehprnh2mwo3.exactdn.com/wp-content/uploads/2021/01/Calls_to_Action_English2.pdf

⁹ Honouring the Truth, Reconciling for the Future Summary of the Final Report of the Truth and Reconciliation Commission of Canada, The Truth and Reconciliation Commission of Canada, 2015.

https://ehprnh2mwo3.exactdn.com/wp-content/uploads/2021/01/Executive_Summary_English_Web.pdf, p. 6.

¹⁰ See Truth and Reconciliation Commission of Canada. What have we learned? (2015). Pg. 3.

1.2 What is a Reconciliation Action Plan?

A RAP is a framework developed by organizations to advance reconciliation and may include formal structured approaches like that used by the Government of Australia. They incorporate four types of RAP that an organization can develop: Reflect, Innovate, Stretch, Elevate. Each type of RAP is designed to suit an organization at different stages of their reconciliation journey.¹¹ An organization's reconciliation action plan should reflect the current context, values, needs and practices of an organization. As the organization evolves, so should the RAP.

2.0 Engaging Members on Reconciliation

Engaging members is a key step in the development of a RAP for CDA. A participatory approach that includes the voices of staff, members, and the communities that the organization may impact is crucial in developing a strategic focus for reconciliation. Scoping a plan forward should meet the needs of stakeholders and align with the College's legislative role and mandate. The process and methodology should provide an opportunity for all voices to see themselves in the plan. For this reason, hearing from CDA members was a key priority in reconciliation engagement in 2021.

From July to October 2021, CDA registered members were offered two opportunities to engage on the topic of reconciliation, CDA's role in reconciliation, and to hear from members on what they need to support reconciliation in their practice. The first engagement was completed using an online survey (Appendix 1), the second involved a series of online focus group sessions (Appendix 4).

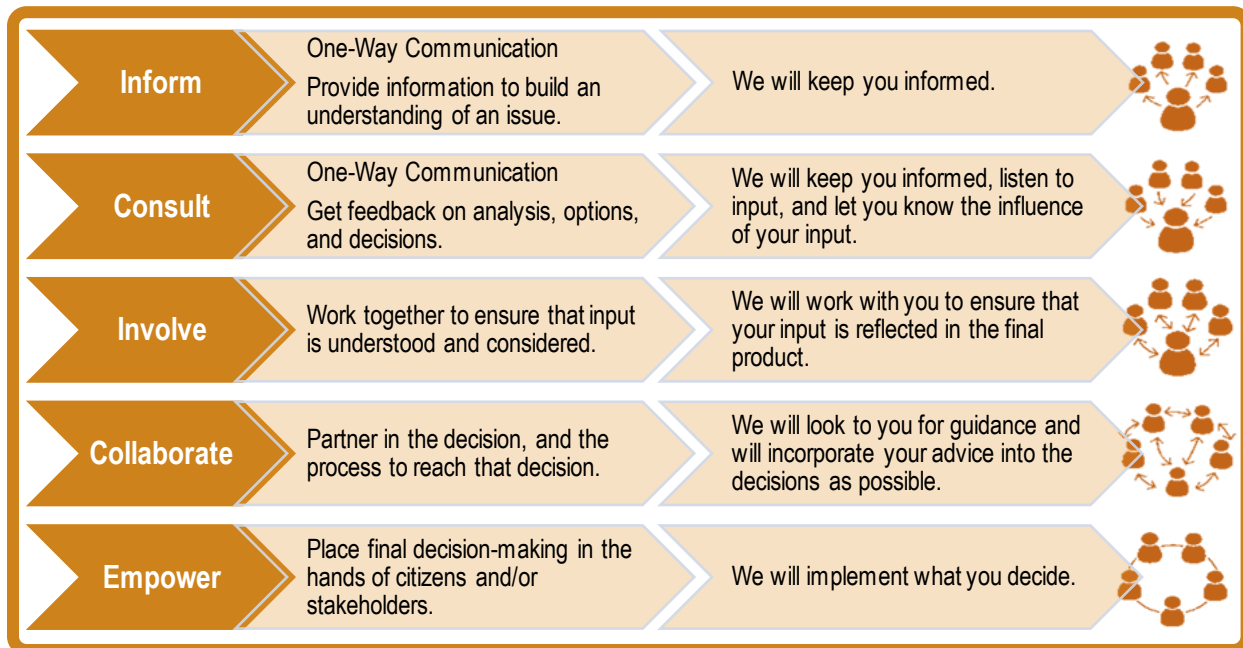
The goals of engagement are:

- *To increase stakeholder understanding of and participation in Reconciliation Action Planning and coordination efforts.*
- *To develop a list of recommendations to move forward on an RAP.*

Engagement activities occur along a spectrum of public involvement. For this project, Askiy Consulting Inc. engaged members at the 'consultation' level for the survey, seeking input, ideas, and feedback; and at the 'involve' level through the focus groups, where participants were provided an opportunity to explain and discuss their positions in providing input on the ideas for a RAP.

¹¹ Reconciliation Australia, <https://www.reconciliation.org.au/the-rap-framework/>

Figure 1. The spectrum of engagement, adopted from the International Association of Public Participation, www.iap2.com



The online reconciliation survey was sent out on July 22, 2021 to 1376 registered CDA members via email. The objectives of the survey were to:

- **Generate baseline data for CDA to use in current and future analysis**
- **Assess and generate support for reconciliation initiatives**
- **Generate input and ideas on the role and issues of importance to CDA and dietitians in reconciliation and actions it might take in its journey**
- **Identify potential participants for focus groups.**

The survey closed after approximately six weeks, on September 2, 2021. During the survey timeframe, three email reminders were sent encouraging members to complete the survey. A total of 554 survey responses were received representing a 40% response rate. The survey questions are presented in Appendix 1. Detailed survey results are presented in Appendix 2.

157 people expressed interest in participating in a follow-up focus group dialogue session. From this list, 50 participants were randomly selected to participate in four focus group dialogues which were held from October 21-23, 2017, with a total of 39 participants in attendance.

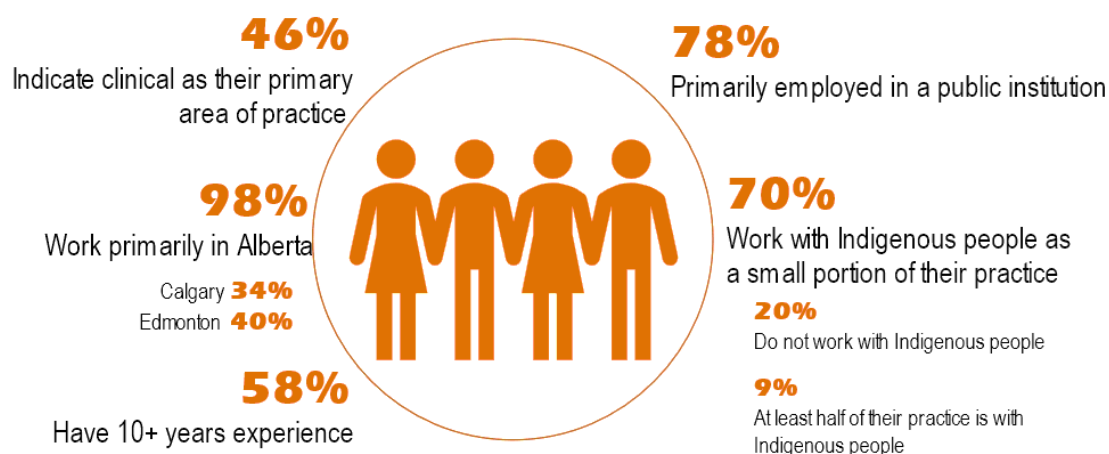
The focus group dialogue sessions were designed to build on the survey results by creating an opportunity for members to delve deeper into the results of the survey. The purpose of the focus groups is **to assist CDA in identifying the key reconciliation priorities, actions, and initiatives that should be considered for the RAP**. An outline of the focus group agenda and methodology can be found in Appendix 4, with a summary of the results and outcomes in Appendix 5.

2.1 Summary of Survey Engagement Results

Who Responded?

Of the 554 responses received on the reconciliation survey, 58% have ten or more years of experience working as a dietitian, with 3% having less than 1 year of experience. Most respondents (254) indicated clinical as their primary area of practice, followed by public/population health (87), and private practice (62). Most respondents, 78%, report being employed primarily by a public institution. 10% are self-employed, 7% report working for a private for-profit organization, and 5% for a private not-for-profit organization. Alberta is identified as the primary province or territory in which respondents (98%) provide services, 75% of whom work in either the Edmonton or Calgary areas (Figure 2).

Figure 2. Profile of survey respondents.



Work with Indigenous Populations—Individuals, Groups or Communities

When asked about their work with Indigenous populations, 70% of respondents indicated working with Indigenous populations as a small portion of their practice (Figure 4). Only 4% reported working with Indigenous populations as the majority of their work, with an additional 6% reporting it as half of their practice. 20% of respondents report not working with Indigenous populations. While some were not sure (4%), 64% feel that Indigenous reconciliation is relevant to their practice (Figure 3). Of those who do not see reconciliation as relevant to their practice, 28% still find benefit in knowing.

Figure 4. In your role as a dietitian, do you work with Indigenous individuals, groups, or communities?

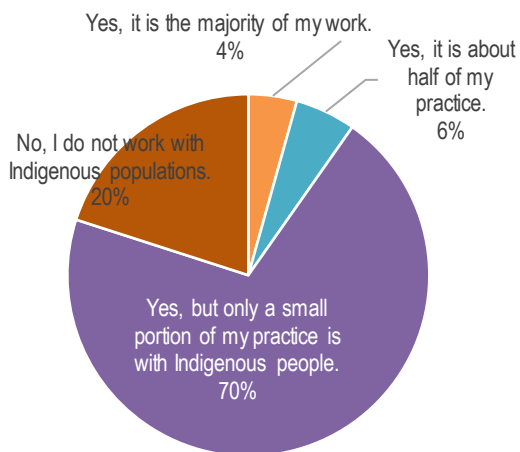
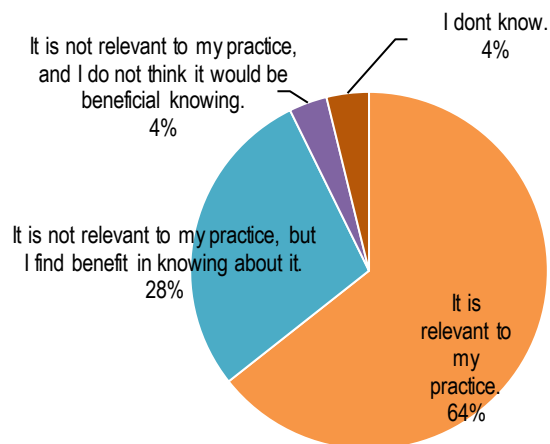


Figure 3. How important is Indigenous reconciliation to your practice?

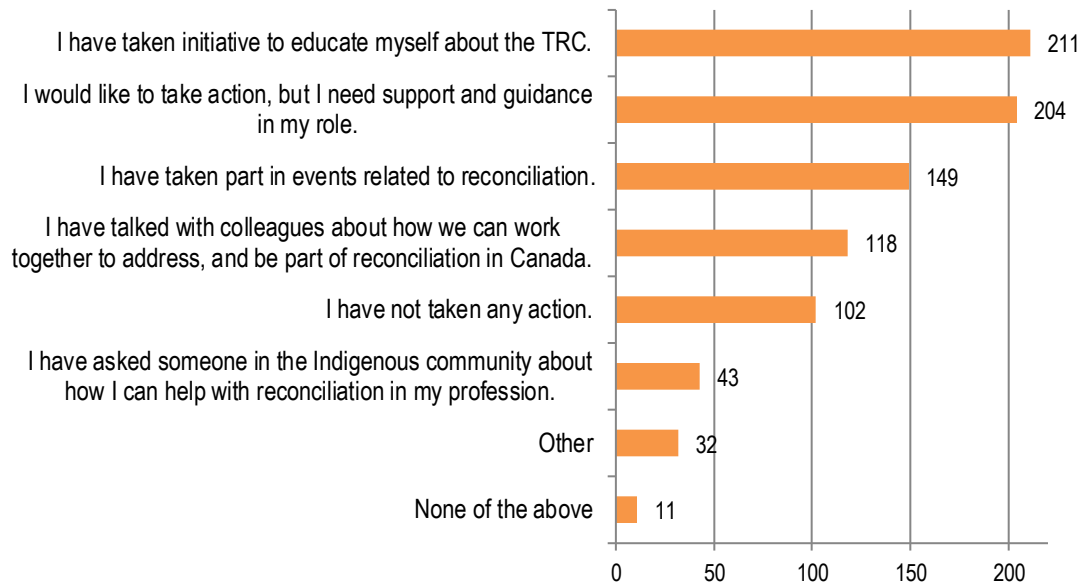


Current Level of Knowledge

Respondents reported varying levels of knowledge of the 2015 TRC and the Indigenous residential school history in Canada. 64% reported their knowledge as poor (22%) or fair (42%) while 36% reported their knowledge as either good or excellent. Respondent knowledge appears to come from third party sources. When asked about their familiarity with the TRC recommendations, 43% report being familiar despite not having read them, while 32% report not being familiar despite reading them in brief. 10% are familiar with the recommendations having read them in full, and another 15% are unaware and have never read the TRC recommendations.

Of those who responded, only 102, or 12% have not taken any action toward implementing the TRC Calls to Action. And while a large number have taken action in the form of education (211 or 24%), an almost equal number (204 or 23%) are looking for support and guidance in order to take action. Figure 5 illustrates some of the actions respondents have taken with regard to implementing the TRC Calls to Action.

Figure 5. What actions or endeavors have you taken towards implementing the 2015 TRC Calls to Action?



Key Themes

In the survey participants were asked to provide their perspectives on roles and actions for CDA. Specifically, the respondents were asked:

- ***What roles do you see as important for the College of Dietitians of Alberta to play in reconciliation? (Question 12)***
- ***The College of Dietitians of Alberta is looking for input around the concrete actions, and initiatives it can take, programs, resources and events it might develop to better support reconciliation and the efforts of members related to reconciliation. What are your ideas about specific initiatives or actions that the College of Dietitians of Alberta should be involved with regarding reconciliation? (Question 14)***

There were over 450 individual responses to the two questions. Analysis of the responses commenced with eliminating all comments that were either ‘no comment’ responses and removing duplicate responses. Similar responses were then combined.¹² The goal included distilling the responses into a manageable list, while still representing the diversity of ideas. The other objective of categorizing ideas included reducing repetition and linking complementary and related ideas. The result of this process is a list of more than 145 suggestions and ideas for the College to consider as it contemplates developing a reconciliation action plan.

¹² For example ‘Education’, ‘Courses’, ‘Training’ were ideas put forward by dozens of people using different language. The similarity and duplication of ideas in these comments meant they were combined into one comment.

Once the ideas were reviewed and categorized, three key themes emerged. The themes are education, advocacy and member support, and internal policy and engagement. Each idea was then assigned one of the three themes.

Figure 6 provides examples of some ideas presented in the survey that were considered under each theme. For an exhaustive list of ideas, refer to Appendix 3.

Figure 6. Examples of ideas and the themes that emerged when respondents were asked to (1) suggest roles CDA could play in reconciliation; (2) identify concrete actions for the College; and (3) to identify supports CDA could provide to registered members.

EDUCATION	ADVOCACY & MEMBER SUPPORT	INTERNAL POLICY & ENGAGEMENT
<ul style="list-style-type: none"> – Offer education & training – Bring awareness to existing education, training & other resources 	<ul style="list-style-type: none"> – Federal and provincial advocacy – Advocate for employers to create space to support reconciliation – Advocate for the importance of reconciliation in dietetics – Support members in engaging in reconciliation actions – Set expectations for members in this environment – Supports for Indigenous youth to enter dietetics 	<ul style="list-style-type: none"> – A public recognition of the role of nutrition experiments in residential schools – Indigenous people on the board or staff of CDA – Encourage more Indigenous dietitians – Include in the competencies and/or standards of practice – Build relationships with Indigenous community for guidance – Work with Gov't, University, DC on policy, education, and advocacy

2.2 Summary of Focus Group Engagement Results

A maximum of 12 participants were invited to each focus group dialogue session. At each session, participants were divided into three smaller groups of three or four participants, depending on the size of the large group. Each small group cycled through each of the key themes and asked to review all the categorized ideas for that theme area. Participants were also told they could 'add' to an idea or 'enhance' an idea. (Appendix 3), if they wished to do so.

The task for each small group included identifying the top 5 ideas for each theme area. For each selected idea participants were asked to prioritize it using a matrix indicating the level of effort required to implement the idea (the Y axis) and the level of impact it could have (the X axis). Low effort is defined as ideas that require little to no effort and could include ideas that might already exist that CDA might build on. High effort is defined as those ideas that require extensive resources to advance them and require intentional steps and resources to action. Low impact ideas generate a low consequence and effect, while high impact ideas generate high consequences and effects. The results and outcomes of this exercise are summarized in Appendix 5.

Priorities Identified

From the focus group dialogue results, the ideas most frequently selected by the four dialogue sessions indicate the priorities of members. Any Ideas that were selected three or more times by the four focus group dialogue sessions have been ranked as the "top ideas" as they were the most popular and were more frequently selected above all the other ideas for each theme area. The tally and outcomes on the review of all ideas for each focus group by theme resulted in 18 top ideas or priorities. These ideas are presented in Figure 7.

Figure 7. Top-ranked ideas identified by four focus groups, by theme, effort, and impact

EDUCATION	ADVOCACY & MEMBER SUPPORT	INTERNAL POLICY & ENGAGEMENT
– Importance and need for the Kairos Blanket (<i>low effort-high impact</i>)	– Offering supports, resources, and sessions to support educating dietitians on reconciliation and their roles, including creating awareness of resources and supports available towards helping RDS understand and serve Indigenous populations. (<i>low to high effort-high impact</i>)	– Make a continuing competence model (E.g., TRC and Indigenous awareness and sensitivity training within first 1-2 years of becoming a member, develop in collaboration with RDs and major employers.) (<i>low effort-high impact</i>)
– Importance of mandatory internships learning in Indigenous communities. (<i>high effort-high impact</i>)	– Need for updated legislation to promote equitable services to indigenous populations. (<i>high effort-high impact</i>)	– More focus on increased diversity in dietetics (<i>high effort-high impact</i>)
– Bring in Indigenous advisors or speakers (<i>low effort-high impact</i>)	– Dietitian support and funding in Indigenous communities. (<i>high effort-high impact</i>)	– Focus on Indigenous representation in College at Board level or Elder on Council. (<i>low to high effort-high impact</i>)
– Ongoing examination of how white supremacy and colonialism are embedded in dietetic practices, policies, competencies. (<i>low effort-high impact</i>)	– Policy changes such as clean drinking water, access to affordable food, and equal access to services. (<i>high effort-high impact</i>)	– Consult with Indigenous people on what reconciliation looks like— especially relating to legacy of dietetics profession in residential schools. (<i>low to high effort -high impact</i>)
– Focus on trauma informed care using principles of safety, choice, collaboration, trust and empowerment. (<i>high effort-high impact</i>)	– Cultural safety around food and improved access to dietitians in Indigenous communities. (<i>high effort-high impact</i>)	– Work with Post-secondary institutions to include aboriginal health, eating patterns, risks to nutritional health (<i>low to high effort -high impact</i>)
– Unconscious bias workshops (<i>low effort-high impact</i>)		
– Support indigenous research re: health and nutrition (conducted by indigenous people for indigenous people) (<i>low to high effort-high impact</i>)		
– Financial assistance for indigenous students entering dietetics (<i>high effort-high impact</i>)		

3.0 A Plan for Action

The engagement undertaken by CDA in 2021 was focused on moving the College forward on its reconciliation journey in a way that is measured, planned, and purposeful. Responses from registered members to the survey and focus group dialogue sessions indicate that they are supportive, grateful, and anxious for the college to act on reconciliation.

Moving forward into action requires intentional efforts. To accomplish this, Askiy Consulting Inc. recommends CDA consider the following recommendations as next steps towards those actions:

1. RAP Planning

This research provides a foundation from which CDA can build a RAP. CDA can consider engaging in a planning session to build its RAP that would cover the following:

- Review and discuss the results of the engagement.
- Identify goals and objectives and associated priority actions within (and outside) of the College's mandate.
- Create an action plan and timeline for accomplishing the actions, and commit the necessary financial resources
- Complete and adopt a Reconciliation Action Plan for CDA.

2. Indigenous Engagement & Partnership Development

Reconciliation is not a journey CDA should walk on its own. Many of the questions and issues raised need input from an Indigenous perspective to identify solutions, maximize effectiveness, and legitimize CDA's steps on its reconciliation efforts. The College should explore what Indigenous engagement, partnerships, and guidance might look like for them; and how Indigenous engagement and Indigenous voices might become a regular part of the College's planning cycle.

3. Ongoing Communication with Members and Stakeholders

The results of this engagement and the College's next steps should be communicated to members and other stakeholders. It is important for members to see their efforts in the results and subsequent actions of the College. The efforts of the College should be promoted. The College should consider developing a communication plan to ensure communication is consistent and regular.

Communicate results to stakeholders such as Alberta Health Services, Alberta Health and the University of Alberta, as well as other health regulators. Many of the suggestions and ideas provided by members in this engagement fall outside of the mandate and regulatory responsibilities of the College but fall within that of CDA stakeholders.

4. Maintaining Momentum by Implementing Low Effort Actions

Actions like the provision of the KARIOS Blanket Exercise and the development of existing resource lists or developing a speaker series (all suggestions documented through the survey), are quick and low-effort actions that the College can undertake immediately to help maintain the momentum built through the engagement. Reconciliation is a long process, and it requires dedication and consistency to be successful.

Appendix 1. Reconciliation Survey Questions

1. How long have you worked as a registered dietitian?

- Less than 1 year
- 1 to 5 years
- 6 to 10 years
- More than 10 years

2. Who is your primary employer?

- Public organization (e.g., health authorities, government, not-for-profit)
- For profit private organization
- Not-for-profit private organization
- Self-employed (e.g., consultant, own private practice)

3. What is your current area of dietetic practice?

- Administrative
- Clinical
- Education
- Food Service
- Home Care
- Industry
- Long Term Care
- Primary Care Network/Physicians Office
- Private Practice
- Public/Population Health
- Other (please specify)

4. In your role as a dietitian, do you work with Indigenous individuals, groups, or communities?

- Yes, it is the majority of my work.
- Yes, it is about half of my practice.
- Yes, but only a small portion of my practice is with Indigenous people.
- No, I do not work with Indigenous populations.

5. Select the province or territory in which you PRIMARILY provide services:

- Alberta
- Yukon
- Northwest Territories
- Other (please specify)

6. What is your primary location of practice in Alberta?

- North
- Edmonton
- Central
- Calgary
- South

7. How important is Indigenous reconciliation to your practice?

- It is relevant to my practice.
- It is not relevant to my practice, but I find benefit in knowing about it.
- It is not relevant to my practice, and I do not think it would be beneficial knowing.
- I don't know.

8. How would you rate your current level of knowledge on the topic of the 2015 Truth and Reconciliation Commission (TRC) and the Indigenous residential school history in Canada?

- Excellent
- Good
- Fair
- Poor

9. How familiar are you with the 2015 Truth and Reconciliation Commission Calls to Action?

- I have read them in full and am familiar.
- I have done a quick read of the recommendations but am not familiar.
- I am familiar but I have never read the recommendations.
- I am not aware of and have never read the recommendations.

10. What actions or endeavors have you taken towards implementing the 2015 TRC Calls to Action? (check all that apply)

- None of the above
- I have taken initiative to educate myself about the TRC.
- I have talked with colleagues about how we can work together to address and be part of reconciliation in Canada.
- I have asked someone in the Indigenous community about how I can help with reconciliation in my profession.
- I have taken part in events related to reconciliation.
- I would like to take action, but I need support and guidance in my role.
- I have not taken any action.
- Other

11. How would you describe the level of support you receive to participate in reconciliation actions or initiatives during work hours?

- This is not a barrier for me and I am compensated by my employer when I attend or participate in reconciliation actions/initiatives during work hours.
- This is a barrier for me since I am not compensated by my employer when I attend or participate in reconciliation actions/initiatives during work hours.
- I prefer to participate in reconciliation actions on my own time.

12. What roles do you see as important for the College of Dietitians of Alberta to play in reconciliation?

13. What are some things that the College of Dietitians of Alberta can do to better support your needs on the TRC calls to action? (select all that apply)

- Focus on training for dietitians that deepens understanding, awareness, and recognition to reconciliation.
- Influence educational standards for dietitians to include land based and harvesting based food learning, and on the land learning.
- Focus on partnerships and relationship building with indigenous people and their communities.
- Focus on the College's mandate and its reach related to building reconciliation.
- Focus on influencing government policy.
- Nothing, I do not see Indigenous reconciliation as being relevant to the regulation of the profession.
- I don't know.
- Other

14. The College of Dietitians of Alberta is looking for input around the concrete actions, and initiatives it can take, programs, resources and events it might develop to better support reconciliation and the efforts of members related to reconciliation. What are your ideas about specific initiatives or actions that the College of Dietitians of Alberta should be involved with regarding reconciliation?

15. Are you willing to participate in a focus group in the fall to discuss reconciliation in more detail?

- Yes
- No

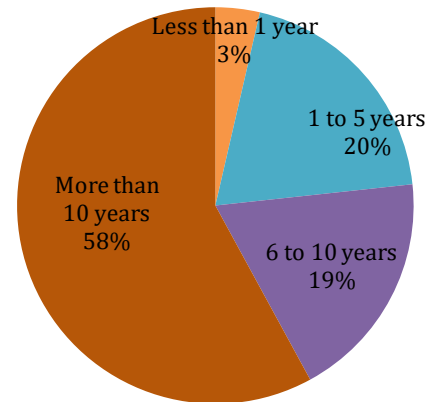
16. Do you have any additional comments, questions, or thoughts?

Appendix 2. Reconciliation Survey Engagement Results

On July 22, 2021, CDA sent out invitations to complete a reconciliation survey to 1376 registered dietitians. This survey is designed to gather initial input from participants on their professional experience and interaction with Indigenous people and communities, their perspectives of reconciliation, what they need for their reconciliation journey, and the role the college might play in reconciliation. The results are provided below.

