



# CTCMPAO COUNCIL/COMMITTEE REVIEW 2024

---

Confidential

Prepared for:  
All - Council

February 2025

## ABOUT THIS ASSESSMENT



### EVALUATIONS

The following evaluations have been completed as part of this assessment:

- Council Self/Peer Review
- Council Effectiveness
- Committee Reporting To Council
- Executive Committee Effectiveness
- ICR Committee Effectiveness
- Patient Relations Committee Effectiveness
- Quality Assurance Committee Effectiveness
- Registration Committee Effectiveness



### RATING LEGEND

The rating scale shown below was used in scoring the quantitative feedback.

SCALE OPTION	SCORE VALUE
1 (Never/Rarely)	1
2	2
3	3
4	4
5	5
6 (Often)	6
7	7
8	8
9	9
10 (Always)	10
Unable to answer	---



### DEFINITIONS AND CALCULATIONS

See appendix.

---

# **COUNCIL SELF/PEER REVIEW**

## ABOUT THIS EVALUATION

This Council Self/Peer Evaluation Report is a comprehensive assessment tool designed to promote accountability, transparency, and continuous improvement within the organization's governance structure. The evaluation process involves both self-assessment and peer review by council members, offering a balanced perspective on individual and collective performance. By reflecting on key areas such as strategic leadership, decision-making, teamwork, and adherence to ethical standards, the report provides valuable insights into the board's strengths and areas for growth. The findings and recommendations are intended to foster constructive dialogue and drive ongoing development, ensuring that the council remains effective in fulfilling its fiduciary responsibilities and advancing the organization's mission.



### RATERS NOMINATED TO PARTICIPATE

The individuals listed below were nominated to provide feedback. It is possible that not all of them responded to the survey.

NAME	RATER RELATIONSHIP
1. Bishop, Kimberley	Council Member
2. Chen, Meiyong	Council Member
3. Choudry, Iftikhar	Council Member
4. Cohen, Judy	Council Member
5. Feng, Kathy (Bo)	Council Member
6. Ho, Kevin	Council Member
7. Hui, Terry	Council Member
8. Ip, Fanny	Council Member
9. Lang, Christine	Council Member
10. Pritchard-Sobhani, Joanne	Council Member
11. Sinnatamby, Deborah	Council Member
12. Yu, Xianmin	Council Member
13. Zeng, Jin Qi (Jackie)	Council Member



### RESPONSE SUMMARY

The following groups of individuals were invited to participate in this review. The "Nominated" rater count excludes individuals that opted-out of participating or were removed by project administrators.

RATER TYPE	NOMINATED	RESPONDED	RESPONSE RATE
Council Member	13	13	100%
<b>Total</b>	13	13	100%



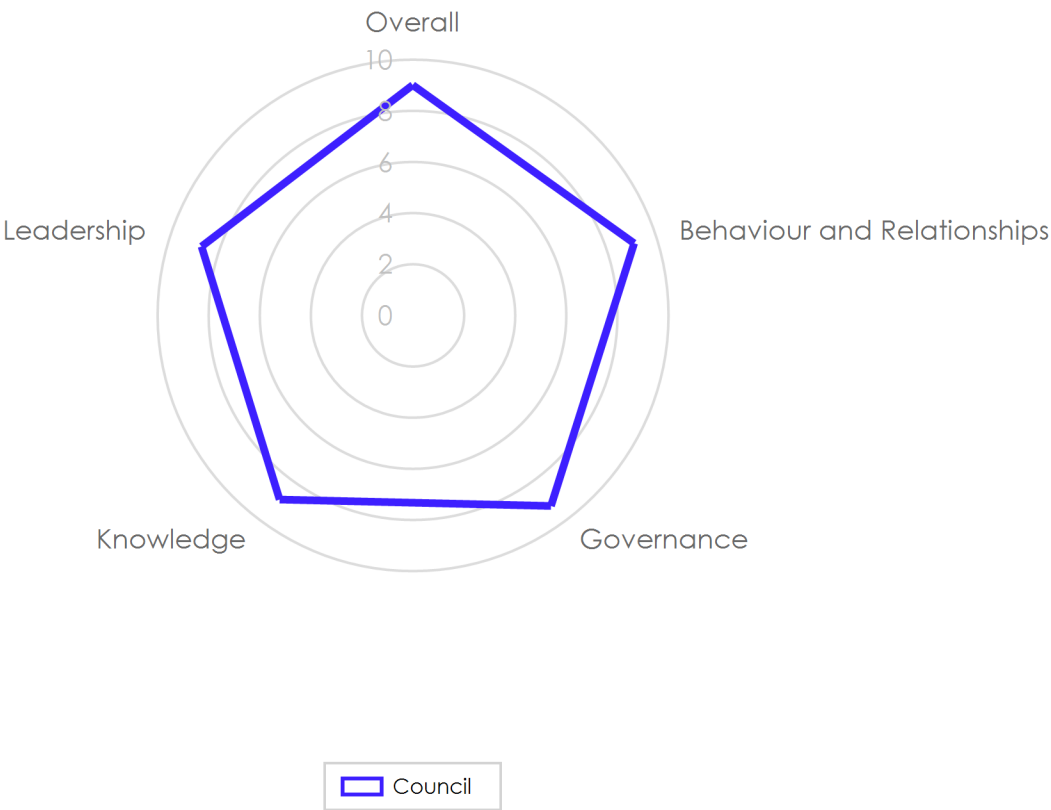
### PREVIOUS ASSESSMENT DATE

N/A

NOTE: "Previous" and "Change" (to previous) results will be shown were available.

