



College of Traditional Chinese Medicine  
Practitioners and Acupuncturists of Ontario

Ordre des praticiens en médecine traditionnelle  
chinoise et des acupuncteurs de l'Ontario

# Governance Review of CTCMPAO Council

December 2021





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The College of Traditional Chinese Medicine Practitioners and Acupuncturists of Ontario (the College) engaged Governance Solutions Inc (GSI) to conduct a systematic assessment of its governance beginning with a review of all current governance documentation, bylaws, guidelines, and policies in March 2021. GSI also conducted interviews of College Council members and senior staff and reviewed meeting materials and minutes. GSI concluded its review and submitted its final report to the College in August 2021. The review provided the College with a comprehensive assessment of its governance structure, documentation, and practices, based on researched and continuously updated approaches to governance, explicitly adapted to reflect the College's needs, and other relevant legislation, requirements, and expectations.

GSI's review resulted in 12 major recommendations for the College to consider in order to improve its governance practices. One major challenge facing the College at the time of the review is the fact that its Council does not have the required number of public appointees to be constituted. The Council has remained unconstituted since November 2019. In lieu of a constituted Council, the Executive Committee has been required to act as the Council during this time. While the Executive Committee has taken steps to get feedback from Council members before making decisions, it is acknowledged that this is not the same as having a full Council. Some recommendations for GSI are related to the lack of public members. Other recommendations relate more generally to the review of College documents and practices. Going forward, the College will prepare a plan to fully implement the approved recommendations into our governance practices; however, Council has already begun work on drafting competencies to fulfill recommendation 5 "adopt a more competency-based selection process for Council".

Please find below a summary of the recommendations and the decisions made by Executive Committee (with input from members of the Council).

Recommendation		Description	Supported by Council Members?
1.	Reconvene full public Council meetings to govern the College	The unconstituted status of the College's Council has meant that there have been no Council meetings since 2019. GSI recommends the College find a way to legally resume Council meetings so that Council can fulfill its statutory responsibilities of governing the College.	<b>Yes:</b> While the appointment of public members is out of the College's control, Council members agreed that we should operate as normally as possible given the circumstances



2.	Hold a facilitated dialogue session to address the culture and trust issues	GSI believes that a dialogue session can be beneficial in building healthier relationships between Council members, which in turn will lead to a healthier Council.	<b>No:</b> Council does not believe that the consultant's view of the Council's working relationship was accurate, or that a dialogue session is necessary.
3.	Populate Regulatory Committees with individuals not on Council	A common trend in regulatory governance is to increase the independence of statutory committees from councils. One way to achieve this is to stop or limit the number of council members on statutory committees.	<b>Yes:</b> Council members agreed with this principle, and believes this could help lighten the work load of Council members.
4.	Adopt a competencies-based selection process for Regulatory Committees	Another common trend in regulatory governance is to have competency-based requirements for those wishing to serve on Councils and committees. This is also a requirement of Ontario's College Performance Measurement Framework, which applies to all health colleges in Ontario. In order to comply with this requirement, GSI is recommended the College adopt this practice.	<b>Yes:</b> This is a requirement of the CPMF. Council members believed it is best to begin work on this right away to meet expectations of the Ministry of Health.
5.	Adopt a more competencies-based selection process for Council	Similar to recommendation 4. Competency-based requirements are quickly becoming the standard for professional regulation governance.	<b>Yes:</b> Similar to recommendation 4. This is required to meet expectations of the Ministry of Health.
6.	Bolster the onboarding and education program for both Council and Regulatory Committee members	Serving on the College's Council and Committees requires knowledge a range of complex issues that are involved with regulating the profession. GSI recommends a "pre-orientation" program to better prepare those who are considering serving on Council or Committees.	<b>Yes:</b> It was noted by some Council members that a better onboarding program would have benefited them in preparing to be a Council member. Work will be done to prepare an





			education program for potential Council members to take prior to standing for election.
7.	Revise and narrow the Executive Committee's mandate	In order to avoid having a small group make decision on behalf of the College, it is recommended that the use of the Executive Committee be as limited as possible. Council itself should be directly governing the College to increase transparency and confidence in decisions.	<b>No:</b> The College's Council has been unconstituted for over 2 years, and in that time the Executive Committee has been required to act in lieu of Council. It is therefore not a priority to begin limiting their ability to act at the moment. There was support from Council to revisit this recommendation, once Council becomes constituted again.
8.	Put in place best practices governance charters and policies	GSI has provided the College with detailed best practices in governance charters and policies. It is recommended that the College strive to adopt these best practices in our governance.	<b>Yes:</b> While further discussion on these policies is required to determine how to best implement them, it was agreed that the College should strive to meet the best practices in governance.
9.	Enhance Audit Oversight	GSI recommends that the College adopt an audit process that ensures the auditor reports directly to Council.	<b>Yes:</b> Council members agreed that more oversight in the audit process would be beneficial to the College.
10.	Enhance the College's Strategic Plan with outcome measures	Having outcome measures will enable Council to measure its success in implementing its strategic plan. In addition to being a recommendation of GSI, having improved ability to measure the College's progress in implementing its strategic plan is also a requirement of the College Performance Measurement Framework.	<b>Yes:</b> The College's strategic plan is up for review in 2022. Council members agree that it is necessary to have more transparent outcome measures in the new strategic plan



11.	Enhance Risk Oversight	GSI recommends quarterly updates on risk reviews and to conduct a deeper analysis of risk material on an annual basis. This will allow the College to better respond and mitigate risks that may prevent it from executing its mandate.	<b>Yes:</b> Council members agreed that taking a more involved role in risk management would be beneficial to the College.
12.	Address Public Member Shortfall	While not something that is directly in the College's control, GSI recommends the Council take an active role in petitioning the government for more public members.	<b>Yes:</b> As noted, this is not something that is directly in control of the College. However; Council members agreed they should continue to look for ways they can press this issue with the government.