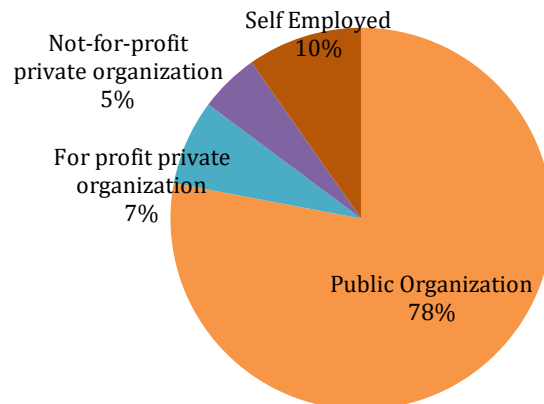
1. How long have you worked as a registered dietitian?

Most respondents, almost 60%, have worked as a registered dietitian for 10 or more years. Almost 80% for at least 6 years.



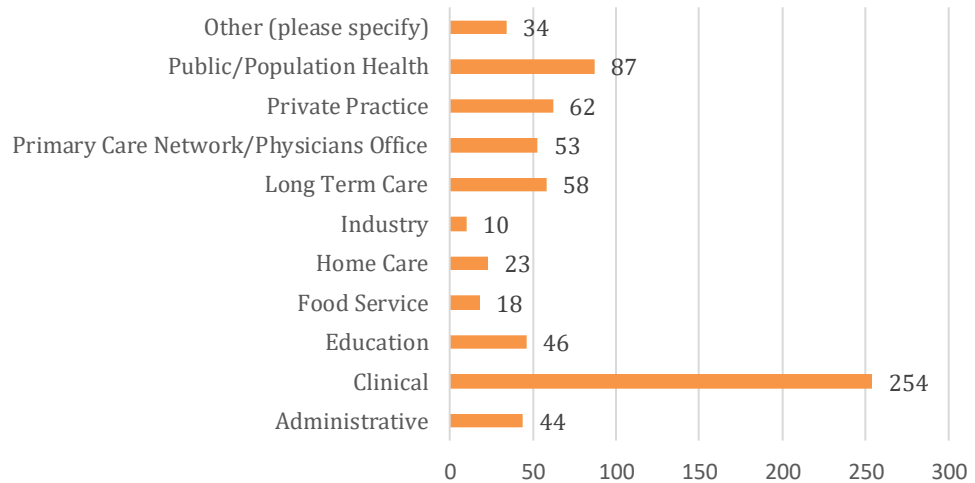
2. Who is your primary employer?

The College recognizes that registered Dietitians may have multiple sources of employment and income. When asked about their primary employer, respondents overwhelmingly indicated they are primarily employed by a public health organization (78%).



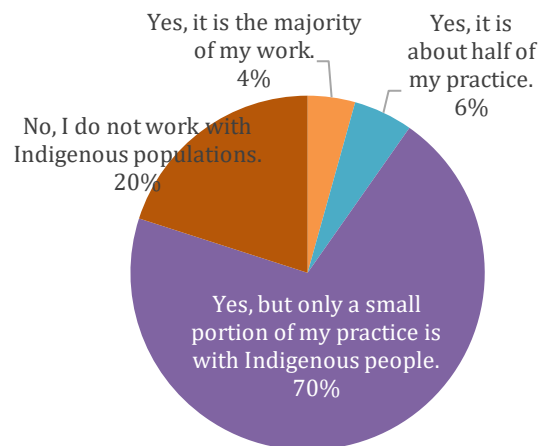
3. What is your current area of dietetic practice?

Most respondents reported clinical as their current area of dietetic practice (254). Only 10 respondents indicated industry as their primary area of practice.



4. In your role as a dietitian, do you work with Indigenous individuals, groups, or communities?

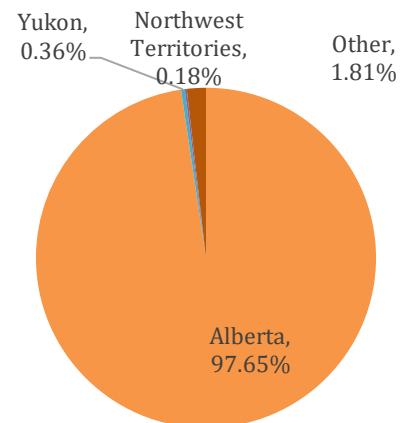
When it comes to working with Indigenous individuals, groups, or communities, approximately 80% of respondents indicated that they do work with Indigenous individuals, groups, or communities. For 4% of respondents, this is the majority of their work.



5. Select the province or territory in which you PRIMARILY provide services:

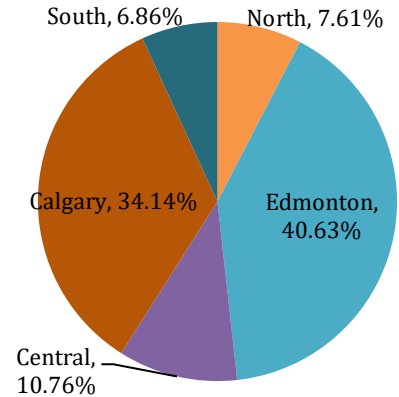
Over 97% of respondents report Alberta as the province or territory in which they primarily provide services. Others include:

- United States
- Manitoba
- British Columbia
- Ontario
- BC, ON, MB, AB
- Alberta and Saskatchewan
- Ontario
- International
- Not employed
- British Columbia



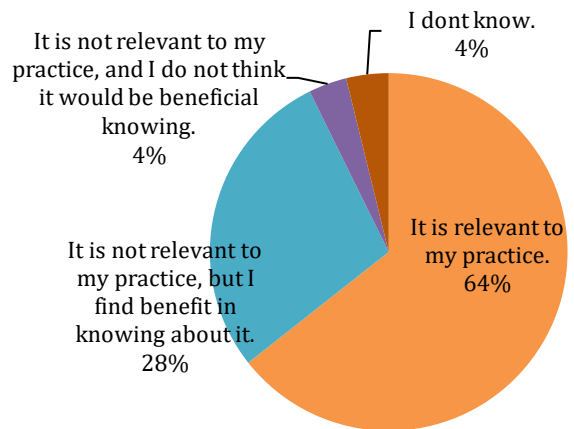
6. What is your primary location of practice in Alberta?

Approximately 75% of respondents work primarily in the Calgary and Edmonton areas. Only 6.8% and 7.6% report the south and north respectively, as their primary area of practice.



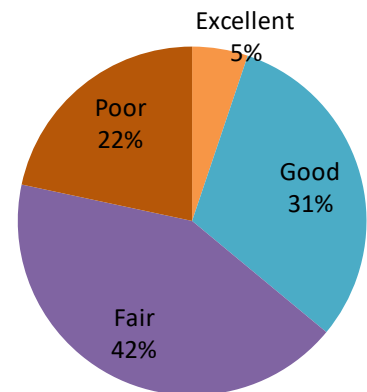
7. How important is Indigenous reconciliation to your practice?

When asked about the importance of reconciliation to their practice, 64% of respondents indicated that reconciliation is relevant to their practice. 28% felt that while reconciliation may not be relevant to their practice, there is still a benefit in knowing about it.



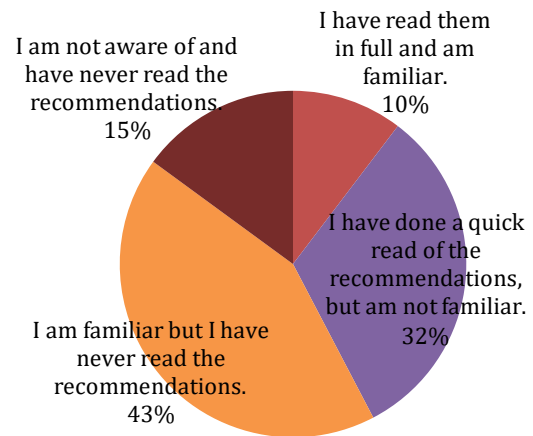
8. How would you rate your current level of knowledge on the topic of the 2015 Truth and Reconciliation Commission (TRC) and the Indigenous residential school history in Canada?

Survey respondents do not feel they have a deep knowledge of the 2015 Truth and Reconciliation Commission and the history of Indigenous Residential Schools in Canada. Only 5% rate their knowledge as excellent, while 64% rate it as poor (22%) or poor (42%).



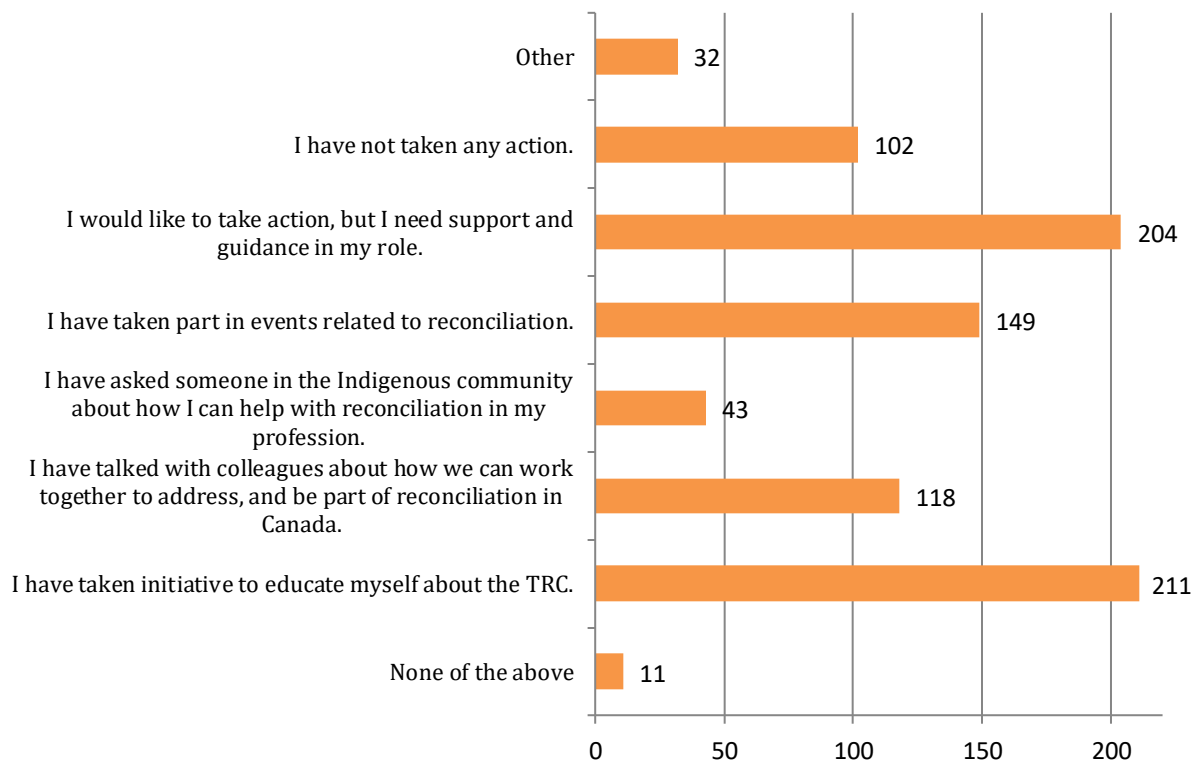
9. How familiar are you with the 2015 Truth and Reconciliation Commission Calls to Action?

Most respondents have never read the TRC Calls to Action, 58%; although 43% indicated being familiar with the Calls to Action despite never having read them. 42% report reading the Calls, with 10% indicating they are familiar with them.



10. What actions or endeavors have you taken towards implementing the 2015 TRC Calls to Action? (check all that apply)

Survey respondents have been active in implementing the TRC Calls to Action, participating in events and generally educating themselves about the TRC. The 'Other' responses While many indicate they have not taken any action, there is twice the number of responses indicating that respondents want to take action but are in need of support and guidance.



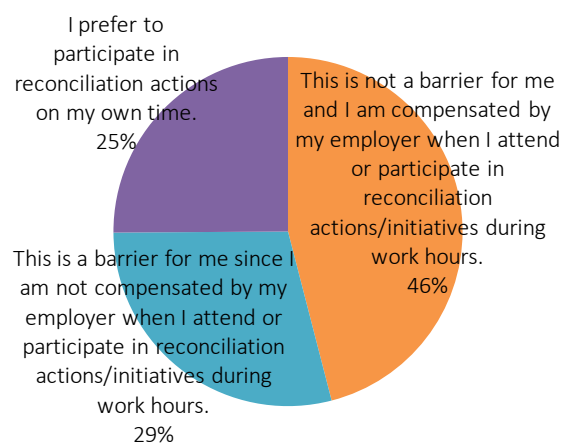
Other responses:

- Including TRC Calls to Action as a foundational document in the development of the provincial action plan that I'm overseeing
- Completed modules to enhance understanding. Ensure to listen to Indigenous stories
- personally donate to "water first", "Northern Bridge" and "Indispire " charities as monthly donor
- I am completing a master's in clinical social work that has highlighted the impact colonialism has had on Indigenous peoples and have been researching about traditional healing practices that help fracture the broken relationships Indigenous peoples have with themselves, their family, community, culture, spirituality, and land. I believe we need to advocate for more practices within our dominant bio-medical discourse that incorporates traditional ways of healing and nutrition.
- mandatory AHS learning modules required by employer
- I have incorporated education completed through Alberta Health Services into my practice when/able.
- mandatory corporate education
- Working on U of A Indigenous Canada course
- I have ordered the book 'A knock at the door' by the TRC
- I have taken Indigenous awareness courses, attended presentations on TRCs.
- I have attended workshop discussions at the university of Calgary and held in the community to learn more. I very much want to be a part of reconciliation. I have indigenous clients and I want to be informed and sensitive. I truly believe this is a national journey in which individuals take steps forward. I do NOT think colleges have a role in overseeing this reconciliation. At what point does a regulatory body stop influencing public issues? I would welcome learning opportunities offered by the college.
- I have actively engaged with my MLAs and MP around my concerns around the treatment of Indigenous Peoples and communities
- I work for AHS. AHS has also made it a priority to incorporate TRC recommendations in workplace. As a result, employees are required to do number of courses to learn more about TRC history and AHS's position on that. As an employee I have completed all the courses to educate myself on indigenous history and TRC recommendations which has helped me to provide more culturally appropriate to my clients
- Asking someone indigenous how I can help with reconciliation is not helpful as it puts the onus back on the marginalized population
- I feel like I am conscious of contributing factors affecting health as related to indigenous history. I have surface level understanding of the effects of residential schools on generations of indigenous people. However, knowledge gaps are large.
- Currently completing the Nourish: Food is Medicine learning modules
- I have completed our required organizational learning activities related to Indigenous Health; I have attended many optional webinars and live speaker events; Indigenous awareness is integral to my work when I implement the philosophy of patient-centered care, and diversity and inclusion.
- AHS Indigenous workshops
- Watched interviews with indigenous people on their experiences.
- Being Indigenous and growing up in an Indigenous community
- Advocating for changes to Dietetic training program
- Training
- My children are indigenous, and we have discussed it.
- I have spoken with my peers (not colleagues) about impact and implications of TRC and done self-led learning
- I have taken some education modules
- taking U of A indigenous online free course, read books/online resources on residential schools

- I would like to know the background of the residential schools and feedback from indigenous and non-indigenous participants from the different organizations involved and what the original goals were and the social situations during the time of their formation, why certain actions were taken, and the culture of that time, hear from historians of Indigenous studies from University of Alberta and University of Saskatchewan, Mr. Coates from Saskatoon, representative from First Nations like Pelican Narrows, Dechambeault Lake, South End.
- I am Indigenous
- Following current events and reading on the topic.
- Am currently completing the U of A indigenous course.
- I have completed Indigenous Awareness Training through my organization
- I am Indigenous

11. How would you describe the level of support you receive to participate in reconciliation actions or initiatives during work hours?

Employers appear to be supportive of their dietitians participating in reconciliation actions and initiatives during working hours; 46% indicate they are supported and compensated. 29% of respondents report they are not compensated when participating in reconciliation actions and initiatives during work hours.



12. What roles do you see as important for the College of Dietitians of Alberta to play in reconciliation?

- Ongoing member education and advocacy regarding the importance of reconciliation and decolonization. Ongoing examination of how white supremacy and colonialism are embedded in dietetic practices, policies, and competencies.
- Broadly, education and advocacy.
- Advocacy, provide/contribute to direction for education
- Advocating for cultural safety around food and improved access to Dietitians in Indigenous communities
- Providing education opportunities for members
- Advocacy and training for dietitians to have increased cultural competence
- Recognition of nutrition and cultural impact of traditional food sources and support non-nutritional benefits as well. Advocate for social wellbeing of our patients and for improved access to traditional food sources, especially in urban centres. Advocate for affordable, reliable food sources in remote communities. Mostly, patient centered care, including awareness of limited access to food, limited access to cookware/kitchen facilities/food prep knowledge and traditional beliefs around food sharing.
- Promoting and removing barriers for indigenous people to become dietitians.
- Recognizing the significance of T&R training to both education and continued learning.
- Advocate for dietitian support and funding in indigenous communities as food security and nutritional status is a major impact on health status.
- Building competency in new dietitians so help eliminate the stigma commonly held among many new health professionals entering the work force.
- Supporting Dietitians to learn more - offer as option for CCP learning goals to encourage this
- Make this one option for continued competencies

- I think the college needs to assess the University of Alberta dietetic program and the lead director for bias and perpetuation of harmful stereotypes and derogatory comments
- Leadership on the expectation for all dietitians to understand the history of indigenous peoples and provide cultural competency/ sensitivity training, and clarify actions dietitians can take
- I'm really not sure. I think it's great that the discussion is starting but I don't know what roles both CDA and individuals play. Perhaps directing members where to look for information, advocating those employers create a space that supports reconciliation (ie time to read the TRC at work)
- "Advocating for workplaces to allow time for education and learning.
- A dietitian specific workshop or webinar can help me and colleagues to understand and integrate into our practices."
- Some ideas that may be explored: 1) Develop a list of resources to be posted on the College's website. There is a lot of info out there, so vetting some of the key/"best" ones as a starting point for members. For those RDs not supported by a large organization, a list of appropriate/top 10-20 resources (open access documents, videos, webinars, MOOCs, etc) might be helpful. 2) Have one CPP related to reconciliation/Indigenous awareness & learning in an upcoming year and give members advance notice of this. This would be a metric that could be reported to GOA e.g., "100% of College members have completed at least one learning activity on TRC/Indigenous Awareness and Sensitivity." Require that new college members must complete a CPP related to this topic within first 1-2 years of becoming a member. Require that all members complete a learning activity related to this topic every 5 years - similar to the Jurisprudence Module. People are very busy, and unless there is learning connected to a CPP I think it can fall to the wayside.
- Suggest having a competency around this issue, establishing awareness/links to relevant education and resources for practicing RDs.
- increase supports for indigenous people to get into the dietetics profession (and ideally reduce systemic barriers for all marginalized people).
- indigenous representation in CDA
- increase indigenous perspectives in dietetics curriculum
- Work with Indigenous people to review our competencies to ensure that they adopt the language of reconciliation and then revise them if needed accordingly. Educate members about ways to build reconciliation into our practice. Develop training programs about reconciliation.
- Acknowledging malnutrition in Indigenous communities, both past and present (including residential schools)
- Supporting and promoting policies that work towards reconciliation
- Training for RDs"
- Supporting members to pursue TRC actions/education.
- A responsibility to the public the College is there to protect. "
- Support from the College, recognizing the importance of reconciliation
- Supporting RDs in better understanding indigenous culture and providing guidance/support on how to work with indigenous clients as an RD - like understanding barriers to making dietary changes, being trauma informed, and ways they have/would like to use nutrition in their traditional forms of medicine, how western medicine and traditional medicine align or don't align.
- Guiding, offering resources and events
- It would be helpful if promotion of activities/events for awareness and education was implemented for registered members - this can support dietitians and improve their skills/understanding when working with Indigenous communities.
- Support RDs to learn about reconciliation and role in health and care of Indigenous clients.
- Provide direction and training. Take the lead on initiatives.
- supporting professional development activities; supporting community events the promote reconciliation
- providing information/guidance on where to find more information
- Providing guidance, awareness of pertinent opportunities, and support through webinars of programs that will help educate and direct implementation of reconciliation in practice.
- Providing resources, host seminars, providing guidance documents
- Offer supports, resources and sessions to support educating dietitians on reconciliation and our role. I feel we need to take a forward stance on supporting indigenous groups and showing we are both allies and advocates.
- "Provide links to resources for RDs to become informed on TRC. And, specifically, nutritional experiments conducted in residential schools-what was involved and how we use this Information today.
- Provide support for RDs to learn best ways to communicate with and treat indigenous clients.
- having resources that speak specifically to Indigenous People's nutrition concerns
- AHS offered a set of e-learning modules and a certification program on Indigenous People in Alberta and Indigenous Awareness and Sensitivity. It would be helpful if the college researched what learning options are out

- there and then direct the membership to those options. I think creating awareness of resources and supports available to dietitians, to help us understand and serve our Indigenous populations would be valuable.
- (1) Providing recommendations to regulated members regarding actions to take to facilitate reconciliation; (2) providing online resources or a recorded webinar for regulated members.
 - Making information available for awareness. I believe my direct employer should play a bigger role.
 - As fitting with the college role, ensuring that regulated members have the proper education and training to provide professional, competent and ethical services is most applicable here.
 - Offer some learning opportunities for RD. Make a continuing competence module
 - I think it should be mandatory that college members have knowledge of the reconciliation, and the college can play a role in educating members.
 - Help educate membership on what RDs can do to support reconciliation.
 - Make this a competency and requirement the first year or few years."
 - Ensure that TRC and the use of Trauma informed care is integrated into college competencies
 - 1. Make awareness/actions part of our College competencies; 2. Continuing Education; 3. Have Indigenous representation on the College; 4. Create awareness & support dietitians who in the education process. Suggest having a mandatory competency & provide webinars to support this.
 - 1. Develop core competencies/KPI's and training in collaboration with RDs, and major employers such as AB Health Services. Promote employer policies to offer training as part of our employment; and; to establish policies regarding ethical practice to serve inclusive communities and ensure adequate resources to do so; Advocate to AB Health/AB Gov regarding the need for updated legislation to promote services that are equitable to Indigenous populations, as needed; 4. advocate to AB Gov to set policy for AHS to work with the FNHIB to increase/enhance collaborative, coordinated services for Indigenous peoples where possible in appropriate areas (ensure RDs working with FNHIB and/or on Reserves) are connected with AHS RDs/systems/practice standards.
 - Serving indigenous populations with empathy and understanding of the atrocities faced by this population as RDs is huge. The other aspect of this is that the population of RDs tend to be privileged Caucasian women as getting into the profession is costly in terms of time and money both for education and for internship so a focus on increased diversity in dietetics, especially indigenous RDs could be helpful.
 - Acknowledgement and education.
 - 1. Promoting ongoing awareness: unconscious bias workshops, having indigenous advisors or speakers and ongoing conversations. 2. Offer activities and include reconciliation initiatives in annual competences. 3. Engaging more indigenous approaches to nutrition care. 4. Encouraging more indigenous dietitians by promoting profession in university and maybe including placements in indigenous communities
 - Policy and standards for all dietitians to be aware and knowledgeable on the truths,
 - Call to action (7): fully fund indigenous post-secondary education to become registered dietitians, including the cost of internship relocation. Call to action (23): Ensure the retention of Aboriginal health-care providers in Aboriginal communities. Call to action (25): include a required undergraduate course on indigenous health issues with a focus on the sociological reasoning for same, and dispelling myths about biological differences.
 - Hire indigenous staff to the CDA, especially in leadership positions. "
 - To ensure that the language and intent of each of our Standards is inclusive, and that our standards encourage students and members to increase their knowledge of and engagement with reconciliation. I think it would be appropriate to include specific wording about reconciliation in one or more standards.
 - Education opportunities for current RDs
 - Mandatory training for current RDs and those in training
 - Taking steps to increasing diversity in our field
 - Reducing barriers to Indigenous Peoples interested in dietetics
 - Advocating for food security "
 - Acknowledging trauma across generations
 - Acknowledging the nutritional trauma of colonial practices
 - Supporting Indigenous dietitians to be successful
 - Offering Kairos Blanket exercises to RDs
 - Advocate with the provincial government on behalf of Indigenous communities to address food insecurity
 - Include the voices of Indigenous people in decision making - maybe have an Elder council or ensure Indigenous partners are at the table
 - Include Indigenous Cultural competency as part of the competencies
 - Maybe even make some aspect of cultural competency/cultural safety/cultural humility a mandatory competency
 - Cultural awareness/sensitivity training should be mandated for all dietitians
 - Acknowledgement that systemic racism exists and currently impacts health outcomes for indigenous people
 - Actively work to allow better access/awareness for indigenous students to become dietitians

- Information on specific actions that dietitians can consider implementing into their practice (ie land acknowledgments)"
- I think the CDA can (1) educate Dietitians on respectful and culturally sensitive counseling for Indigenous individuals, (2) highlight to other health care providers and Albertans the nutritional and health inequities that many Indigenous people face in Alberta (i.e. high cost of food in rural communities, limited ability to maintain traditional lifestyle)
- to ensure the profession is accountable to Indigenous People including providing culturally safe care
- - to advocate for and support Indigenous people pursuing career in dietetics
- - to collaborate with universities in addressing barriers in pursuing dietetics education "
- Acknowledgement of nutrition research that took place in residential schools that was cruel. Requirements for indigenous learning for all RDs yearly. Guidance in reconciliation in the workplace.
- Education/training, accountability, influence policy and procedure change
- Recognition of the role that residential schools took in nutrition research. Mandatory Recommendations/training in cultural competency specific to indigenous peoples and approaching care for those affected by the legacy of residential schools and other systemic forms of discrimination
- Publicly acknowledging and apologizing for prior experimentation on Indigenous children at residential schools for nutrition research.
- Incorporate Aboriginal specific learning plans into internship
- Consulting with indigenous stakeholders and creating a course detailing relevant points from the TRC and how dietitians can change their practice and take steps towards reconciliation
- Offer community supports and tools to assist in furthering opportunities for Indigenous peoples. Provide additional training opportunities to learn about Indigenous culture/foods etc.
- To promote and encourage dietitians to a) understand the nutrition needs of Indigenous Peoples and how they may differ from other groups, b) establish tools, processes and resources that are Indigenous focused that include their voice (engage Indigenous Patient Advisors to consult on our work)
- Education of members, action to remove barriers to entering the profession, action to remove barriers to accessing services.
- Increasing member awareness of TRC report, particularly recommendations related to our professional practice. Engagement with the Indigenous community to determine what we can do as dietitians to better support them. Education opportunities for dietitians to learn more about Alberta Indigenous communities, their food culture and their self-identified nutrition concerns beyond simply chronic disease management.
- Advocate and better healthcare providers
- Keep creating awareness and bringing attention to the subject
- participation
- We need to be advocating for federal change. More access to clean drinking water and nutritious foods should be a massive priority for college of RDs Ab
- Adding a section to our standards of practice
- to ensure members are competent in ALL areas of the dietetic practice and those that we serve
- Not sure other than having it as a part of competencies re understanding cultural differences
- Connecting RDs to relevant training and education opportunities (many are available already)
- Support and promote training for RD's. We need to be involved in decolonizing the plate, perhaps increasing knowledge of indigenous diets and supporting clients to reconnect with their culture through food.
- To provide opportunities for reconciliation or resources to support dietitians
- Provide RDs w/ activities to participate
- "Encourage CDA members to participate in educational opportunities regarding reconciliation (for instance, for members who work for AHS - to participate in AHS' Indigenous cultural sensitivity training), so that members can provide culturally appropriate care to Indigenous patients/clients.
- College is an important facilitator in driving practices. There is value in the college facilitating connection to information and promoting practices that align with the recommendations and relevant to our work.
- Webinars with RD speakers for max one hour. DC does this. Maybe some are no DC members.
- It would be helpful to have dietitian-specific education/resources related to reconciliation
- Requiring regulated members to participate in education sessions to make them aware of Indigenous history/culture and providing information on how to become involved in current initiatives.
- As a regulated profession, the College has a legal obligation to the people that live in what is now Alberta, and that means being proactive in reconciliation. This is especially relevant as the profession has benefited immensely from the knowledge gained on the backs of experimental conditions of RSs and the children attending. If the Colleges role is to regulate to protect the public, the College must institute training and required level of knowledge as with all other competencies expected to practice.