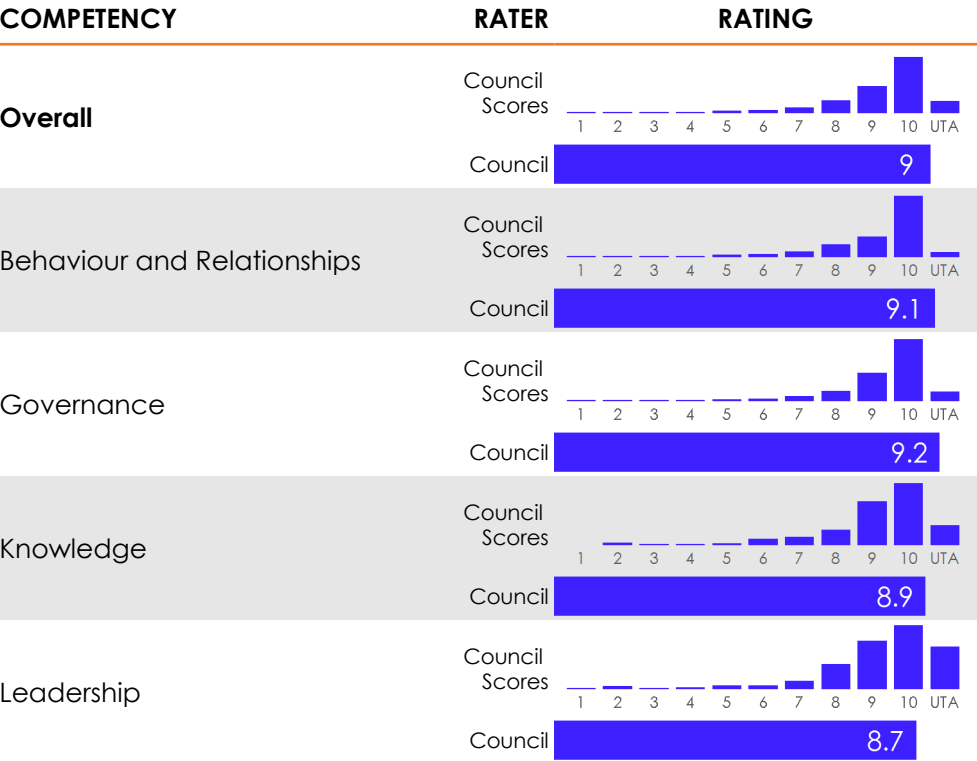
# COMPETENCY SUMMARY RADAR CHART

The Competency Profile radar chart below shows scores for each rating group across all competencies. Radar charts are useful in easily spotting gaps between rater groups' perceptions and observations of an individual's behaviors. More favorable scores fall toward the outside of the chart.



# COMPETENCY SUMMARY

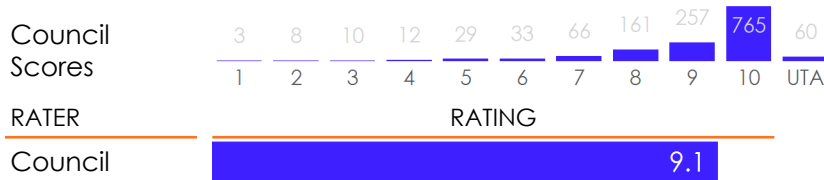
This section provides a summary for each competency. The horizontal bar represents the average rating of all questions under each competency, aggregated across each of the rater groups.



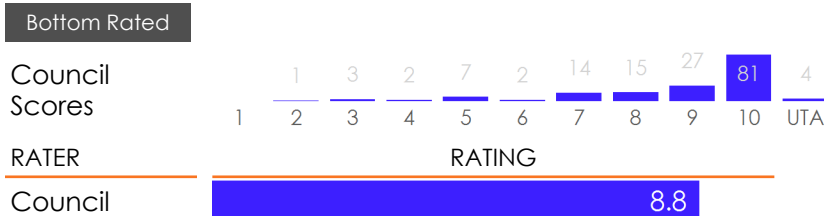
## QUESTION DETAILS

This sections shows average ratings for each question in the evaluation segmented by each rater group. The first item for each competency is the average of all questions in the competency.