- Dietitians are uniquely positioned among health professionals to play a role in reconciliation because we can start the conversation with and around food. Food is a universal language, an important piece of whole-person wellness, and an issue of concern for many FNMI community members. Relationship and trust-building are absolute necessities in the pursuit of these efforts. Starting with a round table and a meal is one way to begin the process in a good way.
- Educating members
- "Food and nutrition is a significant part of our lives and can be deeply personal in the cultural landscape. It has the propensity to heal, as well as the propensity to harm. I feel that the College would best be positioned to have members educated on relevant topics on reconciliation or cultural sensitivities. This would be an opportunity for the College to level-set across membership.
- As we are a self-governed College, this would help protect the public in 2 ways:
 - 1) Provide us the cultural sensitivity or cultural lens when reviewing situations or concerns brought forth
 - 2) Demonstrating that we 'walk the walk,' and reconciliation efforts are not just for social commitment washing."
- educating dietitians
- provide direction and information and training
- Support education and awareness
- I am unsure. I very rarely work with Indigenous people in my current Home Care role. When the recent news broke about residential schools, I kept asking "how did I not learn about this in any of my education - from elementary school all the way up to my university degree to become a dietitian?" Furthermore, I was recently really impacted by this article:

https://www.cmaj.ca/content/189/32/E1043?fbclid=IwAR1RvVEcx9VMzU4JlOJmf_gFPbYIKf83uVitOlgUV1mfHRohCWMqv2XUzmM - and specifically this section at the end: "In light of recent evidence showing the connections between childhood hunger and chronic disease risk both in a adult-hood and in succeeding generations, we can now be fairly certain that the elevated risk of obesity, early-onset insulin resistance and diabetes observed among Indigenous peoples in Canada arises, in part at least, from the prolonged malnutrition experienced by many residential school survivors...The possibility that generations of health practitioners and researchers may have overlooked childhood malnutrition in residential schools as one of the most important factors influencing Indigenous health in Canada should be a call to action. What does it mean when the disproportionate disease burden currently faced by Indigenous communities is, in large part, the product of a residential system that the TRC has found was nothing short of a cultural genocide?" I was shocked to realize that in all of my education about diabetes, I had never learned about this important connection. So perhaps the most important role that the College has to play in reconciliation is to influence the education standards for dietetics, to make sure that this type of information is included. I attended the U of S, and all that I can recall learning was traditional foods - which seems ridiculous considering what else we should have all been learning about.
- Continue to provide support and education
- education & advocacy (ie. maybe creating a mandatory module that RDs have to do every few years similar to Jurisprudence)
 - 1) education of members in regards to what Reconciliation is. 2) role that trauma has and still does play in indigenous people's health 3) cultural awareness and sensitivity 4) guidance on how RD's can use this information to guide how they approach nutritional issues with indigenous people.
- "Recognition of the role dietitian/nutritionists played in the residential schools (unethical studies done with children nutrition).
- Professional Guidance documents (practical application)"
- Support for members in this area should they have questions regarding the implementation of reconciliation in their professional lives.
- Bringing education and opportunities to discuss impacts and solutions with dietitians and indigenous community members together.
- Building compulsory education programs/courses
- I believe that building trust and non-judgmental dialogue when interacting with First Nations, Inuit and Metis people is important. Being familiar with the cultural food would help dietitians provide appropriate suggestions and recommendations to support Clients in diet and lifestyle changes.
- The College has a role to play in educating its members regarding reconciliation and how to facilitate reconciliation across various areas of dietetic practice
 - provide education and learning opportunities
 - Providing relevant resources that deepen our understanding as dietitians about this tragic part of Canadian history. Also, exploring what our role as dietitians looks like moving forward.
 - Acknowledgement of their way of life, how they view health care and how their history impacts how they may or may not interact with us.

- Continue to share education opportunities, communicate that it is a value to the College, provide support for continued education and advocacy by RDs in this area.
- Providing education to its members
- Provide information on how to change nutrition teaching and counselling to be more appropriate and sensitive to those who might be affected by Indigenous related issues.
- Education to members, webinars.
- Supporting and providing education opportunities to help dietitians in their practice to help increase awareness and how we can change our practice to offer better supports to Indigenous patients/clients.
- "Education about the history of nutrition experiments on indigenous people
- Greater discussion around indigenous needs and barriers related to nutrition /access"
- Learning modules on how indigenous culture and history on diet and health. Actually, it would be good to have modules in all cultures, particularly BIPOC cultures.
- Providing resources and communicating education sessions, etc with the registrants.
- Education opportunities
- Education for dietitians, support to obtain education, relevant action
- Educate our members
- Education and guidance as to how to support these endeavors
- support access to traditional foods for pts in hospital; help RDs to become aware of the traditional foods clients may be eating in the zone (eg Calgary surrounding areas reserves); lobby govt and employers to give extra time in busy practice to develop relationships with clients so they will be more likely to listen to recommendations
- Helping to increase awareness of the health care provider's role in serving Indigenous peoples and their communities. As well as helping to encourage Indigenous peoples to consider working towards becoming a Registered Dietitian.
- education and awareness for college members
- education- webinars.... many on various topics relating indigenous people- vast education is needed that includes reconciliation but cultural understanding and sensitivity as well.
- Support learning initiatives
- "Education/Training for Dietitians
- Tangible steps that the College can take to ensure the public know we are committed to the TRC calls to action - aka addressing some of the TRC calls to action and explaining to the public on the College website how we are doing this and how we are committed to this."
- Providing educational opportunities to learn more about reconciliation.
- Education. Resources.
- Maybe provide training?
- Providing suggested readings and education to dietitians.
- To recognize and understand how we can support patients through this
- Supporting this population by acknowledging the traumas and being empathic to their resistance to care and trust with us; to help rebuild a trust bond with them that allows them to feel comfortable to ask our support and help and receive it.
- Providing regular access to education/resources on aboriginal populations and their needs
- Small snippets of education to keep this topic relevant and always on the minds of practicing RDs. This cannot only be a topic when unmarked graves are found. It needs to be a regular topic.
- inclusion, consideration
- More education related to nutrition in indigenous communities
- Build awareness of how RDs can contribute to reconciliation. Learning opportunities to support RD.
- "Develop education modules that describe the role nutrition studies played in residential schools and how this has impacted indigenous health over the last 100 years.
- Start discussing how we can help reverse damage done from a nutrition and health perspective"
- Recognition, Acknowledgement and Respect for individuals and the community as a whole
- Encouraging education from TRC. Elevate stories/examples that involve indigenous professionals (RDs and others) and communities to promote normalcy of successful indigenous individuals and communities.
- broad awareness of Nutrition related studies done within these schools and the impacts
- Education for members
- Education about indigenous nutrition practices
- Highly suggest members complete training in this area. for AHS we have mandated learning around this topic (extensive). I have also used this as one of my yearly goals i.e., to increase understanding and education around the consequences of these schools. Encourage all members to do the same.
- "Mandatory education for members

- Working group/session led by/informed by Indigenous clients/community to explore what reconciliation looks like in the context of dietetics"
- Educating RDs about what the role they can play in reconciliation
- ensuring knowledge of members and being supportive of reconciliation efforts.
- awareness, understanding, respect of them and application to our practice where able/needed
- Providing more resources to learn and support the reconciliation.
- I think more education opportunities of an RD's role within it. To be honest, some of these being mandatory is the only way I can see some of my coworkers furthering their education in the area of reconciliation.
- Educating members on reconciliation, why it is important, and how we can practically incorporate reconciliation measures into practice.
- Provide learning opportunities. Do not make them mandatory.
- Education opportunities for membership
- education
- Provide an ongoing list of nutrition relevant education (or health related) webinars, books, podcasts, journal articles etc. on this topic, for us to utilize. This would be nice to refer to for professional development hours.
- Educating members about reconciliation and how we can go about it in our practice.
- Education for RD's on protocol, ceremonies that include food offerings/feasts, the legacy of nutrition guidelines we have now and how they were procured via studies at Residential Schools, etc.; Promotion of resources that promote inclusion of all peoples, access to elders for support, etc.
- The Truth and Reconciliation Act has many points listed in it that need to be addressed on a societal level. I think the college could play a role in post-secondary education for dietetics and changing curriculum so current and future dietetic students are taught the true history of Canada and the steps toward reconciliation. I also think the college can work with Dietitians of Canada to create meaningful federal policies around food security for Indigenous people.
- provided education/training
- Education on aboriginal issues.
- show compassion to all clients/ patients, including indigenous
- Ensuring there are material to help support dietitians who work with Indigenous people from a nutrition perspective such as cultural foods and family practices that impact nutrition
- I think that it would be beneficial to offer or link to Indigenous Cultural training for Dietitians.
- Provide information on past nutrition research that was completed in residential schools.
- Acknowledging anecdotal/spiritual teachings past down from generations that may contradict current nutrition guidelines. Funding should be pursued for studies on traditional food practices
- Help in educating RD's on how we can do this. I would defiantly take this course/webinar.
- I think knowledge/learning and providing opportunities for learning for its members will be integral to be effective practitioners for indigenous populations
- This is a tough question as I don't really know whose role this would be. It would be nice to know what options there are for Indigenous residents in LTC/DSL facilities as far as enabling availability of their more traditional foods other than their support systems providing it.
- Provide education and networking opportunities relevant to Alberta.
- offering webinars or events
- mandatory part of our competency program
- courses offered for indigenous food systems and impact in Alberta
- It would be helpful to guide us in the proper direction that we are going to take part as the dietetic profession evolves.
- Supporting dietitians in gaining a better understanding of how intergenerational trauma impacts health and nutrition for indigenous clients. How can we practice in a supportive and understanding way, e.g., language choices.
- Provide education resources and update policies.
- Understanding applications of the TRC in practice
- "Ensure all RDs have a foundational knowledge of TRC and Canadian relationships with indigenous populations (historical and current).
- Provide opportunities to learn how to create/ support trauma informed care for indigenous people and families
- Support inclusion of learning about traditional indigenous foods and ways of knowing."
- Providing educational materials
- Assist Dietitians who do not have access to quality educational content on reconciliation (private practice, RDs working in smaller organizations).
- Education and providing opportunities for dietitians to participate in acts of reconciliation.

- Providing basic educational opportunities regarding reconciliation and also specific education relevant to dietetics
- -Supporting/encouraging dietitians to attend these educational opportunities"
- Helping dietitians know more about the traditional food systems and how to support indigenous peoples in their health journey so that we can improve health outcomes while being culturally sensitive.
- supporting education of CDA members,
- Education and awareness for members.
- Provide training for college members to make sure members have a good understanding of the importance of reconciliation and to be aware of ways that could help in building new relationships with the aboriginal population
- This is an interesting question and one that I am not quite sure how to answer. However, I do feel that the College has a role to play. Perhaps the role is to provide guidance to Dietitians as to ways that we can participate as individuals or as groups of RDs in reconciliation. I feel that I want to be part of this reconciliation (I feel it is very important) but am not sure where to start. In my role I only connect with Indigenous clients if they are part of the general public accessing public health nutrition services in my area.
- I think the CDA can play a large role in supporting the education of Dietitians about Indigenous-Canadian history, what calls to action specifically related to Dietetics and healthcare and presenting tangible opportunities to make strides towards those calls to actions.
- Integrating the topic of reconciliation into the education system so that awareness is raised. This will in turn prompt/inspire future RDs to act within their respective realms.
- Being knowledgeable and understanding of history and what has happened to the indigenous community
- Supportive of RD education, provide resources for RD's
- Helping with education about traditional diets and current dietary patterns/access to food that indigenous people both on and off reserve have. I have found that I don't know much about traditional indigenous diets and don't understand what conditions living on reserves are like.
- Continual offerings of professional development specifically in the area of Indigenous culture, history, health, barriers, etc.
- Education opportunities for members on TRC, land acknowledgement
- Provide education opportunities for members of the college to understand how early life and intergenerational traumas affect the health and wellness of individuals. Encourage nutrition programs in Alberta to educate students about TRC, and the legacy of residential schools in Canada. Recognize harmful nutrition research was performed on children in residential schools.
- Recognize the mandatory learning on Indigenous Awareness and Sensitivity that all AHS RDs must complete. Provide/ encourage other learning opportunities to enhance AHS RD learning and support non-AHS RDs.
- Improved communication between cultures; aligning nutrition practices with culturally appropriate outcomes.
- Understanding impact of inter-generational trauma as related to nutrition services
- Offering education and guidance for practicing Alberta dietitians or offering avenues to receive education
- Offer free opportunities for education on the TRC and reconciliation. Pressure educational institutions to include in the dietetics curriculum. Include indigenous and reconciliation topics in the continuing competency workbook.
- Addressing the white-focused resources and education that shape our recommendations and guidelines.
- Open discussion. Open learning opportunities on reconciliation facilitated by indigenous individuals
- Support increasing awareness
- Equalization in parties, culturally appropriate conversations and communication and empowering responsibility for health. I would emphasize not bringing race or religion into our front-line practice unless its very clinically appropriate. I say this as there is so much separation happening right now. Suggest college develop skills training in trauma and trauma informed care. Trauma informed care uses principles of safety, choice, collaboration, trustworthiness and empowerment.
- Respect for indigenous cuisine and culture; learn how to integrate indigenous cuisine into nutrition education
- "Providing guidance and resources to dietitians for how we can create space for conversations around reconciliation as well as address the inequalities that are likely present in our profession.
- Providing guidance to educational institutions (i.e., the University of Alberta) on how they should structure their programming to address potential inequalities or things that impact access to their education. One way could be to mandate the inclusion of indigenous nutrition concepts in some fashion in the course material, or perhaps push the University of Alberta to have more internship placements working with indigenous peoples."
- If our mission statement as the College of Dietitians of Alberta is to dedicate ourselves to provide the public with ethical, competent nutrition care, then we must ensure that we are educated adequately about ALL cultures, backgrounds and religions to provide the most qualified care. from qualified nutrition professionals. We must be understanding and aware of the needs of the Indigenous population from a nutrition platform to be able to provide the proper quality of care. It must be our focus to help build relationships to move forward together. This comes from further opportunities of education, as well as self reflection.

- Ensuring all RDs are knowledgeable about the history of residential schools, imposed starvation/experimentation on children and impact on diabetes prevalence. Promoting counselling with better cultural competence and for low income populations
 - to ensure members have opportunity to be educated about reconciliation and aim to be more sensitive to our indigenous clients and how they may have been impacted
 - Mandatory internship learning in indigenous communities and/or taking online course regarding history indigenous people including government policy/ Indian Act, residential schools, values and traditions, etc
 - Education
 - and advocacy to learn, self-reflect and actually apply TRC in one's work for the RD profession.
 - As a dietitian working on reserve, how we can apply TRC and reconciliation is the key part of my work,
 - but this is not true for lots of RD and many of them do not perceive this as an important issue and do not spend the time to learn and do the mental heavy work themselves and recognize how they have benefited through the colonization of this land.
 - If the profession wishes to be part of solutions to address the health inequity that existed especially in the indigenous population, more RD need to learn about TRC and actively reflected and identified ways that they can do to advance reconciliation and put TRC into real action in their own work setting.
 - That is way beyond the simple reading of the TRC document.
 - A lot of RD think they rarely see indigenous clients, but the fact is we often fail to recognize the barriers to access service and the practitioner's inability to provide a safe and brave space for the client.
 - Education
 - Increasing access to dietitian services to indigenous individuals; increasing RD awareness of nutrition related impacts of indigenous issues; decreasing barriers for indigenous students to become RDs; increased understanding of RDs in trauma-informed care and indigenous traumas
 - Providing education on the history of nutrition related to Indigenous peoples and residential schools. Supporting dietitians in pursuing activities related to reconciliation. Providing education on traditional Indigenous foods and the role of traditional foods in healthcare.
 - I think it should be included in our competencies as part of the cultural humility / competence area. I also think there should be webinars on topics such as how to counsel individuals and honor their cultural foods/ heritage and not white-wash our recommendations. All dietitians should know about the nutrition experiments which took place in Residential Schools.
 - Training and education for dietitians and students
 - Enhance cultural awareness, competency and skills of dietetic profession to recognize and address the gaps impacting Indigenous Peoples
 - Support and education
 - Ensure members read the reconciliation act
 - Provide education (videos, webinars) and recommendations to how we can apply our learnings in practice to improve the care of patients we see.
 - Ensuring we understand how to work with indigenous clients
 - To provide members with opportunities to take part in events or educate themselves on important aspects of reconciliation.
 - Offering or suggesting courses related to reconciliation and practice. Allowing these learnings to be used as competencies.
 - Help support with further education
 - be empathic
 - To respect their culture and to increase the awareness of the College membership of their food habits
 - Perhaps distributing information to dietitians about educational events or perhaps providing access to online tutorials to help dietitians improve their practice.
 - Implement as part of the continuing education elements of reconciliation
 - Promote understanding of the issues arising from the treatment of indigenous peoples. Respect all individuals from all background and promote tolerance.
 - Continuing education opportunities
 - Educating dietitians about Indigenous history and colonialism. Also, trauma informed care, Social Determinants of Health, ACE Study.
 - We need to meet every individual where they are at in their health journey and assist them in optimizing nutrition practices to benefit their health
 - Help us as RDs to better understand the indigenous culture when it comes to food and values around food. Provide guidance on how to approach education and support of indigenous patients.
 - Educational resources, guidance for best practices
-

- Offer education, webinar etc that also recognizes the role dietitians had in residential schools
- Support RD in increasing their knowledge about it and perhaps come up with ideas/actions to increase diversity among RDs in Alberta i.e. promote the profession of RD in indigenous communities so we have more indigenous RD in Alberta. This is in line with achieving higher diversity and equity in on work force.
- Education
- Understanding, listening. Acknowledging emotional stress and how it affects daily living including healthy eating and lifestyle.
- "Invest in training RDs and RDs2B
- Commit to collaborative action and cooperation with other provincial regulating boards and DC"
- Ideas: training / tip sheets regarding nutrition care for indigenous populations, specifically food patterns etc in different areas of the province. Perhaps support in creating nutrition handouts to support indigenous pts?
- "Education
- Knowledge and training re: traditional foods "
- Education relevant to how we, as dietitians, can deliver nutrition services in a culturally sensitive manner. Also someone to talk to/ ask questions
- Guidance of dietitians on what we can do. Our actions based on bias and perceptions can negatively impact the Indigenous community. We need some guidance and something to ensure dietitians are first knowledgeable of truth and reconciliation so they can reflect on how we can apply it to practice.
- To be trauma informed and sensitive in care. To avoid retraumatizing people. To be aware of the history. To be emphatic, non judgmental and anti racist. To learn about cultural foods, traditions and values
- Education and awareness of Indigenous culture, foods, traditions to be able to bring this to dietetic practice. Greater awareness of possible "bias" and "blindspots" for those of us who are not Indigenous- cultural sensitivity to be able to better serve Indigenous populations.
- I think as a profession we need to do MUCH more. A start I think is that each intern must be doing significant learning before entering placements. Maybe we can push for a course to be included? I took an indigenous health class as an option and it honestly changed my career. Nutrition has a very dark past with residential schools and colonization. I've honestly been embarrassed since the TRC came out about how little our profession has done. Just because we are not specifically stated along with doctors, nurses and lawyers is no excuse. We have work to do!
- Potential to offer education opportunities re: reconciliation for members
- Support dietitians in education
- Be aware of cultural practices when working with clients
- Education
- Continuing education in regards to how nutrition or lack thereof has played a role in the trauma of the indigenous communities. Educate on how this now affects there relationships with food and lifestyle as a whole.
- Providing resources to RD's on reconciliation. Stressing the importance to all RD's of reconciliation
- Education
- Could the college provide education about they types of nutrition research that was on on indigenous children.
- I think providing learning opportunities would be amazing!
- Education
- Dietitians (and all health care providers) need more education on the TRC and cultural safety within indigenous communities. Mandatory training could be beneficial.
- To provide education opportunities on this important topic
- offering education to RD that do not get education through their work
- Include Indigenous courses in the dietetics program so that health care professionals will be more informed in their practice
- Recognized the role of the CFG as a tool of racial trauma
- Education - workshops - application of reconciliation in clinical dietetics and also in management - better knowledge of native foods -
- Learning about traditional foods and culture around food
- Guidance on how to appropriately support the Indigenous communities in the realm of nutrition and healthcare.
- Education I think is the main thing that the college can do.
- Having a panel of guest speakers in to speak in a webinar with an opportunity for questions would be incredibly helpful to my practice
- To treat indigenous people with respect and to have someone available to sit in on consults if needed
- Providing training/education on cultural awareness and the nutrition specific issues this population faces due to the history of residential schools.

- Providing education opportunities for RDs within the college. ? mandatory reconciliation training (similar to the mandatory sexual assault training in recent years). AB has a high indigenous population and education on reconciliation should not be optional for members.
- Representation from First Nations on the Governing Councils are important. Development of modules to assist RD in developing competency in the area.
- work with post-secondary institutions to include Aboriginal health, eating patterns, risks to nutritional health, etc in the teaching curriculum.
- Understanding and awareness and how this affects our patients health and needs.
- To discuss about body liberation and body acceptance
- Educating dietitians about cultural sensitivity, and supporting the inclusion of indigenous peoples in our profession.
- learning options for members
- education during dietetic internship
- To provide education or resources to members. Since the territories does not have a college some education on how we can better support. Land recognition. Really just provide us the where we can go to learn more so we can educate ourselves.
- Provide education & support resources to RDs working with Indigenous populations.
- Support dietitians with learning about TRC and reconciliation
- Improving awareness of Indigenous culture and foods
- Education
- Education on our professions role in residential schools.
- (Performing studies on indigenous children that were unethical is what is in social media right now). I think we need to apologize for this and be educated on it as dietitians.
- indigenous education should be ongoing. Similar to our required jurisprudence, I wonder if there could be a required program to improve our cultural competency with the indigenous community.
- thanks for conducting this survey. "
- Provide education
- Support Dietitians by providing opportunities for education and training in this area. Set requirements for education/licensing that include aspects of the TRC calls to action.
- "The role that nutrition played in residential schools, poor food, deficiency experiments, malnutrition,
- Traditional foods, how western foods have contributed to chronic diseases in the populations
- More education traditional foods and how we can support our clients in using traditional ingredients to support their nutrition and health needs "
- Food is such a big part of our lives - and a big way to connect with each other. It is also so key to healing. The College has a voice/platform large enough to engage Indigenous speakers on health and wellness topics as seen through an nutrition lens. It's my job to educate myself, and I am very interested to participate (doesn't have to be free for members either) in locally relevant discussions about nutrition concepts
- It can provide support if needed.
- Direction toward useful resources.
- As a healthcare body, i believe it's important for the College to support staff and clients in whatever ways make sense to the context. I see this as a flexible process, perhaps requiring ongoing discussions as issues emerge. The fact the College set this as a strategic priority is a huge step forward.
- Proving resources and news to know regarding events happening throughout Alberta (courses, lectures, etc)
- No role
- I don't see us as a major role.
- I am not sure I see a big role as my employer has played a significant role as has my own initiative
- I don't see a role for the college in this.
- I don't think the CDA should have a role. I think it should be up to the employer.
- None; not your area of expertise or concern
- None this whole thing is nonsense
- Dietitians stationed in or easily accessible to indigenous communities
- fair financial coverage or benefits for dietitian services for indigenous populations"
- To allow for open conversation and policy on how to ensure appropriate support and services to the Indigenous population. Education for RD's in this area to be better equipped with proper knowledge and understanding.
- A leader in upholding reconciliation mandates within the polices and practices of the CDA. Support RDs who work closely with Indigenous patients and communities (either financially, or as advocates), increase opportunities for indigenous Albertan's to become RDs.
- Apologizing for the role our profession has had in the unethical studies conducted on Indigenous peoples and communities and seeking guidance from these communities and elders in regards to how we can support the

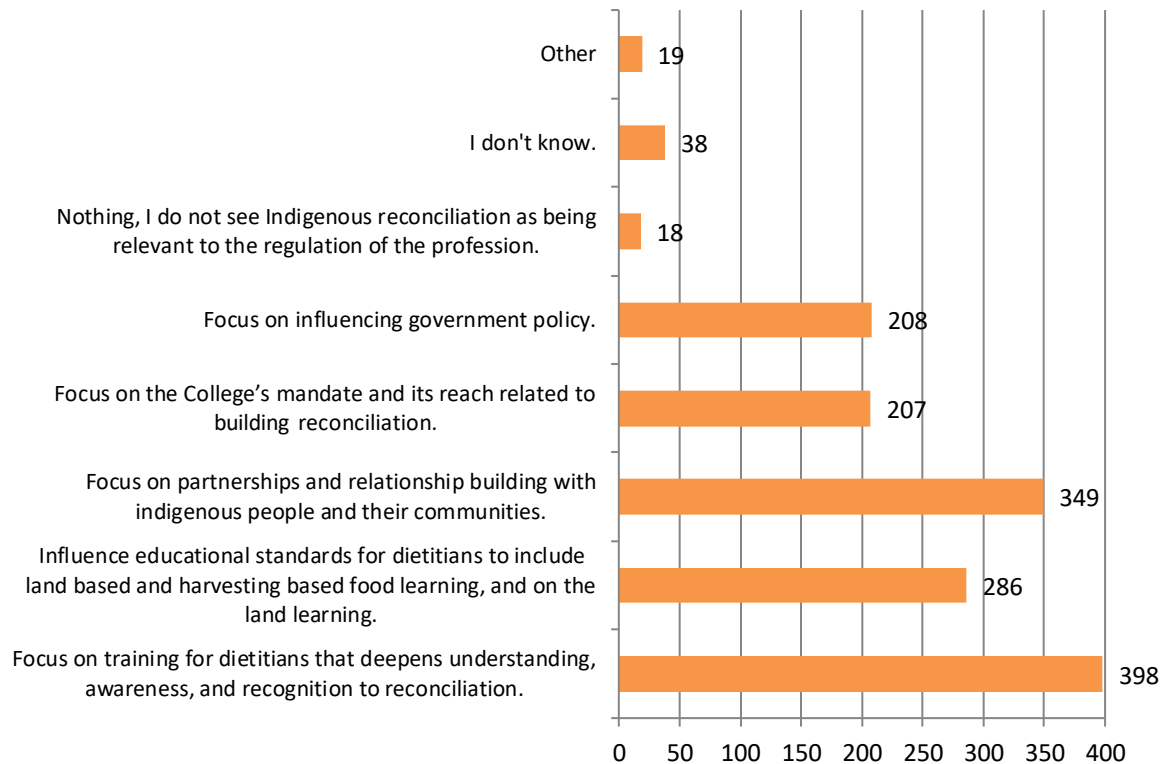
incorporation of traditional ways of knowing regarding nutrition and health into our practices. Furthermore, supporting Indigenous research (conducted by Indigenous peoples for Indigenous people) regarding health and nutrition is vital as our current view overvalues quantitative westernized research studies over practical ways of knowing within these communities.

- Develop and implement strategies to recruit more RDs of indigenous origins. Make it easier and less costly for them to engage in dietetics. Listen and learn from Indigenous People's for how they see they could be involved with the College.
- Acknowledging truths about nutrition in indigenous communities and how we can better apologize and support this community going forward.
- Opening land acknowledgements before a presentation and with intent (with nutrition in it and support to the local area)
- Supporting development of a strategic framework to assist RDs in being ally's with the Indigenous community. Including sharing learning modules and developing specific practice-based supports for how to approach reconciliation in all aspects of our practice.
- Policies and language of College documents that provides consideration to TRC.
- I think there is value in acknowledging the role this population in malnutrition research and likely apologizing for this would be beneficial.
- I think we need to recognize the terrible history of nutrition in residential school, this needs to be taught in dietetics programs, there needs to be specific competencies related to identifying and addressing internal bias to Indigenous Peoples and how to work with Indigenous Peoples and communities.
- Include indigenous members on the board of the CDA to allow someone to represent them and be a voice.
- I think that the points below, question 13, are all important roles for the College to play in reconciliation.
- Removing barriers for indigenous students to enter the field of dietetics (i.e financial assistance)
- Support First Nations youth to pursue a career in dietetics
- Acknowledgement of studies done on malnutrition in the residential schools
- As the sole registration body for Dietitians in Alberta - the College of Dietitians has a huge role to play in reconciliation. CDA should work collaboratively with UofA on these endeavors to not only build competency of existing members but ensure students are receiving education inclusive of Indigenous health/nutrition.
- Leadership, role modelling, setting the stage and providing guidance in this area.
- Employment equity (more opportunities and support for indigenous dietitians and dietetic education)"
- Implement the relevant calls to action. Be anti-racist.
- Acknowledging that nutrition research was undertaken in the schools that was unethical
- Consider how to decrease barriers for indigenous students to enter the field of dietetics. Support members with training opportunities to increase cultural sensitivity and embedding the calls to action and indigenous perspectives into practice.
- Position statement about traditional eating patterns and "healing food"
- acknowledgement
- connecting with indigenous patients and identifying ways to better support them within our healthcare system"
- Create more opportunities for Indigenous people to enter the profession - I was shocked to learn that the first Indigenous dietitian to graduate from the U of A was in 2020
- - Consult with Indigenous people on what reconciliation looks like, particularly as it pertains to the legacy of the dietetics profession in residential schools
- Increase access to compassionate, culturally safe nutrition care to Indigenous communities
- Advocate for various levels of government to implement the TRC calls to action
- Advocate for clean drinking water in Indigenous communities"
- Acknowledgement
- Education opportunities are great, but I would like to see the College support / encourage health authorities (such as AHS) create more Aboriginal friendly content (resources that include traditional foods, etc)
- Things like this survey are a good start. Just getting to know what RDs do and do not know and how they can be supported.
- Seeking feedback from members on what should be done.
- "I think its important for the Dietetic profession to be a part of this journey, keeping in mind inclusivity, respecting people cultures and role food has played in the past and can play moving forward. Not sure what the process entails however would like to be part of this journey.
- Unsure
- Not sure, I think this survey to gain perspective of dietitians is a good start. I feel this is a journey for all dietitians but the journey may be an individual one.
- Ensure dietitians learn about reconciliation, how they can incorporate into their practice.

- Good question - I'm not sure. Opportunities to participate in activities r/t truth and reconciliation are expanding. To me, it would be important for the College's role in this dialogue to be connected to the College's unique mandate.
 - leadership; making recommendations for how it can look for RDs to participate in reconciliation
 - Tell us stripy of success project into communities will promote actions
 - It is hard for me to have a strong position in this matter as I have been in Canada the last 17 last years and to be honest, it was only until this year that I heard about this residential schools and the tragedy behind them. I can only say that I believe it was horrific and ever should have happened, but I am also a Catholic and I strongly believe that is not where the Church is going and actually condemns these types of events. I think it's important for everybody to reconcile and work together to make a better country where all are included but I also think that the indigenous people carry to much pain and hatred and I feel is been hard for them to forgive and move on. I am not excusing what happened but I also think that is time to stop complaining about it and come together to build a better future for everybody
 - I can envision dietitians who work directly with indigenous people as playing a role in revitalizing traditional low sugar eating.
 - Support to building healthier communities on and off reserve
 - Supporting indigenous population on feeling belonged to the community
 - Ensuring Aboriginal Peoples are well supported including extra supports and resources in view of the lasting impact residential schools have had, and likely will continue to have, on generations.
 - This is a discussion to have with our Indigenous colleagues and elders. What would be beneficial to us all. One example would be Indigenous nutrition, what in this subject area could be added to our knowledge?
 - Not sure - Perhaps organize a focus group with select CDA board members, volunteer RD's from diverse practice areas, and members of First Nation, Metis and Inuit communities - Discuss this question in relation to practical application to the CDA and CDA members (Ex. Newsletter, webinar, practice-specific recommendations)
 - Working with First Nations Dietitians and those who work with First Nations in clinics and reservations.
 - There are various possibilities but it would depend on available funds, and public interest in furthering same.
-

13. What are some things that the College of Dietitians of Alberta can do to better support your needs on the TRC calls to action? (select all that apply)

Training for dietitians, partnerships with Indigenous communities, and influencing a change in education standards for dietitians are the top roles respondents see for the College in supporting member needs.



Other responses:

- In addition to influence educational standards, I think it's important to also include concepts like cultural safety, and food sovereignty.
- Education on Food and Nutrition standards that could align with indigenous peoples approach to health
- You don't support the rest of the Dietitians so why is this population different?
- education of members so many topics ...
- Influence FS in hospitals to include more optional for indigenous population (might not be CDA related but would be nice to have your support if applicable)
- Include more education during internship and at University
- Increasing diversity in dietetics perhaps specifically through an indigenous scholarship program etc
- Influencing the education system to facilitate indigenous people to entering the dietetic profession
- A combination of 1 and 2 stated above: Influence educational standards for students in dietetic programs, interns, and dietitians that deepens understanding, awareness, and recognition to reconciliation. It includes land & food but limiting learning to food is a narrow view of the entire history and culture. The College shouldn't be spending time on influencing govt policy... that's like the College trying to influence Canada's Food Guide - not within College's scope/mandate/mission. Create a bursary to support an Indigenous/Metis dietetic intern.
- we need more indigenous dietitians!
- Government policy re: food services in hospitals could be traditional foods where appropriate.
- Fill us in on activities related to food and nutrition that were undertaken in residential school so we understand barriers when counselling and potential fears related to food
- Not sure if reconciliation is identified in the yearly competencies. If not, could it be?
- In addition to the land base/harvesting based food learning, there's the whole mother child relationship to feeding from an indigenous way

- I'm really not sure. I'm reminded of work/education examples where these types of decisions are discussed without feedback/input from the community impacted. This would be a good question for such a focus group that includes members of said community.
- Decrease barriers for Indigenous students to enter the profession
- Focus on educating student and Dietitians about systematic racism and the effects on health.
- The colleges mandate is to protect the public. To that end, ensure that indigenous peoples are represented on council and that college policies ensure the protection of indigenous clients, including education for dietitians who are serving these clients.

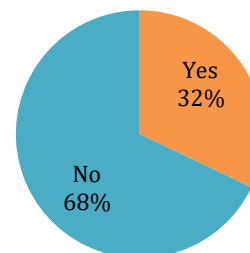
14. The College of Dietitians of Alberta is looking for input around the concrete actions, and initiatives it can take, programs, resources and events it might develop to better support reconciliation and the efforts of members related to reconciliation. What are your ideas about specific initiatives or actions that the College of Dietitians of Alberta should be involved with regarding reconciliation?

- Encouraging reconciliation and first nations classes be required for new RD grads.
- I am not confident that both sides of this situation have been equally represented; the media has portrayed a biased representation of this situation.
- it's up to the individual to pursue - not the College to mandate
- Allow indigenous to lead reconciliation and focus on delivering programs of relevance. This is not your area of expertise.
- Stop wasting time and money on this
- Being connected with elders and indigenous liaisons
- provide more information on the web site that clearly shows that the College is aware of the diversity of the Indigenous traditions in Alberta
- Ideas/recommendation for apply principles, norms, and standards to corporate policy and core operational activities.
- Offering ideas/options (actionable/observable) for incorporating land acknowledgements and personal reflection related to intercultural competence at education/training/discipline meetings.
- Promote community resources available for clients and staff."
- Acknowledge the role of residential schools on unethical nutritional experimentation on indigenous children.
- Perhaps hire an expert for a year to help train and guide dietitians
- "Public statement indicating that the College supports reconciliation and detailing what actions/initiatives members will participate in (e.g. mandatory online education session required for renewal; attending session about what reconciliation looks like in the context of nutrition practice, list of resources available for members)
- Welcome the public to contact the college with ideas/feedback around reconciliation initiatives
- Provide supports to increase the number of Indigenous dietitians working in Alberta"
- Promote research on indigenous food culture in Alberta for both Metis, First Nations and the impact of colonization on today's food/nutrition practices and health concerns. Ensure this learning is integrated into U of A B.SC for RD studies; and, into the workplaces where RDs are employed and provide services to these populations.
- The dietetic program needs to be more accessible for First Nation students so that there can be more representation of First Nations in health centre. The dietetic program needs to include more education regarding different First Nation communities as well
- "1. Removing barriers for indigenous students to enter the field of dietetics (i.e financial assistance)

- 2. Ensuring indigenous representation on college board"
 - "Call to action (7): fully fund indigenous post-secondary education to become registered dietitians, including the cost of internship relocation.
 - Call to action (23): Ensure the retention of Aboriginal health-care providers in Aboriginal communities.
 - Call to action (25): include a required undergraduate course on indigenous health issues with a focus on the sociological reasoning for same, and dispelling myths about biological differences.
 - Hire indigenous staff to the CDA, especially in leadership positions. "
 - How to incorporate TRC Calls to Action into dietetic practice settings
 - Advocate for more indigenous people to enter our field (making it financially accessible and appealing to indigenous people)"
 - Addressing how our white-focused programs, resources and guidelines have impacted or deterred indigenous peoples from achieving their health goals
 - How to make Dietetics a safe and receptive place for indigenous students to learn in term of cultural content and valuing indigenous foodways.
 - Addressing the biases in education and healthcare is a start. I am an Indigenous RD and my journey here was not an easy one.
 - Including traditional local Indigenous foods in healthcare institutions in Alberta.
 - I think recognizing dietitian's role in residential schools/experiments, recognizing how we are not a very diverse profession. Education in these areas, toolkits for best practices in these areas, webinars providing awareness/education on this and how we can make a difference and are involved in the past and present
 - In AFNS, we started a EDI group to try to come up with action plans to increase the diversity and equity among our program including the DS program. I know have concrete ideas yet but I can be in touch with the college and communicate our ideas when we have done some progress on this.
 - "Could we put together a scholarship or bursary to support indigenous dietitians to be? Members could donate? We are a well-funded profession and that would go a long way to acknowledging the privileges and bias that stand in the way of increasing our diversity.
 - I also have been advocating for better training for interns - not just when in PPH rotation "
 - Public apology/acknowledgment of previous wrongdoings in nutrition research in residential schools
 - Position statement
 - Advocating for more funding for dietitian positions in Indigenous communities. Supporting indigenous people with becoming dietitians and continuing in this profession
 - What was mentioned in question 13 was very comprehensive.
 - all the ones listed in # 13
 - as I said above
 - answered in above questions
 - See answer above to question 12!
 - Previous slide had some useful suggestions for focus
 - See previous answer
 - See above
 - See previous response
 - See my comments in question 12.
 - open for discussion on this topic
 - I previously mentioned looking at further depth at the university dietetics director and their rhetoric around indigenous issues
-

15. Are you willing to participate in a focus group in the fall to discuss reconciliation in more detail?

Of the respondents, 32%, or 164 people are willing to participate in a follow-up focus group.



16. Do you have any additional comments, questions, or thoughts?

- I worked as a Regional Dietitian in Northern Alberta for a year and have several opportunities to visit first nations reservations and provide facilitation and support. This was very daunting for me as I did not feel equipped in my training to address these different cultures and the many barriers to health that these peoples face. I found that being involved and working with the first nation liaison really provided knowledge and perspective to work with first nations peoples. I also recently completed the Aboriginal Awareness modules offered in Alberta Health Services and found them extremely eye opening and valuable and think that every health professional should be offered something like this whether working publicly or privately etc.
- Thank you for taking action to mobilize the membership and profession.
- Looking forward to future follow up and engagement.
- Thank you for your efforts!
- Not at this time but thank you for undertaking this work.
- I appreciate the college bring up this topic and recognizing more work needs to be done as a profession
- Just want to say thank you for taking this step.
- Thank you for conducting this survey and ensuring reconciliation is forefront in our priorities.
- Thank you for starting this work
- Thank you so much for prioritizing this discussion
- Not really but I am proud of your action addressing those concern.
- I'm gratified that the College is taking this step
- I will be retiring soon. Not at interested.
- We have a lot of work to do, hoping that Indigenous are also participating in the focus groups as they are the ones who should be telling us what we should do to help facilitate reconciliation
- Thank you for sending this survey. Even though I don't know what actions to take it is encouraging to know that my college is looking for ways for us to do better and help in the reconciliation journey.
- thank you for making this issue known to RD's
- Thank you for making this a focus for the college and our profession. While many might not see this as an issue or affecting our practice it is important work and does have a positive effect.
- looking forward to this opportunity and learning to enhance my practice and my role as a citizen in general.
- Great to see our College take a lead on this important initiative.

- I appreciate that is CDA making an effort to open dialogue around an import social issue, one that impacts all Albertans.
- Thank you for starting this conversation and taking steps to build our awareness and begin our pursuit of reconciliation as a profession.
- This is my final year in practice as I will be retiring. It is only in the last few years that I have started my reconciliation journey. I wish I had been made aware of how this could positively influence my practice much sooner
- Glad you are asking the profession. Changes need to be in all systems - University, Workplace, home - and action needs to not just "educate" or raise awareness but reduce structural barriers to individuals entering the profession - and staying in the profession.
- Thank you for including this in our practice
- guest speakers providing experiences or discussing culture may also be beneficial
- This is a political issue, not a professional issue.
- Thank you for starting this work on reconciliation. It is a topic that I feel strongly about (in both my professional and personal life) and I look forward to working with the College on this important initiative.
- It's important but not sure because why support efforts. Knowledge would be the first step.
- thank you for considering this. I'm sorry I don't have more ideas, but I do feel it is important.
- No additional comments at this time
- I'm glad the College is having these conversations and working towards reconciliation.
- I really have no ideas on what can be done. However I do know more education is needed - I was not aware until AHS made mandatory online learning modules on indigenous learnings - so that is my main source of education thus far
- "We need to show respect for all cultures.
- I do not think any of my ancestors were involved in any way in residential schools. I agree that what happened to the indigenous is deplorable and we need to treat one another with kindness going forward. Let's move on & celebrate the culture of everyone! At AHS, we have completed 7 learning modules on Indigenous history & culture - it was mandatory & valuable and it was enough, no more is needed. Please do not spend more time & money on this topic. I respect all humans and I work to show compassion to all indigenous people. We have more immediate concerns that affect everyone, including indigenous cultures. I think our time is better spent on ensuring we maintain our freedom to work, own property and maintain the Charter of Rights and Freedoms and the democracy of Canada, regardless of any virus that may be circulating. Thank you."
- thanks for initiating this!
- I think this is an excellent start - but as with any initiatives such as this it needs to be done with indigenous partnership.
- Not really. Thanks for undertaking this initiative.
- I am glad that the College has a Reconciliation Action Committee
- This is of utmost importance. I am ignorant and have little information to provide on this survey. What I do have is a willingness to start wherever I may be and to grow and to learn and then to be able to provide the best care for indigenous communities through dietetic health care.
- I am glad the college is reaching out for ideas and is making this a priority.
- just that I said no to the previous question as I 'Q17'!B84 know if this area is as pertinent to initiate change as others since there isn't a heavy Indigenous population present here
- I think it would be good to learn more about how nutrition specific fallout from residential schools and other colonial practices, e.g., loss of traditional food knowledge and skills

- Thank you for prioritizing this work.
- Very proud that our College made reconciliation a priority back in 2019. Looking ahead to learning more about this area. Personally I view all people as people not by their race or culture and always have. Everyone deserves to be treated with equal respect,
- Thank you for conducting the survey
- thank you for the opportunity to provide input on this important work
- Thanks for involving college members in this initiative
- I appreciate that this survey has been sent out to all members. I think reconciliation is very important and takes a collective approach towards positive change.
- I think it is wonderful that the College has made this survey and is prioritizing reconciliation!
- "I would be interested in participating in a focus group in the future; however, this fall will simply not be feasible.
- Having moved to Canada, my knowledge of indigenous history and the targets towards reconciliation are simply insufficient. I was disheartened to find out how little my university managed to incorporate this subject into the coursework. I hope to learn more about how I, as a health care professional, can contribute toward improvement."
- I am happy this conversation is happening, as I do not feel this topic is currently addressed by the college or the primary training program for RDs in Alberta (UofA)
- This will be a journey and will take years to accomplish. Please make it a priority for more than just a year or two.
- Extremely interested in working with reconciliation focus group. Have worked in Alberta and Saskatchewan first nations in the past at provincial and federal level. Would like to foster a better relationship between dietitians with all cultural groups.
- thank you for administering this initiative!
- Thank you for this survey
- Thank you for making this a priority
- No. I'm just happy that the college is taking action :)
- I feel many indigenous peoples do not always access our services because they feel we lack knowledge about their traditional food systems and they're right. I also feel that the dietetic industry is white washed and it would be highly beneficial for dietitians to learn more cultural, inclusive and diverse teachings around food.
- Thank you for initiating this. I was planning to do nutritional experiments for one of my competencies.
- A lot of people and organizations do not understand the trauma that comes with the experiences of being an Indigenous person. Being asked to comment on, or be part of a focus group to discuss reconciliation can be a trigger for many. I'm not comfortable taking part in a focus group because I am not comfortable speaking about the physical, sexual, and emotional abuse I experienced to get where I am today.
- I'm very appreciative that the college is taking these first steps. Looking forward to see what is done. If you have not already done so, I would like to see an Indigenous person be hired to consult for the college during this process.
- it's an important area of concern. Nice to see the College is aware of same and working to see how they can help
- Thank you for the opportunity to participate. In future focus group, please consider representation from the Indigenous communities and providers.
- I would love to support this work through the College anyway possible (beyond participating in a focus group). Please keep me informed in any other ways to stay involved.

- Not at this time
- Not sure what i can contribute to the focus group and am happy to be involved in whatever capacity is needed.
- Thank you for the opportunity to provide my input on this topic.
- If the discussion group materializes, I would also like to see Indigenous colleagues part of the group. They in turn could be asked if it would be possible for them to ask an Indigenous Elder to join.
- Thanks for making this a priority topic, I look forward to learning more.
- "Indigenous groups are not looking for dietitians of Alberta to develop reconciliation programs.
- Focus on delivering nutritional programs to indigenous groups."
- Thanks for thoughtful questions and being proactive for next possible steps
- Perhaps seeking input from indigenous communities and/or dietitians who work with them?
- Not at this time
- Glad this is being talked about! Looking forward to seeing what comes of it and hopefully participating in further learning and education
- Thank-you for prioritizing this
- "AHS has 5 hours of required Indigenous Cultural Competency training for all staff
- Nourish Health Care (<https://www.nourishhealthcare.ca/>) has had a strong focus on nutrition and reconciliation"
- thanks for doing this :)
- Thank you for reaching out and making this a priority.
- This is all 'about time'...
- Not at this time but I think I'm this is an incredibly important discussion to have!
- Thank you for your initiative and willingness to take concrete action in this area. It concerns me that there are no racialized people on the board of directors for the College.
- Thank you for being a part of the reconciliation process and involving us in your initiatives.
- Thank you for this survey.
- Glad you are doing this survey. Please continue to focus on this area and seek feedback from members and also indigenous peoples
- I'd like to bring your attention to excellent work supported by Nourish <https://www.nourishhealthcare.ca/indigenous-foodways> and the Food is our Medicine action learning series <https://www.nourishhealthcare.ca/food-is-our-medicine-landing-page>
- Thank you for initiating this important work.
- Thank you for the opportunity to participate in this survey!
- Thank you for doing this
- Resources and readings specifically on nutrition, indigenous foods, residential schools and health impacts would be very interesting and helpful

Appendix 3. Key Themes and Ideas from the Survey

The distilled and analyzed responses to the survey questions regarding the role of CDA in reconciliation and the supports they might provide to members are provided below (Figure 8).

Figure 8. Combined survey responses regarding the role of CDA in reconciliation and the supports they might provide to members.

ADVOCACY & MEMBER SUPPORT SUMMARY
Promotion of activities/events for awareness and education implemented for members.
On where to find more information.
Regarding actions to take to facilitate reconciliation.
Leadership on expectation for dietitians to understand history of indigenous peoples and provide cultural competency training and clarify actions.
Clean drinking water and affordable food for indigenous communities. (food security)
Mentoring with FN Health professionals & stakeholders to identify gaps in nutrition services and processes across Alberta
Learn about health inspirational techniques & practices that will help recover relations with indigenous
Cultural safety around food and improved access to Dietitians in Indigenous communities
Offer a set of e-learning modules and a certification program on indigenous peoples in Alberta and indigenous awareness and sensitivity.
Offer supports, resources and sessions to support educating dietitians on reconciliation and our role.
Dietitian support and funding in indigenous communities as food security and nutritional status is a major impact on health status.
toolkits on how members can support Reconciliation
More internship placements in indigenous communities.
Need for updated legislation to promote services that are equitable to indigenous populations.
Research what learning options are out there and direct membership to those options. (Make use of the excellent resources that are already available)
Relationship building skills training
To learn about reconciliation and role in health and care of indigenous clients.
Workplaces to allow time for education and learning about reconciliation.
Provide direction and training, take a lead on initiatives.
College is an important factor in driving practice- facilitating connection to information, promoting practices that align with recommendations and relevance to our work.
Ensure RDs work with FNIHB (On/Off Reserves) are connected with AHS RDs/systems/practice standards.

To pursue TRC actions/education. A responsibility to the public the College is there to protect.
Create awareness of resources and supports available to dietitians--towards helping RDs understand and serve indigenous populations.
On how to work with indigenous clients.
Community events that promote reconciliation.
Dietitian specific workshops or webinar designed to help members understand and integrate into our practices.
Leadership role modelling, setting the stage and providing guidance in this area.
To better understand indigenous culture.
Social wellbeing of our patients and for improved access to traditional food sources, especially in urban centres.
For indigenous people wanting to get into dietetics profession (and ideally reduce systemic barriers for all marginalized people).
Of pertinent opportunities that will help educate and direct implementation of reconciliation in practice.
Facilitate webinars, dialogues, panels, on various topics in reconciliation and indigenous people, nutrition, history.
Provide support for RDs to learn best ways to communicate with and treat indigenous clients.
A list of resources to be posted on the Colleges' website. Vet some of the best resources as as starting point.
learning modules, guest speakers, case studies, educational resources.
Ensure the retention of Aboriginal health care providers in Aboriginal communities. (CTA #25)
Alberta Health have a policy to work with FNIHB to increase/enhance collaborative, coordinated services for indigenous peoples where possible in appropriate areas.
Developing resources for members.
on how to promote the calls to action.
Courses on Traditional foods (e.g., Food is our medicine -Nourish)
participation in ceremonies and indigenous protocol.
AHS and health authorities to create more aboriginal friendly content (resources that include traditional foods.)
volunteer opportunities with Indigenous communities.
At PDEP level--to include competencies for dietitians training at internship and university and course level.
Specialized nutritional counselling
Support Truth and Reconciliation in Rights Relations at Banff Centre
Members create space that supports reconciliation (time to read TRC at work)
Meal planning for Indigenous people

EDUCATION
Reconciliation and decolonization --ongoing examination of how white supremacy and colonialism are embedded in dietetic practices, policies, and competencies.
Resources focused on indigenous people's nutrition concerns. Increasing rapport with indigenous people.
Mandatory internships learning in indigenous communities.
Cultural and sensitivity counselling for indigenous clients.
Engage more indigenous approaches to nutrition care.
Work with U of A - increase awareness of dietetic profession amongst Indigenous youth.
College has a huge platform to engage indigenous speakers on health and wellness topics as seen through a nutrition lens.

Provide access to elders for support.
Offering the Kairos Blanket exercise.
Bring in indigenous advisors or speakers.
Mandatory online courses re: indigenous history, policy, government policies, residential schools, values and traditions.
Tap into U of A or AHS indigenous awareness training
Develop training in collaboration with RDs, major employers (AHS, etc.) align with core competencies.
Delivery methods
Unconscious bias workshops.
Book study with colleagues - books by Indigenous writers
Focus on trauma informed care using principles of safety, choice, collaboration, trustworthiness and empowerment.
Supporting Indigenous community events
Support indigenous research re: health and nutrition (conducted by indigenous people for indigenous people)
Research on traditional foods, practices, and anecdotal spiritual teachings past down that may contradict nutritional guidelines.
Financial assistance for indigenous students entering dietetics.
Increase indigenous perspectives in dietetics curriculum.
Indigenous food values and cuisines.
Dietitians who work with indigenous clients as playing a huge role in revitalizing traditional low sugar diets.
Create awareness and support dietitians who are in the education process.
Traditional ways of knowing re: nutrition and health into our practice.
Reconciliation and role in health and care of indigenous clients.
Nutrition handouts targeted for Indigenous people.
Access for indigenous foods for indigenous patients in hospitals.
Provide scholarship opportunities for Indigenous people.
Building competency in new dietitians - help eliminate the stigma new health professionals may have prior to entering workforce.
On protocol, ceremonies that include food offerings/feasts.
How to communicate with and treat indigenous clients.
Work with U of A on recognition of Indigenous knowledge in recruitment of student applicants.
Undergraduate course on indigenous health issues - focus on the sociological reasoning for same, and dispelling myths about biological differences. (CTA # 25)
How/what RDs can do to support reconciliation.
Highlighting indigenous dietitians.
Actions and initiatives for indigenous youth, (e.g., Spirit North)
Recognize significance of Truth and reconciliation to both education and continued learning.
Land acknowledgements
Trauma informed care, social determinants of health, ACE study.
Dietitian specific workshops or webinar can help me and colleagues to understand and integrate into our practices.
Promote and create awareness of activities/events for awareness for members.

Truth telling and encouraging/facilitating critical reflexivity about impacts of colonial history.
Ask indigenous RDs to speak about their journey and hardships and benefits for Indigenous people.
Learn about types of research that were conducted on indigenous children in residential schools.
Invite a panel of guest speakers for a webinar with opportunity for questions.
A listing of Indigenous contacts for diet related info
Media advertisements - the value of a dietitian and how they work with Indigenous people
Bring in Indigenous authors for discussion
How nutrition and trauma are linked- how this affects their relationships with food and lifestyle as a whole.

INTERNAL POLICY & ENGAGEMENT
Employer policies - to offer training as part of our employment, and to establish policies regarding ethical practice to serve inclusive communities.
Making a continuing competence module.
Include indigenous members on the CDA board
Create meaningful policies around food security for indigenous people
CPP and metrics related to reconciliation/indigenous awareness and learning
Consult with indigenous people on what reconciliation looks like--especially as it pertains to legacy of dietetics profession in residential schools.
CPP related to TRC/Indigenous awareness and sensitivity within first 1-2 years of becoming a member.
Optimize nutrition practices to benefit indigenous health.
Promoting counselling with better cultural competence and for low-income populations.
Connecting with indigenous clients and identifying ways to better support them within our health care system.
Acknowledge that systemic racism exists and currently impacts health outcomes for indigenous people.
Support indigenous groups and show we are both allies and advocates.
Indigenous representation on College.
In reviewing our competencies to ensure that they adopt the language of reconciliation.
Require that new College members complete a learning activity related to Indigenous awareness and sensitivity every 5 years--similar to Jurisprudence Module.
Elder on Council or ensure indigenous partners at the table.
Ways they have/would like to use nutrition in their traditional forms of medicine, how western medicine /traditional medicine align/don't align)
Organize a focus group with select CDA board members, RDs from diverse practice areas, and members of First Nations, Metis, and Inuit communities. Discuss this question in relation to practical application to CDA and its members.
Support and promote policies that work towards reconciliation.
Indigenous representation in CDA.
Discuss w/ First Nations, Indigenous Services Canada -CDA's role.
Offering community supports and tools to assist furthering opportunities for indigenous peoples
Consult with indigenous people on what reconciliation looks like--especially as it pertains to legacy of dietetics profession in residential schools
Ensure that TRC and trauma informed care is integrated into College competencies
Hire indigenous staff at CDA, especially in leadership positions.

Policy and standards for all dietitians to be aware of TRC.
Apologize for studies (related to nutrition/diet) done on indigenous children in residential schools.
Employment equity--more opportunities and support for indigenous dietitians.
My employer should play a bigger role.
Make awareness actions part of College competencies.
Supporting indigenous population on feeling of belonging to the community.
More focus on increased diversity in dietetics, especially indigenous RDs could be helpful.
Discuss with indigenous colleagues and elders.
Adding a section to our standards of practice.
Include reconciliation initiatives in annual competencies.
Treat indigenous people with respect.
Position statement about traditional eating patterns and "healing food."
Understanding and awareness of how this affects our patient's health and needs. Acknowledging emotional stress and how it affects daily living, healthy eating and lifestyle.
Work with post-secondary institutions to include aboriginal health, eating patterns, risks to nutritional health, etc. in teaching curriculum.
Language and intent of standards is inclusive. (Specific wording about reconciliation in one or more standards.)
Work with First Nations Dietitians and those who work in First Nations clinics and reservations.
Recognition of nutrition and cultural impact of traditional food sources and support non-nutritional benefits as well.
Partnerships with local schools for programming
partner with Friendship centres for nutritional programming
Acknowledge malnutrition in indigenous communities, past and present, (including residential schools)

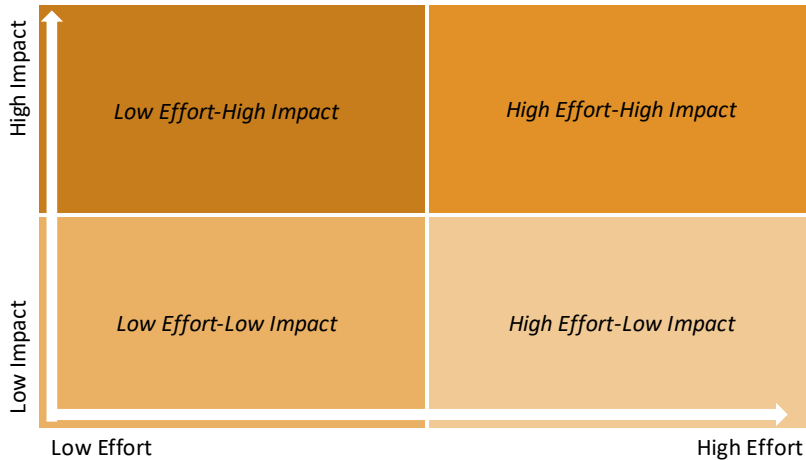
Appendix 4. Focus Group Dialogue Method

Approach

Four focus group dialogues were conducted in October 2021 with 39 members attending the sessions. Members were selected randomly from the 157 members who expressed their interest through the survey. Each focus group had a mix of dietitians working with (or have worked with) Indigenous people and communities and dietitians who have not worked with Indigenous people or communities. Each focus group session was 90 minutes and conducted virtually through video conferencing.

Each focus group was tasked with identifying priorities for each of the three key themes that emerged through the online survey. During the focus group session, the group was divided into three small groups, and each assigned a theme. For each theme, participants were asked to review the ideas for that theme and decide which five ideas should be selected for the RAP, and for each idea discuss if it required low to high effort and whether it would have low to high impact (Figure 9).

Figure 9. Matrix for identifying, organizing, and prioritizing ideas for reconciliation action.



The agenda for each focus group is outlined below, followed by a list of instructions each small group was asked to use for the small group exercise.

Agenda

- a. Welcome and introductions
- b. Opening Remarks from the Registrar Doug Cook¹³
- c. Miro warm up
- d. Survey results
- e. Small groups (54 minutes)
- f. Group presentations
- g. Wrap up/next steps

Instructions for Small Group Work

For each of the three themes, participants were asked to follow the instructions below.

1. Identify from the group of ideas the top 5 and discuss in your small group why they should be selected. There are several ideas – each sticky note represents one idea. These ideas were organized and categorized based on the ideas and suggestions raised through the online survey.

Use the following questions to guide your discussion:

- a. Which idea will have the most impact?
 - b. Which idea has the lowest impact?
 - c. Which idea will take the lowest effort?
 - d. Which idea will take the highest effort?
2. Each group will have approx. 18 minutes to discuss each theme topic and ideas.
 3. In your small group, select a facilitator, a recorder, and a presenter(s). Once your group has completed discussing each topic area and choosing the top 5 for each theme, participants will meet as a large group. Once back in the large group, small each group will present their top 5 for the thematic area they last discussed and worked on.

¹³ Mr. Cook provided opening remarks to each focus group but did not remain for the session.

Appendix 5. Focus Group Dialogue Sessions Results

Focus Group 1—Top Ideas Identified by Theme, effort, and impact

Legend:

High Effort-High Impact	Low Effort-High Impact	Low To High Effort-Low Impact
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Education	Cultural and sensitivity counseling for indigenous clients
	Focus on trauma informed care using principles of safety, choice, collaboration, trustworthiness and empowerment
	Mandatory internships learning in indigenous communities
	Resources focused on indigenous people's nutrition concerns, increasing rapport with indigenous people
	Supporting indigenous community events
	Support indigenous research re: health and nutrition (conducted by indigenous people for indigenous people)
	Financial assistance for indigenous students entering dietetics
	Reconciliation and decolonization-ongoing examination of how white supremacy and colonialism are embedded in dietetic practices, policies, and competencies
	Research on traditional foods, practices, and anecdotal spiritual teachings past down that may contradict nutritional guidelines
	Offer the Kairos blanket exercise
	Develop training in collaboration with RDs, major employers (E.g., AHS, etc.) align with core competencies
	Tap into U of AB/AHS indigenous awareness training
	Provide access to elders for support
	College has a huge platform to engage indigenous speakers on health and wellness as seen through a nutritional lens
	Mandatory online courses re: indigenous history, policy, government policies, residential schools, values and traditions
	Advocacy and Member Support
Work with U of AB to increase awareness of dietetic profession for indigenous youth	
Engage more indigenous approaches to nutrition care	
Delivery methods	
Book study with colleagues - books by indigenous authors	
Unconscious bias workshops	
Need for updated legislation to promote services that are equitable to Indigenous populations	
more internship placements in Indigenous communities	
Toolkits on how members can support reconciliation	
Dietitian support and funding in Indigenous communities as food security and nutritional status is a major impact on health status	

	Clean drinking water and affordable food for Indigenous communities
	Offer a set of e learning modules and a certification program on Indigenous peoples in Alberta and Indigenous awareness and sensitivity
	Offer support, resources and sessions to support educating dietitians on reconciliation and our role
	Mentoring with First Nation health professionals and stakeholders to identify gaps in nutrition services and processes across Alberta
	Leadership on expectation for dietitians to understand history of indigenous peoples and provide cultural competency training and clarify actions
	Cultural safety around food and improved access to dietitians in indigenous communities
	Learn about health inspirational techniques and practices that will help recover relations with indigenous peoples
	Ensure RDs work with FNIHB (on/off-reserve) are connected with AHS RDs/systems/practice standards
	Regarding actions to take to facilitate reconciliation
	Relationship building skills training
	on where to find more information
	Promotion of activities/events for awareness and education implemented for members
	To better understand indigenous culture (more of a goal than an action)
	Research what learning options are out there and direct membership to those options (don't recreate the wheel/use resources that already exist)
	Workplaces to allow time for education and learning about reconciliation
Link to resources for RDs to become trauma informed on TRC. (e.g., Nutritional experiment in residential schools)	
To learn about reconciliation and role in health and care of indigenous clients	
Internal Policy and Engagement	Making a continuing competency module (required every few years similar to jurisprudence model)
	CPP related to TRC/indigenous awareness and sensitivity within first 1-2 years of becoming a member
	Promoting counselling with better cultural competence and for low-income populations
	Employer policies to offer training as part of our employment, and establish policies regarding ethical practice to serve inclusive communities
	Optimize nutrition practices to benefit indigenous peoples
	Consult with indigenous peoples on what reconciliation looks like--especially as it pertains to legacy of dietetics profession in residential schools
	Create meaningful policies around food security for indigenous peoples
	CPP and metrics related to reconciliation/indigenous awareness and learning
	Ensure that TRC and trauma informed care is integrated into College competencies
	Acknowledge malnutrition in indigenous communities, past and present, (including residential schools)
	Organize a focus group with CDA board members, RDs from diverse practice areas, and members of FN/Metis and Inuit communities - discuss this question in relation to practical application
	Include indigenous members on the board of CDA (not restricted to dietitians)
	Connecting with indigenous clients and identifying ways to better support them within health care system

Focus Group 2—Top Ideas Identified by Theme, effort, and impact

Legend: High Effort-High Impact Low Effort-High Impact Low To High Effort-Low Impact

Education	Access for indigenous foods for indigenous patients in hospitals
	How nutrition and trauma are linked - how this affects their relationships with food and lifestyle as a whole
	Focus on trauma informed care using principles of safety, choice, collaboration, trustworthiness, and empowerment. Trauma informed care, social determinants of health, ACE study
	Mandatory internships learning in indigenous communities
	Unconscious bias workshops (using tools that already exist/don't reinvent the wheel)
	Support indigenous research re: health and nutrition (conducted by indigenous people for indigenous people)
	Bring in indigenous advisors or speakers
	Offering the Kairos blanket exercise
	Financial assistance for indigenous students entering dietetics
	Nutrition handouts targeted for indigenous peoples
	Traditional ways of knowing re: nutrition and health into our practice
	Increase indigenous perspectives in dietetics curriculum
Advocacy and Member Support	Need for updated legislation to promote services that are equitable to Indigenous populations
	more internship placements in Indigenous communities (this needs to be carefully considered--trust continuity and involvement in community is important for meaningful work)
	Policy changes such as clean drinking water, access to affordable food, and equal access to services
	Dietitian support and funding in Indigenous communities as food security and nutritional status is a major impact on health status
	Clean drinking water and affordable food for Indigenous communities
	For indigenous people wanting to get into dietetics profession (and ideally reduce systemic barriers for all marginalized people)
	AHS and health authorities to create more aboriginal friendly content (resources that include traditional foods)
	Alberta Health have a policy to work with FNIHB to increase/enhance collaborative, coordinated services for indigenous peoples (where possible/appropriate)
	Leadership on expectation for dietitians to understand history of indigenous peoples and provide cultural competency training and clarify actions
	Cultural safety around food and improved access to dietitians in indigenous communities
	Create awareness of resources and supports available to dietitians--towards helping RDs understand and serve indigenous clients
Offer supports, resources, and sessions to support educating dietitians on reconciliation and our role	
Support from the College to educate existing and future dietitians	
Internal Policy and engagement	Equity based research re: equity and inclusion of racialized populations and reducing unconscious bias (see Lisa Robinson)
	More focus on increased diversity in dietetics, especially indigenous RDs could be helpful

	Employment equity--more opportunities and support for indigenous dietitians
	Clinical, health promotion principles and strategies need to incorporate Indigenous practice, belief and actions. E.G. Medicine Wheel and whole health. Teaching on the First Nations communities requires financial support for experiential learning. And the learning takes place at a whole community vs. individual level. Must focus on a family and a community approach.
	Ensure that TRC and trauma informed care is integrated into College competencies.
	Require that new College members complete a learning activity related to Indigenous awareness and sensitivity every 5 years--similar to Jurisprudence Module.
	Consult with indigenous people on what reconciliation looks like--especially as it pertains to legacy of dietetics profession in residential schools.
	Work with post-secondary institutions to include aboriginal health, eating patterns, risks to nutritional health, etc. in teaching curriculum.
	In reviewing our competencies to ensure that they adopt the language of reconciliation.

Focus Group 3—Top Ideas Identified by Theme, effort, and impact

Legend: High Effort-High Impact Low Effort-High Impact Low To High Effort-Low Impact

Education	How nutrition and trauma are linked- how this affects their relationships with food and lifestyle as a whole.
	Financial assistance for indigenous students entering dietetics
	Work with U of A - increased awareness of dietetic profession amongst Indigenous youth. (To include removal of barriers including cost, internship locations, and structure)
	Undergraduate course on indigenous health issues - focus on the sociological reasoning for same, and dispelling myths about biological differences. (CTA # 25) (the new ICDEP will address TRC in post-secondary curric.)
	How to communicate with and treat indigenous clients.
	Mandatory internships learning in indigenous communities. (Needs indigenous partnerships and with universities. Students can be placed at sites that agree to host them and have supports to help them acquire competence)
	Provide scholarship opportunities for Indigenous people.
	Reconciliation and decolonization --ongoing examination of how white supremacy and colonialism are embedded in dietetic practices, policies, and competencies.
	Unconscious bias workshops. (Find ways to resource workshops that are already in use)
	Work with U of A on recognition of Indigenous knowledge in recruitment of student applicants.
	Nutrition handouts targeted for Indigenous people. (Build on what has already been done by AHS and HC)
	Highlighting indigenous dietitians (use social media, blogging, etc.)
	Offering the Kairos Blanket exercise. (College to organize in communities, to sign up, for org interns)
	Land acknowledgements
Ask indigenous RDs to speak about their journey/hardships and benefits for indigenous people.	
Increase indigenous perspectives in dietetics curriculum.	
Advocacy and Member Support	Cultural safety around food and improved access to Dietitians in Indigenous communities
	Need for updated legislation to promote services that are equitable to indigenous populations. (Work with other professional Assoc, health authorities, Indigenous services Canada)
	Dietitian support and funding in indigenous communities as food security and nutritional status is a major impact on health status.
	Social wellbeing of our patients and for improved access to traditional food sources, especially in urban centres.
	For indigenous people wanting to get into dietetics profession (and ideally reduce systemic barriers for all marginalized people).
	Ensure the retention of Aboriginal health care providers in Aboriginal communities. (CTA #25)
	Clean drinking water and affordable food for indigenous communities. (Food security)
	Workplaces to allow time for education and learning about reconciliation.
Create awareness of resources and supports available to dietitians--towards helping RDs understand and serve indigenous populations.	

	Cultural Liaison available for members to access to create a safe space to answer questions and guide best practice working with indigenous people.
	More internship placements in indigenous communities.
	toolkits on how members can support Reconciliation
	Provide support for RDs to learn best ways to communicate with and treat indigenous clients.
	Indigenous Elder seat on board
	Provide direction and training, take a lead on initiatives.
	AHS and health authorities to create more aboriginal friendly content (resources that include traditional foods.)
	Relationship building skills training
	Facilitate webinars, dialogues, panels, on various topics in reconciliation and indigenous people, nutrition, history.
	Dietitian specific workshops or webinar designed to help members understand and integrate into our practices. Of pertinent opportunities that will help educate and direct implementation of reconciliation in practice.
	Support Truth and Reconciliation in Rights Relations at Banff Centre
Internal Policy and Engagement	Hire indigenous staff at CDA, especially in leadership positions.
	In research and practice, creating standards around how to engage our indigenous partners/communities
	Making a continuing competence module.
	More focus on increased diversity in dietetics, especially indigenous RDs could be helpful.
	Employment equity--more opportunities and support for indigenous dietitians.
	My employer should/could play a bigger role.
	Recognition of nutrition and cultural impact of traditional food sources and support non-nutritional benefits as well.
	Develop core competencies/KPIs and training in collaboration with RDs, major employers
	Promoting counselling with better cultural competence and for low-income populations.
	Understanding and awareness of how this affects our patient's health and needs. Acknowledging emotional stress and how it affects daily living, healthy eating and lifestyle.
	Include indigenous members on the board of CDA. Indigenous representation in CDA. Indigenous representation on College.
	CPP and metrics related to reconciliation/indigenous awareness and learning. (Adding a section to our standards of practice)
	Apologize for studies (related to nutrition/diet) done on indigenous children in residential schools.
	Require that new College members complete a learning activity related to Indigenous awareness and sensitivity every 5 years--similar to Jurisprudence Module.
	Acknowledge that systemic racism exists and currently impacts health outcomes for indigenous people.
	Include reconciliation initiatives in annual competencies.
CPP related to TRC/Indigenous awareness and sensitivity within first 1-2 years of becoming a member.	
Policy and standards for all dietitians to be aware of TRC.	

Focus Group 4—Top Ideas Identified by Theme, effort, and impact

Legend:

High Effort-High Impact	Low Effort-High Impact	Low To High Effort-Low Impact
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Education	Cultural and sensitivity counselling for indigenous clients (counselling for RDs working for indigenous clients)
	Trauma informed care, social determinants of health, ACE study. (Focus on collective healing)
	Support indigenous research re: health and nutrition (conducted by indigenous people for indigenous people)
	Reconciliation and decolonization --ongoing examination of how white supremacy and colonialism are embedded in dietetic practices, policies, and competencies.
	Provide access to elders for support.
	College has a huge platform to engage indigenous speakers on health and wellness topics as seen through a nutrition lens. (Could be tools on the College website)
	Traditional ways of knowing re: nutrition and health into our practice.
	Increase indigenous perspectives in dietetics curriculum.
	Unconscious bias workshops. (Perhaps required of members every 5 years)
	Offering the Kairos Blanket exercise.
	Resources focused on indigenous people's nutrition concerns.
	Bring in indigenous advisors or speakers. (Do in a sensitive manner--so as not to contribute to fatigue)
Engage more indigenous approaches to nutrition care.	
Provide scholarship opportunities for Indigenous people.	
Advocacy and Member Support	To pursue TRC actions/education. A responsibility to the public the College is there to protect.
	At PDEP level--to include competencies for dietitians training at internship and university and course level.
	For indigenous people wanting to get into dietetics profession (and ideally reduce systemic barriers for all marginalized people).
	A person/position on CDA staff for truth and reconciliation/indigenous voice long term/ongoing
	On how to work with indigenous clients.
	Ensure the retention of Aboriginal health care providers in Aboriginal communities. (CTA #25)
	Offer supports, resources and sessions to support educating dietitians on reconciliation and our role. (Evaluate what's working/what's not working based on what's available)
	To better understand indigenous culture.
	Provide direction and training, take a lead on initiatives.
Dietitian specific workshops or webinar designed to help members understand and integrate into our practices.	
Courses on Traditional foods (e.g., Food is our medicine -Nourish)	
Internal Policy and Engagement	Supporting indigenous population on feeling of belonging to the community.
	Discuss with indigenous colleagues and elders.
	Support and promote policies that work towards reconciliation.
	Indigenous representation on college. (Education of board and promoting greater representation) (make this a paid position, voice or process should facilitate representative of diversity of indigenous pop)
	Policy and standards for all dietitians to be aware of TRC.

	Connecting with indigenous clients and identifying ways to better support them within our health care system.
	Consult with indigenous people on what reconciliation looks like--especially as it pertains to legacy of dietetics profession in residential schools.
	Elder on Council or ensure indigenous partners at at the table.
	Work with post-secondary institutions to include aboriginal health, eating patterns, risks to nutritional health, etc. in teaching curriculum.
	Ensure that TRC and trauma informed care is integrated into College competencies.
	Acknowledge that systemic racism exists and currently impacts health outcomes for indigenous people.
	Make awareness actions part of College competencies.
	Making a continuing competence module.
	CPP related to TRC/Indigenous awareness and sensitivity within first 1-2 years of becoming a member.



Board Briefing Note

Topic:	Equity, Diversity, Inclusion and Belonging Status Report
Purpose:	For Information
Strategic Plan Relevance:	Governance Modernization & Enhancing Public Trust
From:	Melanie Woodbeck, Registrar & Executive Director Aneita Chang, Director, Corporate Services

ISSUE

To provide a status update on EDI-B activities for the Board's information and feedback.

PUBLIC INTEREST RATIONALE

The Equity, Diversity, Inclusion and Belonging (EDI-B) Status report enables the Board to effectively monitor CDO's performance on informed EDI-B action aimed at minimizing systemic barriers and helping build a more inclusive and equitable health system. Reporting on the progress of CDO's EDI-B work holds the organization accountable to its commitment to become safer, more equitable and inclusive, thereby supporting the interest of the diverse public it serves.

BACKGROUND

The College began its EDI-B journey in 2020, by engaging Dr. Javeed Sukhera to assist the College in the development of an equity, diversity, inclusion, and belonging (EDI-B) strategic action plan and to conduct training across the organization. Over the last three years, the process of advancing EDI-B at the College has been an iterative journey of learning and unlearning, capacity building within the organization and informed action.

Status report on EDI-B efforts

An EDI-B Status Report, spanning the period of 2020 to present, is attached as *Appendix 1*. The report provides the results of the Dr. Sukhera's findings and recommendations following an analysis of 74 of CDO's policy documents, a literature review, focus group engagement and a public survey. The report also provides updates on CDO's progress to-date, noting that this is a continuous journey.

[September 29, 2023 Meeting]

Status on EDI-B Benchmarking

The College recognizes that its own policies and programs, as well as its own internal practices, can be evaluated through an EDI-B lens with a view to eliminating potential barriers to inclusive and equitable delivery of its statutory and regulatory programs. To this end, with permission, in 2022, the College identified a strategic plan KPI to benchmark the College’s progress to the [Global Diversity, Equity & Inclusion Benchmarks \(GDEIB\)](#). The benchmarks were developed by 112 expert panelists to help organizations determine strategy and measure progress in managing diversity and fostering inclusion. There are a total of 275 benchmarks, which ranged from inactive to best practices.

The CDO selected 161 benchmarks that applied most to the College from the GDEIB report, and meets 59% of the benchmarks in proactive, progressive and best practice areas. CDO’s practices were only reflective of inactive or reactive processes in 2 areas (service sourcing for RFPs, engagement in broad societal issues). The selected benchmarks were reviewed by the EDI-B working group, with the intention that the findings, in addition to Dr. Sukhera’s recommendations, would be used by the College as a guide to help develop initiatives that will enhance EDI-B for all the College’s staff, registrants, the Board, the public and other system partners. The EDI-B initiatives developed will also assist the college in meeting the selected benchmarks.

A summary of the benchmarks with sample best practices is attached as *Appendix 2*. The benchmarking highlighted some of CDO’s strengths related to EDI-B and some areas for focus:

Foundation Group: Categories 1 – 3 Vision, Strategy, Leadership, Accountability, Structure, Implementation
<ul style="list-style-type: none">• EDI-B is incorporated into the 2020-2024 Strategic Plan, vision, corporate values.• The College continues to collaborate and engage with system partners on EDI-B and is frequently called upon by other regulators to share progress on initiatives.• The Board, Committees and staff are consulted when determining training needs and developing EDI-B initiative.• While work is underway, we are currently reviewing and addressing some of the challenges faced by Indigenous patients and internationally trained dietitians etc.• Board competency and attribute framework developed that includes EDI-B competencies and identifies diversity attributes for board recruitment.• The EDI-B lead is an influential partner on the leadership team.• EDI-B initiatives and training are resourced in the budget in different programs across the organization.• The College has an EDI-B working group to advise the College and monitoring the response to and implementation of EDI-B initiatives.

<p>Internal Group: Categories 4 – 7</p> <p>Recruitment, Advancement, Retention, Job Design, Compensation, Work-Life Integration</p>
<ul style="list-style-type: none"> • CDO has a diverse team at all levels of the organization • EDI-B is an essential staff and leadership competency and is a performance measure. • Recruitment considers EDI-B through interview questions and salary transparency. CDO uses a variety of job boards but has not yet used EDI-B focused job boards. • Compensation systems and job categories are reviewed regularly. • Remote – hybrid work allows flexibility balanced with team cohesion. • Advancement opportunities are limited given organization size.
<p>Bridging Group: Categories 8 – 11</p> <p>Assessment, Measurement, Research, Communications, Learning, Development, Sustainability</p>
<ul style="list-style-type: none"> • CDO has completed initial EDI-B assessment and benchmarking. CDO is beginning to report on measures and progress. • CDO is beginning to incorporate equity impact assessment into its policies and processes. There is more work to do in this area. • CDO has an EDI-B webpage that is regularly updated. • More work is needed to ensure CDO resources are widely accessible to registrants and the public and take into account various accessibility needs. Work is ongoing to ensure College resources are available in French. • CDO relies on external experts for training and development. Several sessions have been offered internally related to bias, Indigenous cultural safety, trauma informed practices, anti-racism and equity, and pronoun use. • Regulation Talks webinars for registrants consider an EDI-B lens regardless of the topic. • The Board has included a learning moment and land acknowledgement in its meetings. • EDI-B risk assessment is in its initial stages. • High level of collaboration internally and with other regulatory colleges as opportunities arise.
<p>External Group: Categories 12 -15</p> <p>Community, Government Relations, Services, Customer Service, Responsible Sourcing</p>
<ul style="list-style-type: none"> • CDO has begun analyzing its policies and consults with internal and external EDI-B experts, however, more work needs to be done in this area. • More work to be done on how different groups and cultures perceive CDO’s resources and communications and service experience. • CDO public awareness campaigns could be tracked to ensure cultural relevance and value. • Focus groups are a regular part of standards of practice and guidelines policy work, however, more work to be done on policy co-design and consultation. • Requests for proposals could incorporate an EDI-B evaluative component.

HPRO Equity Impact Assessment

With federal funding from Community Support, Multiculturalism, and Anti-Racism Initiatives and in-kind HPRO contributions, over the last year, HRPO undertook an Anti-Racism in Health Regulation (ARHR) project to build capacity in HPRO members (26 health profession regulators).

The goal of the project was to provide a consistent approach, framework, and tools to advance, embed, and sustain equity, diversity and inclusion (EDI) in regulatory functions. A key deliverable from the project was a set of benchmarks (drawn from the GDEIB), modified to correspond to College regulatory functions and the College Performance Measurement Framework (CPMF). The EDI-B working group will be considering the new tool and how to incorporate the measurement tool into existing frameworks.

NEXT STEPS

The Board is asked to review the foregoing information and provide feedback.

ATTACHMENTS

- Appendix 1: Equity, Diversity, Inclusion and Belonging Status Report (DRAFT)
- Appendix 2: GDEIB overview benchmarks with sample best practices



Equity, Diversity, Inclusion and Belonging Status Report



COLLEGE OF DIETITIANS OF ONTARIO

EQUITY, DIVERSITY, INCLUSION AND BELONGING STATEMENT

The College of Dietitians of Ontario recognizes the important role we play as an employer and as a regulator that serves and protects the public interest. We are committed to informed equity, diversity, inclusion and belonging (EDI-B) action to minimize systemic barriers and to help build a more inclusive and equitable health system for all, including Indigenous peoples, immigrants, refugees, people who are racialized, people with disabilities and the 2SLGBTQIA communities.

Our commitment to informed EDI-B action is a conscious decision to foster respectful partnerships with the public, dietitians, employers, and healthcare providers. It is our shared responsibility to encourage anti-oppressive practices that embrace innovation and recognize the value of diversity to achieve sustainable and meaningful change.

We promise to listen, reflect, learn, and act in collaboration with our Board, staff, dietitians, and the public. We are committed to being transparent about our EDI-B work and actions and why they are important to us. This work is never done. As individuals and as an organization, we commit to being life-long learners and will continue to educate ourselves to better our work within our regulatory mandate and daily practices.

COLLEGE OF DIETITIANS OF ONTARIO

OUR CORE CORPORATE VALUES

Integrity

Collaboration

Accountability

Transparency

Innovation

Equity, Diversity, Inclusion and Belonging

LAND ACKNOWLEDGEMENT

We acknowledge that the College of Dietitians of Ontario's office is located on the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples and is now home to many diverse First Nations, Inuit and Métis peoples. We also acknowledge that Toronto is covered by Treaty 13 with the Mississaugas of the Credit.

We are acknowledging the traditional keepers of these lands as part of a deeper commitment to Ontario's Indigenous communities. As provincial health regulators, we have a large role to play in reconciliation to meet the broader goal of public protection.

10 WAYS CDO IS MAKING EDI-B PROGRESS

- 1 Engaged an expert in the field of equity and anti-racism to conduct training and support strategic planning.
- 2 Fostered awareness and learning of Board and staff members through ongoing training and development.
- 3 Facilitated a regulatory literature review and audit of multiple CDO policy documents.
- 4 Launched an equity and anti-racism survey to registrants and the public.
- 5 Revised several CDO applicant policies to improve equitable access to registration.
- 6 Issued new dietetics practice standards, guidelines and policies informed by EDI-B.
- 7 Implemented EDI-B governance initiatives to Board of Directors deliberations and decision-making.
- 8 Delivered EDI-B workshops and training sessions to all College assessors, focus groups and staff.
- 9 Incorporated an internal Equity Impact Assessment tool to practice policy consultation, design and development.
- 10 Embedded an EDI-B vision statement and corporate values within our culture to continue on our mission.

Introduction

In 2020, the College of Dietitians of Ontario (CDO) took its first steps towards informed anti-racism action leading to sustainable and meaningful change in how we carry out our public protection mandate. CDO sought expert consultation to develop an equity, diversity, inclusion, and belonging (EDI-B) action plan and retained Dr. Javeed Sukhera, an expert in the field, to conduct training and support strategic planning.

In 2021, CDO leadership worked with Dr. Sukhera to ensure that members of the Board, committees and staff were properly informed on EDI-B issues, to build a foundation for the work ahead – a robust action plan with the following areas of focus:

Area of Focus 1: Capacity Building and Culture Change

CDO began conversations on what EDI-B means for the organization and how this relates to its internal functioning and legislated mandate. Engagement with staff suggested that work was required to build a shared understanding of how EDI-B within the organization can relate to and inform EDI-B related activities outside of the organization.

The recommended actions to build capacity and foster culture change were:

1. Training and coaching for EDI-B champions within CDO.
2. Training and coaching for all CDO assessors.

Area of Focus 2: Policy and Public Relations

Dietitians are a unique profession within healthcare. Before more work could proceed, further engagement with system partners was needed to understand the context of dietitian regulation in Ontario and Canada. The recommended actions to address policy and public relations were:

3. System partner engagement and consultation.
4. Policy audit.

In 2021, CDO also struck an EDI-B Working Group, in collaboration with Dr. Sukhera, to advise the Board on EDI-B initiatives within the College. The key objectives of this ongoing working group are to: one, foster awareness-raising and ongoing learning related to EDI-B for CDO and system partners; two, build capacity within CDO to recognize and address issues related to EDI-B; three, ensure sustainability of EDI-B-related initiatives within CDO; and four, develop and monitor metrics related to EDI-B within CDO.



EDI-B Report

In 2021, Dr. Sukhera delivered [Advancing Equity and Anti-Racism in Dietitian Regulation](#), a report to inform future EDI-B work. The report's findings and recommendations were based on a comprehensive EDI-B literature review of all health professions regulators; focus groups comprising board and staff members, including dietitians; and an audit of 74 CDO policy documents, including personnel, professional standards, assessment, and registration, totaling 328 pages.

Findings

1. Potential areas to advance EDI-B within dietitian regulation are mostly similar to other health professions with a few unique opportunities for CDO.
2. Specific ways that CDO can address equity and antiracism include capacity building within the organization while promoting thought leadership among the profession.
3. The CDO has a strong professional practice infrastructure that can be leveraged to promote education/training opportunities and the development of standards in anti-oppressive dietetic practice.
4. There is currently limited infrastructure, particularly within CDO Board to address equity/antiracism.
5. Existing policy would benefit from a more inclusive approach to policy co-design.

Recommendations

1. Thought Leadership: Promote thought leadership by establishing professional standards related to EDI-B in the profession.
2. Enhance Evaluative Mechanisms: Enhance mechanisms for feedback and appeal for potential registrants.
3. Address the Representation Gap: Enhance representation and diversity within CDO staff and governance.
4. Co-design Policy: Critically appraise existing policies and consider an inclusive approach to policy co-design with racialized and minoritized system partners.
5. Build Capacity: Identify and adequately resource an EDI-B lead within CDO to promote future activities.
6. Enhance and Spread Training: Leverage existing professional practice infrastructure to develop and expand existing training.



EDI-B Survey

In October 2021, the College launched the **CDO Equity and Anti-Racism Survey**, which explored how equity and anti-racism may influence the work of the College of Dietitians of Ontario. The survey was created and administered by Dr. Javeed Sukhera.

CDO survey launched primarily to the public in 2021

In keeping with the College's legislated mandate of public protection, we sought feedback initially from the public as to whether they as individuals had directly or indirectly experienced prejudice or discrimination during their involvement with the College.

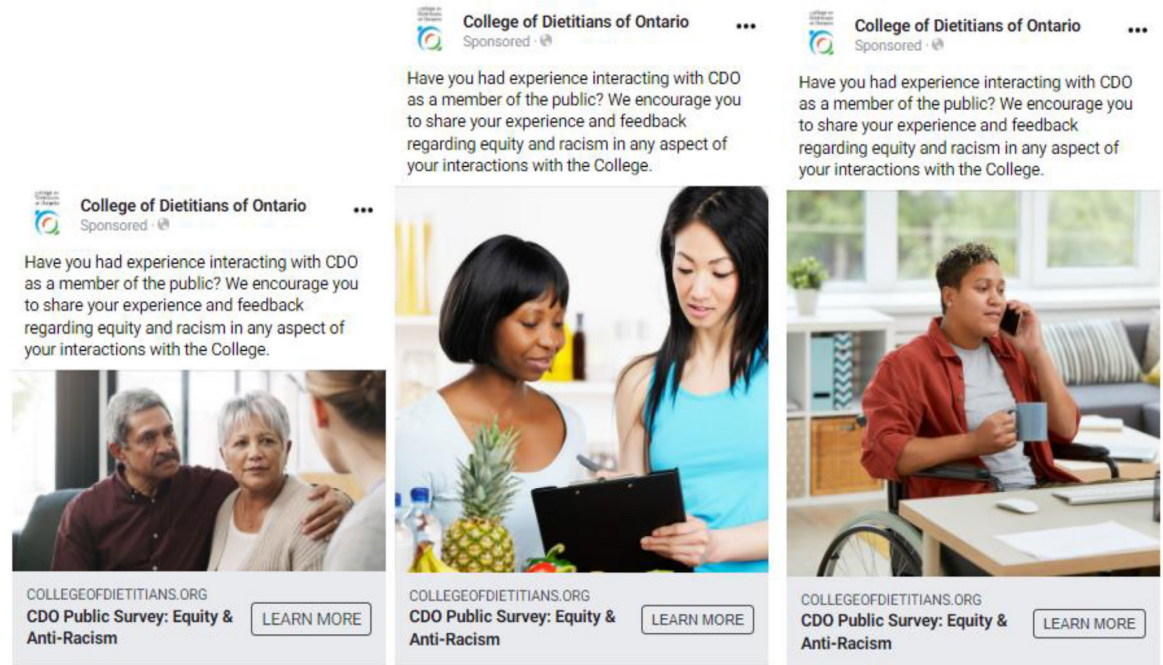
The survey asked questions such as:

- Have you directly experienced prejudice or discrimination during your involvement with the College of Dietitians of Ontario?
- When you directly or indirectly experienced prejudice or discrimination during your involvement with the College of Dietitians of Ontario, what was this prejudice or discrimination based on?
- The College of Dietitians of Ontario performs various functions. In what aspects of a regulator's work did you experience prejudice or discrimination?

CDO survey expanded to registrants in 2022

The survey re-opened for feedback from both the public and registrants in January 2022 until March 2022. To promote the survey, the College launched an extensive online awareness campaign through Facebook and Google digital ads, which generated interest in the survey and public awareness of the College.

The College also promoted the survey to registrants through email, website promotion, and social media. Participation from registrants was significantly higher than public participation, and responses mostly focused on registrant experiences of prejudice and discrimination within the dietetics and broader health-care professions.



EDI-B Survey Results

EXECUTIVE SUMMARY

The overwhelming majority of respondents (87%) were Registered Dietitians. Only 12 members of the public (5%) chose to respond. Of the 233 respondents overall, most (79%) were born in Canada. The age range was primarily 30–39.

Experience of discrimination

Eight out of 10 respondents (83%) said they had not experienced prejudice or discrimination in regulation, 11% experienced direct prejudice or discrimination, and seven per cent experienced indirect prejudice or discrimination. Of the respondents who experienced discrimination, most identified discrimination related to:

- racial ethnic categories (33%)
- country of origin (14%)
- gender/gender identity (12%)
- sexual orientation/identity (7%)
- language (7%), or religion (7%)

The regulatory areas that these respondents experienced discrimination were in:

- Licensure and registration processes (39%)
- Governance (13%)
- Complaints and Investigations (5%)
- Other (42%)

Minoritized respondents were most likely to identify racial/ethnic discrimination. In the subset of respondents who identified as minoritized, 20% experience direct discrimination, 13% indirect, and 69% had not experienced prejudice or discrimination.

Most discrimination was recent. Discrimination experience mostly took place within the past 10 years, with 26% of respondents indicating 6–10 years, 29% indicating 2–5 years, and 39% in the past year.

A TIMELINE OF KEY CDO EDI-B INITIATIVES

March 2021

EDI-B Working Group comprising Board and staff members established to advise CDO on its role in overseeing and monitoring the response to and implementation of EDI-B initiatives.

November 2021

Dr. Sukhera delivers EDI-B report to the College, which includes a literature search, environmental scan, internal and external engagement, and a policy audit.

January 2022

CDO creates staff position to lead EDI-B process and policy initiatives.

March 2022

The Board amends the Governance Committee's Terms of Reference to include EDI-B responsibilities related to supporting CDO's EDI-B strategy.

September 2022

The Board approves an EDI-B vision statement and revised corporate values.

December 2022

The Board approves a Competency and Attribute Framework for directors that identifies EDI-B as a core competency.

Want to learn more? Visit:
collegeofdietitians.org/EDI

Registrants expressed their thoughts on discriminatory practices

Some respondents reported barriers to licensure. Some racialized respondents felt they struggled to feel welcome and belonging in the profession because of their identity. Others cited high fees as a discriminatory practice for early career professionals.

Additional examples related to what registrants perceive as discriminatory standards that devalue international training. Another area of concern was the examination. Respondents noted that the exam was not inclusive for neurodiverse candidates.

Some registrants questioned practice conventions. Participants raised concerns with the member practice audit process. One participant noted that the process was “difficult” for people with certain types of disability. Another noted that the writing in the jurisprudence handbook (which is no longer in publication) could be difficult for some to understand. Similar concerns were also raised about quality assessment practices which could be more reflective of diverse practice settings.

More work is necessary with cultural food practices. Participants indicated that there was indirect discrimination related to Euro-centric norms regarding dietetic practices in Ontario and how cultural food practices were perceived in relation to Western diets. For example, cultural food practices in non-European settings were poorly integrated into how dietetic practice is understood and assessed by regulators.

Notes

Despite the survey’s significant learnings, it is important to note that anti-Indigenous racism and an anti-colonial lens was not applied. There are several important issues related to Indigenous self-governance, data, and a post-colonial approach to health professions regulation that was outside the scope of the survey.

Also, focus group and survey engagement was limited in number. Despite significant outreach efforts, only five per cent of College registrants and very few members of the public chose to respond to the survey. Further opportunities for robust engagement would strengthen the recommendations.

CDO continues to welcome feedback on the survey. Email EDI@collegeofdietitians.org.

REGISTRATION POLICY REVISIONS INFORMED BY EDI-B

Policy 3-30: Currency for Applicants
Revised to recognize graduate studies to demonstrate currency of dietetic knowledge, skills, and competence.

Policy 4-50: Language Proficiency
Policy 6-10: Eligibility for Prior Learning and Recognition
Both revised to provide more options for applicants to demonstrate English and French language proficiency and recognize the Immigration, Refugees and Citizenship Canada’s current approved language tests for skilled immigrants.

Policy 5-30: Upgrading After Second Failure of the Canadian Dietetic Registration Examination
Revised to provide an individualized and empathetic approach to determine an applicant’s learning and upgrading needs prior to attempting the CDRE for a final time.

Policy 6-10: Eligibility for Prior Learning and Recognition
Revised to extend the use of the KCAT to permit internationally trained applicants who have completed degrees reasonably related to dietetics, but who have not yet completed any formal practical training.

Want to learn more? Visit:
collegeofdietitians.org/EDI

Survey Recommendations

Dr. Sukhera delivered his report to the College in 2022 on findings and recommendations from the survey. When asked about areas in which the College could improve in terms of equity, diversity, inclusion and belonging, recommendations from respondents fell into the following themes:

1. CDO can be an agent of change.

Participants indicated that CDO has an important role as an influencer and thought leader in the province of Ontario. They felt that CDO should leverage its position and privilege to help promote change.

First, acknowledgment of how the organization and regulators have contributed to harm, then commit to addressing the problem through engagement and structural change. They also noted that taking an intersectional approach to equity and justice work is important, while foregrounding anti-Black and anti-Indigenous racism.

2. CDO can increase transparency and change policy.

- **Transparency:** Commitment to change involves improving transparency and reporting.
- **Policy Change:** Participants noted that CDO could play a role in promoting a policy for prevention and intervention related to prejudice and discrimination. Another policy suggestion was an amendment to the code of ethics with more details on racism/prejudice, and efforts to improve feedback and evaluation of existing processes.
- **Addressing public discrimination:** Participants noted that the CDO should play a role in ensuring registrants are able to practice in a culturally safe way.

3. CDO can reduce barriers to becoming a dietitian.

4. CDO can improve representation and training in the profession.

- Engage registrants who identify as racialized in college activities and ensure they have meaningful and equitable compensation for EDI-B work.
- Advocate for improvements in training and education.
- Upstream work to recruit more diverse students.

PRACTICE POLICY WRITING INFORMED BY EDI-B

CDO is currently using an interim Equity Impact Assessment (EIA) tool to inform policy development as we work with the Health Profession Regulators of Ontario on a shared EIA tool.

Determining Currency Hours in Dietetic Practice

More flexibility for equity-deserving groups to meet the currency hours requirement and less challenging for dietitians to continue redeployed work to reduce economic burdens.

Social Media Standards and Practice Guidelines for Dietitians in Ontario

Information added related to prejudice and discrimination, reminding dietitians about practising in a culturally safe manner and encouraging accessibility standards for EDI-B.

Virtual Care Standards and Practice Guidelines for Dietitians in Ontario

Consultation survey respondents asked if they foresaw any positive or negative impacts on equity-deserving groups or client populations as a result of the standard and practice guidelines.

Want to learn more? Visit:
collegeofdietitians.org/EDI

Moving Forward

The journey of a thousand miles begins with one step.

Since we took our first steps back in 2020, during a time of global reckoning for the systemic racism and inequalities endured by equity-deserving groups, it has been an extraordinary journey for EDI-B at the College of Dietitians of Ontario.

We made EDI-B a priority for our organization and have embedded equity and anti-racism in every facet of our culture. This commitment is explicit in our EDI-B vision statement, which reads in part:

Our commitment to informed EDI-B action is a conscious decision to foster respectful partnerships with the public, dietitians, employers, and healthcare providers. It is our shared responsibility to encourage anti-oppressive practices that embrace innovation and recognize the value of diversity to achieve sustainable and meaningful change.

We listened. We learned. And we achieved more than we thought possible, even amidst the challenges of a global pandemic and the complexities of the virtual world in which we were working.

A long road ahead. Much work to be done.

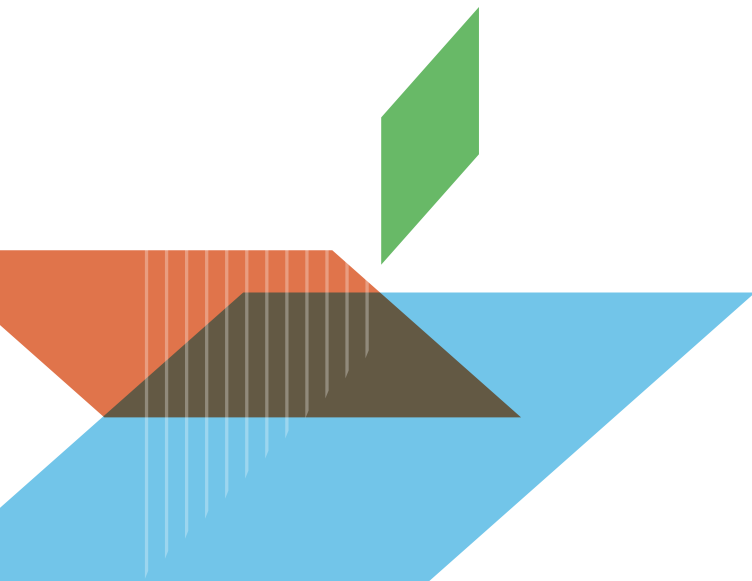
CDO is committed to ensuring EDI-B is reflected in our policies, processes, and our engagement with system partners. We have embedded EDI-B objectives within our strategic plan and will continue to operationalize EDI-B in College processes, policies and decision making.






We are developing a plan for the collection of EDI-B demographic data of applicants and registrants. We are collaborating with other health profession regulators on the adoption of an Equity Impact Assessment Framework. And we will continue to update College policies and processes based on feedback from the Advancing Equity and Anti-Racism in Dietitian Regulation report and Global Diversity Benchmarks.

In addition to reporting on our EDI-B progress to the Ministry of Health through the College Performance Measurement Framework, we pledge to inform all system partners, including registrants and the public, of our EDI-B work. Becoming a safer, more equitable and inclusive organization is a continuous journey and commitment for CDO.

We could not have come this far without the support of our Board of Directors, the EDI-B Working Group, College staff, the expertise of thought leaders and, most importantly, the dietitians of Ontario.

Feedback or questions? EDI@collegeofdietitians.org **Want to learn more?** collegeofdietitians.org/EDI



-  @CollegeDietitiansOntario
-  @cdontario
-  @College of Dietitians of Ontario
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GLOBAL DIVERSITY, EQUITY & INCLUSION BENCHMARKS: STANDARDS FOR ORGANIZATIONS AROUND THE WORLD SAMPLES OF BEST PRACTICE BENCHMARKS



Global Diversity,
Equity & Inclusion
Benchmarks

GDEIB, which is free, contains 275 benchmarks in four groups and 15 categories. Each category is in 5 levels from where little work is being done to best practices. Below is a sampler of a few benchmarks at the best practices level of each category.

FOUNDATION GROUP

Category 1: VISION, STRATEGY, AND BUSINESS IMPACT

- DEI is embedded in organizational culture as a core value, a source of innovation, and a means to sustainability and success.
- The organization is proactive and responsive to DEI challenges that are faced by society, including but not limited to political and economic trends, and recognizes that organizations are microcosms of the societies in which they operate.

Category 2: LEADERSHIP AND ACCOUNTABILITY

- Leaders are change agents and role models for DEI. They inspire others to take individual responsibility and become role models themselves.
- A large majority of employees across a wide array of diversity dimensions rate their leaders as trustworthy, citing equitable and inclusive treatment.

Category 3: DEI STRUCTURE AND IMPLEMENTATION

- The most senior person responsible for DEI is an equal and influential partner on the senior leadership team.
- DEI is integrated into core organizational structures, policies, systems, and practices.

INTERNAL GROUP

Category 4: RECRUITMENT

- The organization's reputation for quality DEI efforts enhances its ability to attract diverse and underrepresented employees.
- When technological solutions are used for recruitment, the organization implements practices to minimize and remove algorithmic bias.

Category 5: ADVANCEMENT AND RETENTION

- Diverse employees hold positions at all levels and functions to ensure equitable representation.
- The pool of candidates in the organization's succession plan is diverse along multiple dimensions and prioritizes underrepresented groups.

Category 6: JOB DESIGN, CLASSIFICATION, COMPENSATION

- Regular reviews of pay differentials are conducted and discrepancies between underrepresented groups and the dominant group are eliminated.
- Performance rating, pay, bonuses, and promotions are tied to a variety of DEI measures.

Category 7: WORK-LIFE INTEGRATION, FLEXIBILITY, AND BENEFITS

- The organization's policies and practices regarding benefits, work-life integration and flexibility meet the organization's commitment to decent work, psychological safety, and respect for human rights.
- All leaders model and encourage work-life integration by promoting its benefits.

BRIDGING GROUP

Category 8: ASSESSMENT, MEASUREMENT, AND RESEARCH

- In-depth DEI assessments are regularly conducted on the overall organization and within departments, and the results are incorporated into strategy and implementation.
- A reputational risk assessment including several DEI issues, such as racism, sexism, homophobia, harassment, disability discrimination, and other forms of discrimination, is regularly conducted.

BRIDGING GROUP CONTINUED...

Category 9: DEI COMMUNICATIONS

- The organization is known for its high-quality DEI initiatives that are regularly communicated internally and externally enhancing the organization's reputation.
- The organization uses bold and transparent communication in naming and dealing with challenging issues such as racism, sexism, homophobia, privilege, toxic masculinity, and white supremacy.

Category 10: DEI LEARNING AND DEVELOPMENT

- DEI is integrated into all learning offered internally and externally to key stakeholders.
- Learning and education addresses racism, anti-racism, sexism, white supremacy, privilege, internalized oppression, classism/casteism, homophobia, transphobia, religious bias, disabilities, mental health awareness, and other issues.

Category 11: CONNECTING DEI AND SUSTAINABILITY

- DEI is seen as integral to the sustainability of the organization and its stakeholders. Sustainability is fully integrated into DEI strategies/initiatives.
- The organization takes a leadership role in influencing and supporting the connection of DEI and sustainability initiatives locally and globally including being a champion of ESG and the UN's Sustainable Development Goals.

EXTERNAL GROUP

Category 12: COMMUNITY, GOVERNMENT RELATIONS, AND PHILANTHROPY

- The organization helps its community by promoting economic growth, addressing income inequality and groups that have been historically disadvantaged, and/or serving those most in need.
- The organization takes bold stands in word and action on societal issues related to achieving equity and justice for marginalized people, such as #BlackLivesMatter, #MeToo, #Genderbasedviolence, #UnitedAgainstRacism, and #Standup4humanrights.

Category 13: SERVICES AND PRODUCTS DEVELOPMENT

- The organization successfully leverages diverse teams, including diversity networks, customers, partners, the community, and other stakeholders, to improve its products and services.
- The product and service development cycles prioritize diversity and accessibility from the start. The organization doesn't merely adapt products first developed for the dominant group or culture.

Category 14: MARKETING AND CUSTOMER SERVICE

- The organization uses advanced and unbiased analysis techniques to understand and respond to the diversity of its customer base, including nuances of intersectionality.
- While outside DEI expertise may also be sought, the organization leverages the marketing, sales, distribution, and customer service expertise of its diverse staff.

Category 15: RESPONSIBLE SOURCING

- The organization has embedded DEI in its responsible and ethical sourcing as evidenced by its policies, systems, and inclusive practices.
- The organization treats its suppliers with respect and dignity, pays them in a timely manner, and collaborates with them to make the supply process work.

Go to www.centreforglobalinclusion.org and navigate to the free GDEIB to download it. You will need to sign the User Agreement to use it. Also notice the many free User Tools. At the top of each page on the site, notice a place to subscribe to our monthly newsletter.

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College of Dietitians of Ontario (CDO) Land Acknowledgement

Board attachment 0.0

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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 | EDI-B

Goal 1: Regulatory Effectiveness & Performance Measurement	Goal 2: Transparent & Effective Communications	Goal 3: Risk-Based & Right Touch Regulation	Goal 4: Governance Modernization & Enhancing Public Trust
			
The CDO will Measure and Report our Regulatory Performance to the Public	The CDO will Communicate Effectively to Support Understanding of our Mandate, Services & Resources	The CDO will Make Decisions in Accordance with a Risk (Harm Reduction) Framework	The CDO will Update its Governance Model in Accordance with Evidence-Based Practices

These four goals will be accomplished through the following strategies:

<ul style="list-style-type: none"> Enhance IT systems and data governance to support data collection, analysis, reporting and security. Convey information about College effectiveness in clear, concise, transparent, and accessible reporting formats. 	<ul style="list-style-type: none"> Increase our understanding about the public and RDs and use learnings to design communication and educational initiatives. Enhance College consultation, outreach processes, and communication methods in a way that considers equity, diversity and inclusion (EDI), and right-touch regulation. Refresh College branding and use communication methods that are engaging, accessible and meet the evolving needs of the public, members, and other groups we engage with. 	<ul style="list-style-type: none"> Develop risk-based and right-touch regulation tools and processes for College decision-making. Align standards and resources for Registered Dietitians with risk-based, right-touch and EDI principles. Leverage organizational data and external information to identify and act on areas of risk. 	<ul style="list-style-type: none"> Implement governance initiatives that promote regulatory excellence, accountability and EDI principles. Operationalize EDI in College processes, policies and decision-making.
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Board Action List

Actions as of September 15, 2023				
Meeting Date	Agenda Item	Action	Status	Notes
DAY 1 June 15	1.0 Public Interest Training		Complete	Reference document is included in the Board package.
	9.0 Executive Committee Election	Orientation for new members	Complete	Executive Committee orientation held August 29.
	13.0 Facilitation Training	Arrange coaching sessions for Chair	Complete	Pre-meeting coaching sessions for the Chair arranged.
DAY 2 June 16	3.0 Extension of Accreditation Recognition Date	Communicate decision to educators and Alliance	Complete	
	3.0b Committee Appointments and Compositions	Onboarding and orientation for new committee appointees	Complete	Orientation to CDO held July 10. Orientation to committees held between July and August.
	7.0 Bylaw 2	Communicate to registrants – website and email Include regulator fee comparison and additional detail about the rationale	Complete	Website updated with updated fee structure and a visual comparison of registrant fees across RHPA colleges. College update email sent to registrants on July 28.
		Update internal processes and documents to reflect changes	Complete	
	Bylaw 1	Communicate to registrants – website and email	Complete	Website updated with news item explaining changes, including rationale, to address questions and concerns raised during the consultation. College update email sent to registrants on July 28.

		Share competency and attribute framework and other changes with the Public Appointments Secretariat and the Ministry	In Progress	Meeting with Public Appointment Secretariate is being scheduled.
		Update governance committee	In Progress	Committee meeting scheduled. Will include update and workplan for implementation.
	9.0 Social Media Policy	Policy implementation	Complete	Policy has been implemented and CDO continues to promote the policy through College updates and social media campaign.

CDO Board Voting Practices

Board directors have a fiduciary duty to the College and are required to act honestly, in good faith and in CDO's best interests. Directors exercise reasonable diligence and accountability and ensure that the public interest is at the forefront of all decision making.



Quorum. The minimum number of individuals required to have a meeting. For Board meetings, it is the majority of directors (50% +1) and does not require a specific composition of professional and public members. Vacancies do not count when determining quorum.

Motion. To introduce a new idea or action which is voted on.

Voting Options



For. You are comfortable moving forward with the proposed motion.



Against. You do not agree that the proposed motion is the best course of action for CDO.



Abstain. Is not a vote for or against.

You do not have enough information to make a decision.

You have a conflict of interest or bias.



Consensus is preferred.



Majority is required.



ANNUAL ACKNOWLEDGEMENT AND CONFIRMATION

Board directors and committee members have a duty to understand and abide by their obligations to the College, as outlined in the Board's Code of Conduct policy. To achieve this, Board directors and committee members are expected to review the Board's governance policies and other materials.

I acknowledge and confirm that as a director of the Board or as a member of a Board committee:

1. I have read and am familiar with the College's by-laws and governance policies.
2. I stand in a fiduciary relationship with the College.
3. I am bound by and must comply with the by-laws and policies that apply to the Board, including the College's Code of Conduct and other established governance policies, by-laws relating to conflict of interest, the confidentiality policy, and the applicable role statements.
4. I must act in the public interest when making decisions on behalf of the College.
5. I am aware of my confidentiality obligations under section 36 of the RHPA and understand that it is an offence to breach section 36, with a fine upon conviction of up to \$25,000 for the first offence.

<Original signed by>

Signature

Ann Watt

Name

August 2, 2023 | 8:08:25 PM EDT

Date



ANNUAL ACKNOWLEDGEMENT AND CONFIRMATION

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<Original signed by>

Signature

Arundhati Joshi

Name

July 20, 2023 | 1:46:29 PM EDT

Date



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<Original signed by>

Signature

Barbara Grohmann

Name

July 22, 2023 | 9:13:56 AM EDT

Date



ANNUAL ACKNOWLEDGEMENT AND CONFIRMATION

Board directors and committee members have a duty to understand and abide by their obligations to the College, as outlined in the Board's Code of Conduct policy. To achieve this, Board directors and committee members are expected to review the Board's governance policies and other materials.

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<Original signed by>

Signature

Barbara Major-McEwan

Name

July 20, 2023 | 8:12:58 PM EDT

Date



ANNUAL ACKNOWLEDGEMENT AND CONFIRMATION

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<Original signed by>

Signature

Brenda Murphy

Name

July 21, 2023 | 10:59:32 AM EDT

Date



ANNUAL ACKNOWLEDGEMENT AND CONFIRMATION

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<Original signed by>

Signature

Cindy Tsai

Name

July 20, 2023 | 4:43:03 PM EDT

Date



ANNUAL ACKNOWLEDGEMENT AND CONFIRMATION

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<Original signed by>

Signature

Dawn van Engelen

Name

July 21, 2023 | 12:56:34 PM EDT

Date



ANNUAL ACKNOWLEDGEMENT AND CONFIRMATION

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<Original signed by>

Signature

Denis Tsang

Name

July 20, 2023 | 12:29:31 PM EDT

Date



ANNUAL ACKNOWLEDGEMENT AND CONFIRMATION

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<Original signed by>

Signature

Donna Hennyey

Name

July 21, 2023 | 3:25:53 PM EDT

Date



ANNUAL ACKNOWLEDGEMENT AND CONFIRMATION

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<Original signed by>

Signature

Hannah Chan

Name

July 24, 2023 | 9:50:50 AM EDT

Date



ANNUAL ACKNOWLEDGEMENT AND CONFIRMATION

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<Original signed by>

Signature

Jane Lac, RD

Name

July 22, 2023 | 9:42:57 PM EDT

Date



ANNUAL ACKNOWLEDGEMENT AND CONFIRMATION

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<Original signed by>

Signature

John Regan

Name

July 23, 2023 | 5:46:02 AM EDT

Date



ANNUAL ACKNOWLEDGEMENT AND CONFIRMATION

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<Original signed by>

Signature

Julie Slack

Name

July 24, 2023 | 9:01:03 AM EDT

Date



ANNUAL ACKNOWLEDGEMENT AND CONFIRMATION

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<Original signed by>

Signature

Khashayar Amirhosseini

Name

August 2, 2023 | 8:59:01 AM EDT

Date



ANNUAL ACKNOWLEDGEMENT AND CONFIRMATION

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<Original signed by>

Signature

Laura Bjorklund

Name

July 25, 2023 | 8:28:02 AM EDT

Date



ANNUAL ACKNOWLEDGEMENT AND CONFIRMATION

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<Original signed by>

Signature

NAVITA VIVEKY

Name

July 26, 2023 | 3:46:47 PM EDT

Date



ANNUAL ACKNOWLEDGEMENT AND CONFIRMATION

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<Original signed by>

Signature

Raynold D'Sa

Name

July 25, 2023 | 12:20:14 PM EDT

Date



ANNUAL ACKNOWLEDGEMENT AND CONFIRMATION

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<Original signed by>

Signature

Riley Aldrich

Name

July 20, 2023 | 2:10:45 PM EDT

Date



ANNUAL ACKNOWLEDGEMENT AND CONFIRMATION

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<Original signed by>

Signature

Ruchika Wadhwa

Name

July 25, 2023 | 10:41:03 AM EDT

Date



ANNUAL ACKNOWLEDGEMENT AND CONFIRMATION

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<Original signed by>

Signature

Santhikumar Chandrasekharan

Name

July 20, 2023 | 1:20:31 PM EDT

Date



ANNUAL ACKNOWLEDGEMENT AND CONFIRMATION

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<Original Signed by>

Signature

Sasha Miles

Name

July 20, 2023 | 12:29:25 PM EDT

Date



ANNUAL ACKNOWLEDGEMENT AND CONFIRMATION

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<Original signed by>

Signature

Sharanjit Padda

Name

July 25, 2023 | 10:54:48 AM EDT

Date



ANNUAL ACKNOWLEDGEMENT AND CONFIRMATION

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<Original signed by>

Signature

Teresa Taillefer

Name

July 20, 2023 | 1:11:09 PM EDT

Date



College of
Dietitians
of Ontario

Annual Conflict of Interest Declaration for Board and Committee Members

Board and committee members have a fiduciary duty to the CDO in which they must avoid situations where their personal, professional or financial interests or relationships conflict with their duties to the College. Board and Committee members should avoid situations where the duties they owe to the CDO may conflict with duties they owe to other organizations or individuals. The definition of 'conflict of interest', and obligations relating to conflicts of interest, are set out in CDO

[By-law 1: General By-law](#), Article 16:

16.1 Definition of Conflict of Interest

A conflict of interest exists if a reasonable person would conclude that a director or committee member's personal, professional or financial interest or relationship may affect his or her judgement, impartiality or the discharge of his or her duties to the College. A conflict of interest may be real or perceived, actual or potential, or direct or indirect.

16.2 Duty to Avoid and Consult

Directors and committee members must whenever feasible avoid situations in which they have or might have a conflict of interest. If a director or committee member is in doubt about whether he or she has or might have a conflict of interest, the director or committee member must consult with an appropriate person, for example the Chair of the Board, Registrar or legal counsel (if the conflict arises in a hearing setting).

16.3 Process for Resolution of Conflicts

If a director or committee member believes that he or she may have a conflict of interest in any matter relating to Board or committee business the director or committee member must consult with an appropriate person such as the Chair of the Board, Registrar or legal counsel (if the conflict arises in a hearing context). If there is any doubt as to whether a conflict exists the member must declare it to the Board of Directors or the committee and accept the Board of Director's or committee's decision as to whether a conflict exists. For adjudicative matters, a committee member should disclose the conflict at the earliest opportunity and in any case before the committee considers the matter.

A director or committee member who has a conflict of interest must:

- a) before any consideration of the matter, disclose the fact that he or she has a conflict of interest,
- b) not participate in any discussion of the matter,
- c) not attend any meeting of part or part of a meeting involving the matter, and
- d) not vote on the matter, or influence or try to influence the vote.

16.4 Undeclared Conflict

If a director or committee member believes another director or committee member has not declared a conflict of interest (despite information notification or inquiry) the director or committee member who has that belief must advise an appropriate person such as the Chair of the Board, Registrar or legal counsel (if the conflict arises in a hearing context). If Board of Directors or a committee chair concludes that a director or committee member respectively has an undeclared conflict of interest, the Board of Directors or the chair may direct the director or committee member to immediately comply with clauses (b), (c) and (d) of section 16.3.

DECLARATION OF CONFLICT OF INTEREST (COMPLETE ALL THAT APPLY)

I **have not** held a leadership, employment, or contractual role with an international, national or provincial association or organization that advances the interests of dietitians, has policy making responsibilities for dietitians or oversees the regulation of dietitians, in the previous year.

I **do not** have any conflicts of interest to declare.

I **have** an actual or potential conflict of interest to declare relating to the following organizations which have a mandate or that could potentially conflict or be seen as conflicting with the mandate of the CDO:

Organization	Role

I **have** an actual or potential conflict of interest to declare relating to another personal, professional or financial interest or relationship, as follows:

--

I **have** changed my employment (job function, employer, etc.), volunteer involvement, or affiliations with other organizations within the past year.

Organization	Role

Ann Watt

I _____ have read the Board Code of Conduct, the CDO by-laws and the Governance Manual and declare that the information is true and accurate to the best of my knowledge.

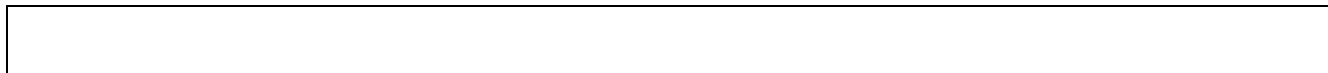
I confirm that if any information reported in this declaration changes, I will advise the Chair of the Board (or Registrar) immediately and prior to participating further in any ongoing Board and/or Committee discussion, correspondence, or business; and will also advise the Board at its next meeting. I understand that this declaration is not a substitute for declaring any actual or potential conflicts of interest for specific matters discussed at a Board and/or committee meetings should they arise.

DECLARATION OF OFFENCES, CHARGES AND BAIL CONDITIONS

***To be completed by public council members only.** *Elected council and committee members are required to make a declaration of offences, charges and bail conditions as part of their annual renewal process with the College and on an ongoing basis.*

I **have not** been found guilty of any offences and there are no outstanding charges of bail conditions pending against me.

I **have** been found guilty of the following offences in the last year and/or the following outstanding charges or bail conditions are pending against me:



<Original signed by Ann Watt>

August 2, 2023 | 8:08:25 PM EDT

Signature

Date

DECLARATION OF CONFLICT OF INTEREST (COMPLETE ALL THAT APPLY)

I **have not** held a leadership, employment, or contractual role with an international, national or provincial association or organization that advances the interests of dietitians, has policy making responsibilities for dietitians or oversees the regulation of dietitians, in the previous year.

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Organization	Role

Arundhati Joshi

I _____ have read the Board Code of Conduct, the CDO by-laws and the Governance Manual and declare that the information is true and accurate to the best of my knowledge.

I confirm that if any information reported in this declaration changes, I will advise the Chair of the Board (or Registrar) immediately and prior to participating further in any ongoing Board and/or Committee discussion, correspondence, or business; and will also advise the Board at its next meeting. I understand that this declaration is not a substitute for declaring any actual or potential conflicts of interest for specific matters discussed at a Board and/or committee meetings should they arise.

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I **have not** been found guilty of any offences and there are no outstanding charges of bail conditions pending against me.

I **have** been found guilty of the following offences in the last year and/or the following outstanding charges or bail conditions are pending against me:



<Original signed by Arundhati Joshi>

July 24, 2023 | 2:37:58 PM EDT

Signature

Date

DECLARATION OF CONFLICT OF INTEREST (COMPLETE ALL THAT APPLY)

I **have not** held a leadership, employment, or contractual role with an international, national or provincial association or organization that advances the interests of dietitians, has policy making responsibilities for dietitians or oversees the regulation of dietitians, in the previous year.

I **do not** have any conflicts of interest to declare.

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Organization	Role

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Organization	Role

Barbara Grohmann

I _____ have read the Board Code of Conduct, the CDO by-laws and the Governance Manual and declare that the information is true and accurate to the best of my knowledge.

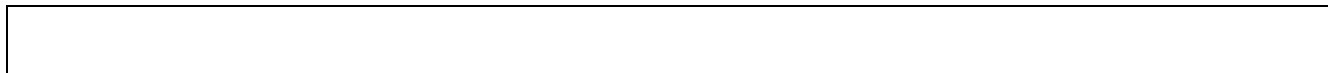
I confirm that if any information reported in this declaration changes, I will advise the Chair of the Board (or Registrar) immediately and prior to participating further in any ongoing Board and/or Committee discussion, correspondence, or business; and will also advise the Board at its next meeting. I understand that this declaration is not a substitute for declaring any actual or potential conflicts of interest for specific matters discussed at a Board and/or committee meetings should they arise.

DECLARATION OF OFFENCES, CHARGES AND BAIL CONDITIONS

***To be completed by public council members only.** *Elected council and committee members are required to make a declaration of offences, charges and bail conditions as part of their annual renewal process with the College and on an ongoing basis.*

I **have not** been found guilty of any offences and there are no outstanding charges of bail conditions pending against me.

I **have** been found guilty of the following offences in the last year and/or the following outstanding charges or bail conditions are pending against me:



<Original signed by Barbara Grohmann>

July 22, 2023 | 9:13:56 AM EDT

Signature

Date

DECLARATION OF CONFLICT OF INTEREST (COMPLETE ALL THAT APPLY)

I **have not** held a leadership, employment, or contractual role with an international, national or provincial association or organization that advances the interests of dietitians, has policy making responsibilities for dietitians or oversees the regulation of dietitians, in the previous year.

I **do not** have any conflicts of interest to declare.

I **have** an actual or potential conflict of interest to declare relating to the following organizations which have a mandate or that could potentially conflict or be seen as conflicting with the mandate of the CDO:

Organization	Role

I **have** an actual or potential conflict of interest to declare relating to another personal, professional or financial interest or relationship, as follows:

--

I **have** changed my employment (job function, employer, etc.), volunteer involvement, or affiliations with other organizations within the past year.

Organization	Role
Clinton Family Health Team	Executive Director

Barbara Major-McEwan
I _____ have read the Board Code of Conduct, the CDO by-laws and the Governance Manual and declare that the information is true and accurate to the best of my knowledge.

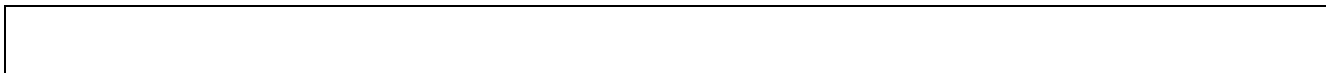
I confirm that if any information reported in this declaration changes, I will advise the Chair of the Board (or Registrar) immediately and prior to participating further in any ongoing Board and/or Committee discussion, correspondence, or business; and will also advise the Board at its next meeting. I understand that this declaration is not a substitute for declaring any actual or potential conflicts of interest for specific matters discussed at a Board and/or committee meetings should they arise.

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I **have not** been found guilty of any offences and there are no outstanding charges of bail conditions pending against me.

I **have** been found guilty of the following offences in the last year and/or the following outstanding charges or bail conditions are pending against me:



<Original signed by Barbara Major McEwan>

July 20, 2023 | 8:12:58 PM EDT

Signature

Date

DECLARATION OF CONFLICT OF INTEREST (COMPLETE ALL THAT APPLY)

I **have not** held a leadership, employment, or contractual role with an international, national or provincial association or organization that advances the interests of dietitians, has policy making responsibilities for dietitians or oversees the regulation of dietitians, in the previous year.

I **do not** have any conflicts of interest to declare.

I **have** an actual or potential conflict of interest to declare relating to the following organizations which have a mandate or that could potentially conflict or be seen as conflicting with the mandate of the CDO:

Organization	Role

I **have** an actual or potential conflict of interest to declare relating to another personal, professional or financial interest or relationship, as follows:

--

I **have** changed my employment (job function, employer, etc.), volunteer involvement, or affiliations with other organizations within the past year.

Organization	Role

Brenda Murphy

I _____ have read the Board Code of Conduct, the CDO by-laws and the Governance Manual and declare that the information is true and accurate to the best of my knowledge.

I confirm that if any information reported in this declaration changes, I will advise the Chair of the Board (or Registrar) immediately and prior to participating further in any ongoing Board and/or Committee discussion, correspondence, or business; and will also advise the Board at its next meeting. I understand that this declaration is not a substitute for declaring any actual or potential conflicts of interest for specific matters discussed at a Board and/or committee meetings should they arise.

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***To be completed by public council members only.** *Elected council and committee members are required to make a declaration of offences, charges and bail conditions as part of their annual renewal process with the College and on an ongoing basis.*

I **have not** been found guilty of any offences and there are no outstanding charges of bail conditions pending against me.

I **have** been found guilty of the following offences in the last year and/or the following outstanding charges or bail conditions are pending against me:



<Original signed by Brenda Murphy>

July 26, 2023 | 2:33:11 PM EDT

Signature

Date

DECLARATION OF CONFLICT OF INTEREST (COMPLETE ALL THAT APPLY)

I **have not** held a leadership, employment, or contractual role with an international, national or provincial association or organization that advances the interests of dietitians, has policy making responsibilities for dietitians or oversees the regulation of dietitians, in the previous year.

I **do not** have any conflicts of interest to declare.

I **have** an actual or potential conflict of interest to declare relating to the following organizations which have a mandate or that could potentially conflict or be seen as conflicting with the mandate of the CDO:

Organization	Role

I **have** an actual or potential conflict of interest to declare relating to another personal, professional or financial interest or relationship, as follows:

--

I **have** changed my employment (job function, employer, etc.), volunteer involvement, or affiliations with other organizations within the past year.

Organization	Role

Cindy Tsai

I _____ have read the Board Code of Conduct, the CDO by-laws and the Governance Manual and declare that the information is true and accurate to the best of my knowledge.

I confirm that if any information reported in this declaration changes, I will advise the Chair of the Board (or Registrar) immediately and prior to participating further in any ongoing Board and/or Committee discussion, correspondence, or business; and will also advise the Board at its next meeting. I understand that this declaration is not a substitute for declaring any actual or potential conflicts of interest for specific matters discussed at a Board and/or committee meetings should they arise.

DECLARATION OF OFFENCES, CHARGES AND BAIL CONDITIONS

***To be completed by public council members only.** *Elected council and committee members are required to make a declaration of offences, charges and bail conditions as part of their annual renewal process with the College and on an ongoing basis.*

I **have not** been found guilty of any offences and there are no outstanding charges of bail conditions pending against me.

I **have** been found guilty of the following offences in the last year and/or the following outstanding charges or bail conditions are pending against me:



<Original signed by Cindy Tsai>

July 20, 2023 | 4:43:03 PM EDT

Signature

Date

DECLARATION OF CONFLICT OF INTEREST (COMPLETE ALL THAT APPLY)

I **have not** held a leadership, employment, or contractual role with an international, national or provincial association or organization that advances the interests of dietitians, has policy making responsibilities for dietitians or oversees the regulation of dietitians, in the previous year.

I **do not** have any conflicts of interest to declare.

I **have** an actual or potential conflict of interest to declare relating to the following organizations which have a mandate or that could potentially conflict or be seen as conflicting with the mandate of the CDO:

Organization	Role

I **have** an actual or potential conflict of interest to declare relating to another personal, professional or financial interest or relationship, as follows:

--

I **have** changed my employment (job function, employer, etc.), volunteer involvement, or affiliations with other organizations within the past year.

Organization	Role

Dawn van Engelen

I _____ have read the Board Code of Conduct, the CDO by-laws and the Governance Manual and declare that the information is true and accurate to the best of my knowledge.

I confirm that if any information reported in this declaration changes, I will advise the Chair of the Board (or Registrar) immediately and prior to participating further in any ongoing Board and/or Committee discussion, correspondence, or business; and will also advise the Board at its next meeting. I understand that this declaration is not a substitute for declaring any actual or potential conflicts of interest for specific matters discussed at a Board and/or committee meetings should they arise.

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I **have not** been found guilty of any offences and there are no outstanding charges of bail conditions pending against me.

I **have** been found guilty of the following offences in the last year and/or the following outstanding charges or bail conditions are pending against me:



<Original signed by Dawn van Engelen>

July 21, 2023 | 12:56:34 PM EDT

Signature

Date

DECLARATION OF CONFLICT OF INTEREST (COMPLETE ALL THAT APPLY)

I **have not** held a leadership, employment, or contractual role with an international, national or provincial association or organization that advances the interests of dietitians, has policy making responsibilities for dietitians or oversees the regulation of dietitians, in the previous year.

I **do not** have any conflicts of interest to declare.

I **have** an actual or potential conflict of interest to declare relating to the following organizations which have a mandate or that could potentially conflict or be seen as conflicting with the mandate of the CDO:

Organization	Role

I **have** an actual or potential conflict of interest to declare relating to another personal, professional or financial interest or relationship, as follows:

--

I **have** changed my employment (job function, employer, etc.), volunteer involvement, or affiliations with other organizations within the past year.

Organization	Role
Ontario Health	Lead, Clinical Programs

Denis Tsang

I _____ have read the Board Code of Conduct, the CDO by-laws and the Governance Manual and declare that the information is true and accurate to the best of my knowledge.

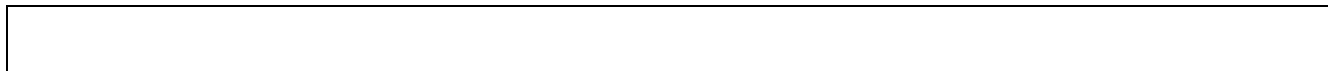
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I **have not** been found guilty of any offences and there are no outstanding charges of bail conditions pending against me.

I **have** been found guilty of the following offences in the last year and/or the following outstanding charges or bail conditions are pending against me:



<Original signed by Denis Tsang>

July 24, 2023 | 8:27:21 AM EDT

Signature

Date

DECLARATION OF CONFLICT OF INTEREST (COMPLETE ALL THAT APPLY)

I **have not** held a leadership, employment, or contractual role with an international, national or provincial association or organization that advances the interests of dietitians, has policy making responsibilities for dietitians or oversees the regulation of dietitians, in the previous year.

I **do not** have any conflicts of interest to declare.

I **have** an actual or potential conflict of interest to declare relating to the following organizations which have a mandate or that could potentially conflict or be seen as conflicting with the mandate of the CDO:

Organization	Role

I **have** an actual or potential conflict of interest to declare relating to another personal, professional or financial interest or relationship, as follows:

--

I **have** changed my employment (job function, employer, etc.), volunteer involvement, or affiliations with other organizations within the past year.

Organization	Role

Donna Hennyey

I _____ have read the Board Code of Conduct, the CDO by-laws and the Governance Manual and declare that the information is true and accurate to the best of my knowledge.

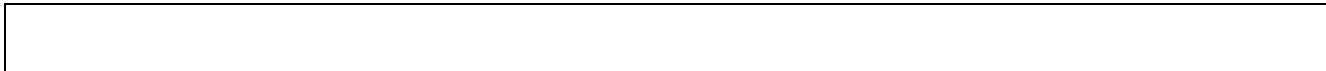
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I **have not** been found guilty of any offences and there are no outstanding charges of bail conditions pending against me.

I **have** been found guilty of the following offences in the last year and/or the following outstanding charges or bail conditions are pending against me:



<Original signed by Donna Hennyey>

August 4, 2023 | 8:58:40 AM EDT

Signature

Date

DECLARATION OF CONFLICT OF INTEREST (COMPLETE ALL THAT APPLY)

I **have not** held a leadership, employment, or contractual role with an international, national or provincial association or organization that advances the interests of dietitians, has policy making responsibilities for dietitians or oversees the regulation of dietitians, in the previous year.

I **do not** have any conflicts of interest to declare.

I **have** an actual or potential conflict of interest to declare relating to the following organizations which have a mandate or that could potentially conflict or be seen as conflicting with the mandate of the CDO:

Organization	Role

I **have** an actual or potential conflict of interest to declare relating to another personal, professional or financial interest or relationship, as follows:

--

I **have** changed my employment (job function, employer, etc.), volunteer involvement, or affiliations with other organizations within the past year.

Organization	Role
Ontario Public Service - Ontario Cabinet Office	Senior Advisor

Hannah Chan

I _____ have read the Board Code of Conduct, the CDO by-laws and the Governance Manual and declare that the information is true and accurate to the best of my knowledge.

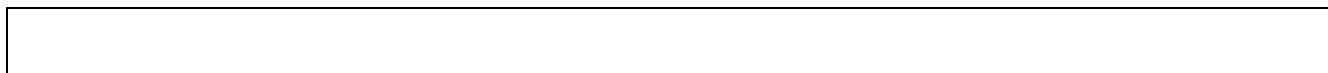
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I **have not** been found guilty of any offences and there are no outstanding charges of bail conditions pending against me.

I **have** been found guilty of the following offences in the last year and/or the following outstanding charges or bail conditions are pending against me:



<Original signed by Hannah Chan>

July 24, 2023 | 9:50:50 AM EDT

Signature

Date

DECLARATION OF CONFLICT OF INTEREST (COMPLETE ALL THAT APPLY)

I **have not** held a leadership, employment, or contractual role with an international, national or provincial association or organization that advances the interests of dietitians, has policy making responsibilities for dietitians or oversees the regulation of dietitians, in the previous year.

I **do not** have any conflicts of interest to declare.

I **have** an actual or potential conflict of interest to declare relating to the following organizations which have a mandate or that could potentially conflict or be seen as conflicting with the mandate of the CDO:

Organization	Role

I **have** an actual or potential conflict of interest to declare relating to another personal, professional or financial interest or relationship, as follows:

--

I **have** changed my employment (job function, employer, etc.), volunteer involvement, or affiliations with other organizations within the past year.

Organization	Role
College of Dietitians of Ontario	Professional Practice Committee Member
College of Dietitians of Ontario	Item Writer (Independent Contractor)

Jane Lac
I _____ have read the Board Code of Conduct, the CDO by-laws and the Governance Manual and declare that the information is true and accurate to the best of my knowledge.

I confirm that if any information reported in this declaration changes, I will advise the Chair of the Board (or Registrar) immediately and prior to participating further in any ongoing Board and/or Committee discussion, correspondence, or business; and will also advise the Board at its next meeting. I understand that this declaration is not a substitute for declaring any actual or potential conflicts of interest for specific matters discussed at a Board and/or committee meetings should they arise.

DECLARATION OF OFFENCES, CHARGES AND BAIL CONDITIONS

***To be completed by public council members only.** *Elected council and committee members are required to make a declaration of offences, charges and bail conditions as part of their annual renewal process with the College and on an ongoing basis.*

I **have not** been found guilty of any offences and there are no outstanding charges of bail conditions pending against me.

I **have** been found guilty of the following offences in the last year and/or the following outstanding charges or bail conditions are pending against me:



<Original signed by Jane Lac>

July 24, 2023 | 1:35:01 PM EDT

Signature

Date

DECLARATION OF CONFLICT OF INTEREST (COMPLETE ALL THAT APPLY)

I **have not** held a leadership, employment, or contractual role with an international, national or provincial association or organization that advances the interests of dietitians, has policy making responsibilities for dietitians or oversees the regulation of dietitians, in the previous year.

I **do not** have any conflicts of interest to declare.

I **have** an actual or potential conflict of interest to declare relating to the following organizations which have a mandate or that could potentially conflict or be seen as conflicting with the mandate of the CDO:

Organization	Role

I **have** an actual or potential conflict of interest to declare relating to another personal, professional or financial interest or relationship, as follows:

--

I **have** changed my employment (job function, employer, etc.), volunteer involvement, or affiliations with other organizations within the past year.

Organization	Role

John Regan

I _____ have read the Board Code of Conduct, the CDO by-laws and the Governance Manual and declare that the information is true and accurate to the best of my knowledge.

I confirm that if any information reported in this declaration changes, I will advise the Chair of the Board (or Registrar) immediately and prior to participating further in any ongoing Board and/or Committee discussion, correspondence, or business; and will also advise the Board at its next meeting. I understand that this declaration is not a substitute for declaring any actual or potential conflicts of interest for specific matters discussed at a Board and/or committee meetings should they arise.

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I **have not** been found guilty of any offences and there are no outstanding charges of bail conditions pending against me.

I **have** been found guilty of the following offences in the last year and/or the following outstanding charges or bail conditions are pending against me:



<Original signed by John Regan>

July 27, 2023 | 7:08:58 AM EDT

Signature

Date

DECLARATION OF CONFLICT OF INTEREST (COMPLETE ALL THAT APPLY)

I **have not** held a leadership, employment, or contractual role with an international, national or provincial association or organization that advances the interests of dietitians, has policy making responsibilities for dietitians or oversees the regulation of dietitians, in the previous year.

I **do not** have any conflicts of interest to declare.

I **have** an actual or potential conflict of interest to declare relating to the following organizations which have a mandate or that could potentially conflict or be seen as conflicting with the mandate of the CDO:

Organization	Role

I **have** an actual or potential conflict of interest to declare relating to another personal, professional or financial interest or relationship, as follows:

--

I **have** changed my employment (job function, employer, etc.), volunteer involvement, or affiliations with other organizations within the past year.

Organization	Role

Julie Slack

I _____ have read the Board Code of Conduct, the CDO by-laws and the Governance Manual and declare that the information is true and accurate to the best of my knowledge.

I confirm that if any information reported in this declaration changes, I will advise the Chair of the Board (or Registrar) immediately and prior to participating further in any ongoing Board and/or Committee discussion, correspondence, or business; and will also advise the Board at its next meeting. I understand that this declaration is not a substitute for declaring any actual or potential conflicts of interest for specific matters discussed at a Board and/or committee meetings should they arise.

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I **have not** been found guilty of any offences and there are no outstanding charges of bail conditions pending against me.

I **have** been found guilty of the following offences in the last year and/or the following outstanding charges or bail conditions are pending against me:



<Original signed by Julie Slack>

July 24, 2023 | 9:01:03 AM EDT

Signature

Date

DECLARATION OF CONFLICT OF INTEREST (COMPLETE ALL THAT APPLY)

I **have not** held a leadership, employment, or contractual role with an international, national or provincial association or organization that advances the interests of dietitians, has policy making responsibilities for dietitians or oversees the regulation of dietitians, in the previous year.

I **do not** have any conflicts of interest to declare.

I **have** an actual or potential conflict of interest to declare relating to the following organizations which have a mandate or that could potentially conflict or be seen as conflicting with the mandate of the CDO:

Organization	Role

I **have** an actual or potential conflict of interest to declare relating to another personal, professional or financial interest or relationship, as follows:

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I **have** changed my employment (job function, employer, etc.), volunteer involvement, or affiliations with other organizations within the past year.

Organization	Role

I Khashayar Amirhosseini have read the Board Code of Conduct, the CDO by-laws and the Governance Manual and declare that the information is true and accurate to the best of my knowledge.

I confirm that if any information reported in this declaration changes, I will advise the Chair of the Board (or Registrar) immediately and prior to participating further in any ongoing Board and/or Committee discussion, correspondence, or business; and will also advise the Board at its next meeting. I understand that this declaration is not a substitute for declaring any actual or potential conflicts of interest for specific matters discussed at a Board and/or committee meetings should they arise.

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I **have not** been found guilty of any offences and there are no outstanding charges of bail conditions pending against me.

I **have** been found guilty of the following offences in the last year and/or the following outstanding charges or bail conditions are pending against me:



<Original signed by Khashayar Amirhosseini>

August 2, 2023 | 8:59:01 AM EDT

Signature

Date

DECLARATION OF CONFLICT OF INTEREST (COMPLETE ALL THAT APPLY)

I **have not** held a leadership, employment, or contractual role with an international, national or provincial association or organization that advances the interests of dietitians, has policy making responsibilities for dietitians or oversees the regulation of dietitians, in the previous year.

I **do not** have any conflicts of interest to declare.

I **have** an actual or potential conflict of interest to declare relating to the following organizations which have a mandate or that could potentially conflict or be seen as conflicting with the mandate of the CDO:

Organization	Role

I **have** an actual or potential conflict of interest to declare relating to another personal, professional or financial interest or relationship, as follows:

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I **have** changed my employment (job function, employer, etc.), volunteer involvement, or affiliations with other organizations within the past year.

Organization	Role

Laura Bjorklund

I _____ have read the Board Code of Conduct, the CDO by-laws and the Governance Manual and declare that the information is true and accurate to the best of my knowledge.

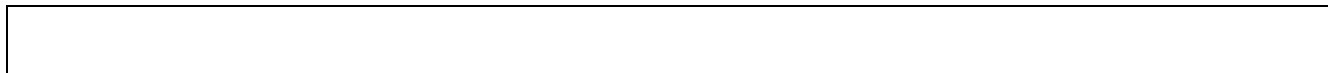
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I **have not** been found guilty of any offences and there are no outstanding charges of bail conditions pending against me.

I **have** been found guilty of the following offences in the last year and/or the following outstanding charges or bail conditions are pending against me:



<Original signed by Laura Bjorklund>

July 25, 2023 | 8:28:02 AM EDT

Signature

Date

DECLARATION OF CONFLICT OF INTEREST (COMPLETE ALL THAT APPLY)

I **have not** held a leadership, employment, or contractual role with an international, national or provincial association or organization that advances the interests of dietitians, has policy making responsibilities for dietitians or oversees the regulation of dietitians, in the previous year.

I **do not** have any conflicts of interest to declare.

I **have** an actual or potential conflict of interest to declare relating to the following organizations which have a mandate or that could potentially conflict or be seen as conflicting with the mandate of the CDO:

Organization	Role

I **have** an actual or potential conflict of interest to declare relating to another personal, professional or financial interest or relationship, as follows:

--

I **have** changed my employment (job function, employer, etc.), volunteer involvement, or affiliations with other organizations within the past year.

Organization	Role

Viveky Navita

I _____ have read the Board Code of Conduct, the CDO by-laws and the Governance Manual and declare that the information is true and accurate to the best of my knowledge.

I confirm that if any information reported in this declaration changes, I will advise the Chair of the Board (or Registrar) immediately and prior to participating further in any ongoing Board and/or Committee discussion, correspondence, or business; and will also advise the Board at its next meeting. I understand that this declaration is not a substitute for declaring any actual or potential conflicts of interest for specific matters discussed at a Board and/or committee meetings should they arise.

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I **have not** been found guilty of any offences and there are no outstanding charges of bail conditions pending against me.

I **have** been found guilty of the following offences in the last year and/or the following outstanding charges or bail conditions are pending against me:



<Original signed by Navita Viveky>

August 1, 2023 | 10:25:30 AM EDT

Signature

Date

DECLARATION OF CONFLICT OF INTEREST (COMPLETE ALL THAT APPLY)

I **have not** held a leadership, employment, or contractual role with an international, national or provincial association or organization that advances the interests of dietitians, has policy making responsibilities for dietitians or oversees the regulation of dietitians, in the previous year.

I **do not** have any conflicts of interest to declare.

I **have** an actual or potential conflict of interest to declare relating to the following organizations which have a mandate or that could potentially conflict or be seen as conflicting with the mandate of the CDO:

Organization	Role

I **have** an actual or potential conflict of interest to declare relating to another personal, professional or financial interest or relationship, as follows:

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I **have** changed my employment (job function, employer, etc.), volunteer involvement, or affiliations with other organizations within the past year.

Organization	Role

Ray D'Sa

I _____ have read the Board Code of Conduct, the CDO by-laws and the Governance Manual and declare that the information is true and accurate to the best of my knowledge.

I confirm that if any information reported in this declaration changes, I will advise the Chair of the Board (or Registrar) immediately and prior to participating further in any ongoing Board and/or Committee discussion, correspondence, or business; and will also advise the Board at its next meeting. I understand that this declaration is not a substitute for declaring any actual or potential conflicts of interest for specific matters discussed at a Board and/or committee meetings should they arise.

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I **have not** been found guilty of any offences and there are no outstanding charges of bail conditions pending against me.

I **have** been found guilty of the following offences in the last year and/or the following outstanding charges or bail conditions are pending against me:



<Original signed by Raynold D'Sa>

July 25, 2023 | 1:35:15 PM EDT

Signature

Date

DECLARATION OF CONFLICT OF INTEREST (COMPLETE ALL THAT APPLY)

I **have not** held a leadership, employment, or contractual role with an international, national or provincial association or organization that advances the interests of dietitians, has policy making responsibilities for dietitians or oversees the regulation of dietitians, in the previous year.

I **do not** have any conflicts of interest to declare.

I **have** an actual or potential conflict of interest to declare relating to the following organizations which have a mandate or that could potentially conflict or be seen as conflicting with the mandate of the CDO:

Organization	Role

I **have** an actual or potential conflict of interest to declare relating to another personal, professional or financial interest or relationship, as follows:

--

I **have** changed my employment (job function, employer, etc.), volunteer involvement, or affiliations with other organizations within the past year.

Organization	Role

Riley Aldrich

I _____ have read the Board Code of Conduct, the CDO by-laws and the Governance Manual and declare that the information is true and accurate to the best of my knowledge.

I confirm that if any information reported in this declaration changes, I will advise the Chair of the Board (or Registrar) immediately and prior to participating further in any ongoing Board and/or Committee discussion, correspondence, or business; and will also advise the Board at its next meeting. I understand that this declaration is not a substitute for declaring any actual or potential conflicts of interest for specific matters discussed at a Board and/or committee meetings should they arise.

DECLARATION OF OFFENCES, CHARGES AND BAIL CONDITIONS

***To be completed by public council members only.** *Elected council and committee members are required to make a declaration of offences, charges and bail conditions as part of their annual renewal process with the College and on an ongoing basis.*

I **have not** been found guilty of any offences and there are no outstanding charges of bail conditions pending against me.

I **have** been found guilty of the following offences in the last year and/or the following outstanding charges or bail conditions are pending against me:



<Original signed by Riley Aldrich>

July 20, 2023 | 2:10:45 PM EDT

Signature

Date

DECLARATION OF CONFLICT OF INTEREST (COMPLETE ALL THAT APPLY)

I **have not** held a leadership, employment, or contractual role with an international, national or provincial association or organization that advances the interests of dietitians, has policy making responsibilities for dietitians or oversees the regulation of dietitians, in the previous year.

I **do not** have any conflicts of interest to declare.

I **have** an actual or potential conflict of interest to declare relating to the following organizations which have a mandate or that could potentially conflict or be seen as conflicting with the mandate of the CDO:

Organization	Role

I **have** an actual or potential conflict of interest to declare relating to another personal, professional or financial interest or relationship, as follows:

--

I **have** changed my employment (job function, employer, etc.), volunteer involvement, or affiliations with other organizations within the past year.

Organization	Role

Ruchika Wadhwa

I _____ have read the Board Code of Conduct, the CDO by-laws and the Governance Manual and declare that the information is true and accurate to the best of my knowledge.

I confirm that if any information reported in this declaration changes, I will advise the Chair of the Board (or Registrar) immediately and prior to participating further in any ongoing Board and/or Committee discussion, correspondence, or business; and will also advise the Board at its next meeting. I understand that this declaration is not a substitute for declaring any actual or potential conflicts of interest for specific matters discussed at a Board and/or committee meetings should they arise.

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I **have not** been found guilty of any offences and there are no outstanding charges of bail conditions pending against me.

I **have** been found guilty of the following offences in the last year and/or the following outstanding charges or bail conditions are pending against me:



<Original signed by Ruchika Wadhwa>

July 25, 2023 | 11:51:50 AM EDT

Signature

Date

DECLARATION OF CONFLICT OF INTEREST (COMPLETE ALL THAT APPLY)

I **have not** held a leadership, employment, or contractual role with an international, national or provincial association or organization that advances the interests of dietitians, has policy making responsibilities for dietitians or oversees the regulation of dietitians, in the previous year.

I **do not** have any conflicts of interest to declare.

I **have** an actual or potential conflict of interest to declare relating to the following organizations which have a mandate or that could potentially conflict or be seen as conflicting with the mandate of the CDO:

Organization	Role

I **have** an actual or potential conflict of interest to declare relating to another personal, professional or financial interest or relationship, as follows:

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I **have** changed my employment (job function, employer, etc.), volunteer involvement, or affiliations with other organizations within the past year.

Organization	Role

Santhikumar Chandrasekharan

I _____ have read the Board Code of Conduct, the CDO by-laws and the Governance Manual and declare that the information is true and accurate to the best of my knowledge.

I confirm that if any information reported in this declaration changes, I will advise the Chair of the Board (or Registrar) immediately and prior to participating further in any ongoing Board and/or Committee discussion, correspondence, or business; and will also advise the Board at its next meeting. I understand that this declaration is not a substitute for declaring any actual or potential conflicts of interest for specific matters discussed at a Board and/or committee meetings should they arise.

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I **have not** been found guilty of any offences and there are no outstanding charges of bail conditions pending against me.

I **have** been found guilty of the following offences in the last year and/or the following outstanding charges or bail conditions are pending against me:



<Original signed by Santhikumar Chandrasekharan>

July 20, 2023 | 1:20:31 PM EDT

Signature

Date

DECLARATION OF CONFLICT OF INTEREST (COMPLETE ALL THAT APPLY)

I **have not** held a leadership, employment, or contractual role with an international, national or provincial association or organization that advances the interests of dietitians, has policy making responsibilities for dietitians or oversees the regulation of dietitians, in the previous year.

I **do not** have any conflicts of interest to declare.

I **have** an actual or potential conflict of interest to declare relating to the following organizations which have a mandate or that could potentially conflict or be seen as conflicting with the mandate of the CDO:

Organization	Role

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I **have** changed my employment (job function, employer, etc.), volunteer involvement, or affiliations with other organizations within the past year.

Organization	Role

sasha miles

I _____ have read the Board Code of Conduct, the CDO by-laws and the Governance Manual and declare that the information is true and accurate to the best of my knowledge.

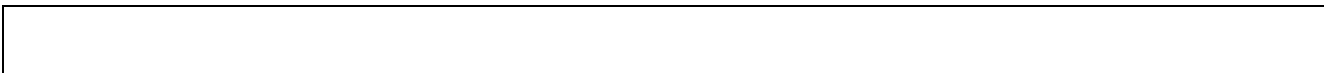
I confirm that if any information reported in this declaration changes, I will advise the Chair of the Board (or Registrar) immediately and prior to participating further in any ongoing Board and/or Committee discussion, correspondence, or business; and will also advise the Board at its next meeting. I understand that this declaration is not a substitute for declaring any actual or potential conflicts of interest for specific matters discussed at a Board and/or committee meetings should they arise.

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I **have not** been found guilty of any offences and there are no outstanding charges of bail conditions pending against me.

I **have** been found guilty of the following offences in the last year and/or the following outstanding charges or bail conditions are pending against me:



<Original signed by Sasha Miles>

July 20, 2023 | 12:29:25 PM EDT

Signature

Date

DECLARATION OF CONFLICT OF INTEREST (COMPLETE ALL THAT APPLY)

I **have not** held a leadership, employment, or contractual role with an international, national or provincial association or organization that advances the interests of dietitians, has policy making responsibilities for dietitians or oversees the regulation of dietitians, in the previous year.

I **do not** have any conflicts of interest to declare.

I **have** an actual or potential conflict of interest to declare relating to the following organizations which have a mandate or that could potentially conflict or be seen as conflicting with the mandate of the CDO:

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--

I **have** changed my employment (job function, employer, etc.), volunteer involvement, or affiliations with other organizations within the past year.

Organization	Role

I Sharanjit Singh Padda

_____ have read the Board Code of Conduct, the CDO by-laws and the Governance Manual and declare that the information is true and accurate to the best of my knowledge.

I confirm that if any information reported in this declaration changes, I will advise the Chair of the Board (or Registrar) immediately and prior to participating further in any ongoing Board and/or Committee discussion, correspondence, or business; and will also advise the Board at its next meeting. I understand that this declaration is not a substitute for declaring any actual or potential conflicts of interest for specific matters discussed at a Board and/or committee meetings should they arise.

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I **have not** been found guilty of any offences and there are no outstanding charges of bail conditions pending against me.

I **have** been found guilty of the following offences in the last year and/or the following outstanding charges or bail conditions are pending against me:



<Original signed by Sharanjit Padda>

July 25, 2023 | 10:54:48 AM EDT

Signature

Date

DECLARATION OF CONFLICT OF INTEREST (COMPLETE ALL THAT APPLY)

I **have not** held a leadership, employment, or contractual role with an international, national or provincial association or organization that advances the interests of dietitians, has policy making responsibilities for dietitians or oversees the regulation of dietitians, in the previous year.

I **do not** have any conflicts of interest to declare.

I **have** an actual or potential conflict of interest to declare relating to the following organizations which have a mandate or that could potentially conflict or be seen as conflicting with the mandate of the CDO:

Organization	Role

I **have** an actual or potential conflict of interest to declare relating to another personal, professional or financial interest or relationship, as follows:

--

I **have** changed my employment (job function, employer, etc.), volunteer involvement, or affiliations with other organizations within the past year.

Organization	Role
Mattawa and Area Police Services Board	Member

Teresa Taillefer

I _____ have read the Board Code of Conduct, the CDO by-laws and the Governance Manual and declare that the information is true and accurate to the best of my knowledge.

I confirm that if any information reported in this declaration changes, I will advise the Chair of the Board (or Registrar) immediately and prior to participating further in any ongoing Board and/or Committee discussion, correspondence, or business; and will also advise the Board at its next meeting. I understand that this declaration is not a substitute for declaring any actual or potential conflicts of interest for specific matters discussed at a Board and/or committee meetings should they arise.

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I **have not** been found guilty of any offences and there are no outstanding charges of bail conditions pending against me.

I **have** been found guilty of the following offences in the last year and/or the following outstanding charges or bail conditions are pending against me:



<Original signed by Teresa Taillefer>

July 20, 2023 | 1:11:09 PM EDT

Signature

Date