### BEHAVIOUR AND RELATIONSHIPS



1. Governs courageously and acts in the best interest of the public.



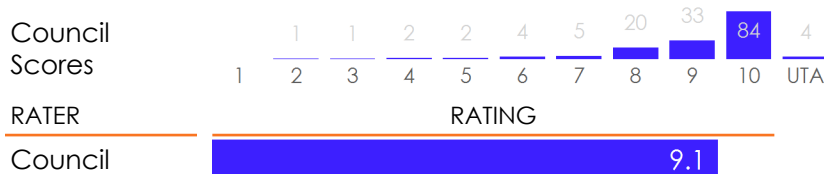
2. Asks relevant questions to clearly understand issues and topics being discussed.



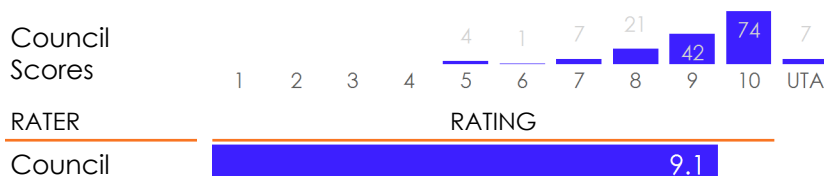
3. Communicates ideas and concepts clearly, concisely, and accurately, both orally and in writing.



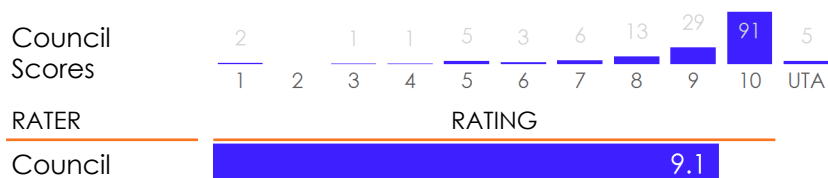
4. Displays professionalism, especially during conflicts or disagreements, and demonstrates tactfulness during discussions.



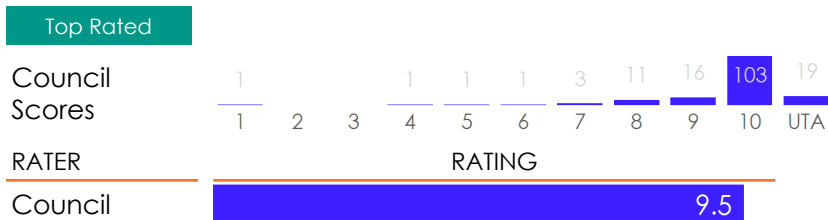
5. Displays openness to diverse viewpoints and encourages open debate to achieve the best outcomes.



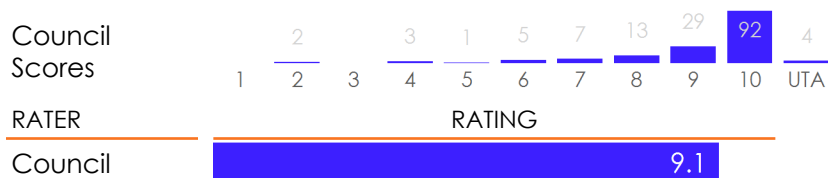
6. Demonstrates meeting preparedness by contributing valuable insights and appropriate questions.



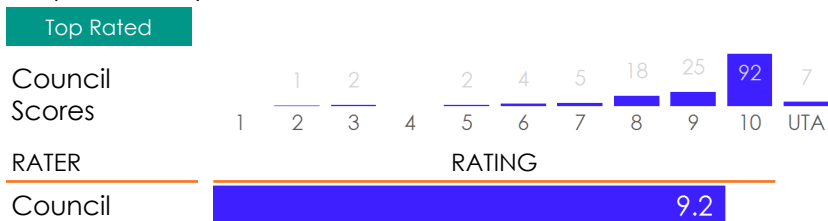
7. Publicly supports Council decisions, policies, and positions (acts with one voice).



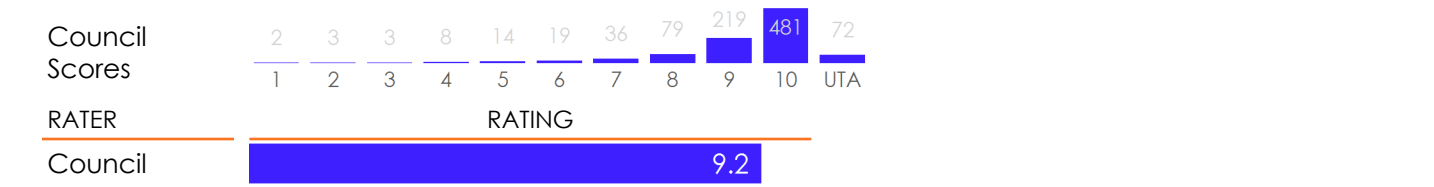
8. Actively participates in meetings, balancing listening, thinking, and speaking.



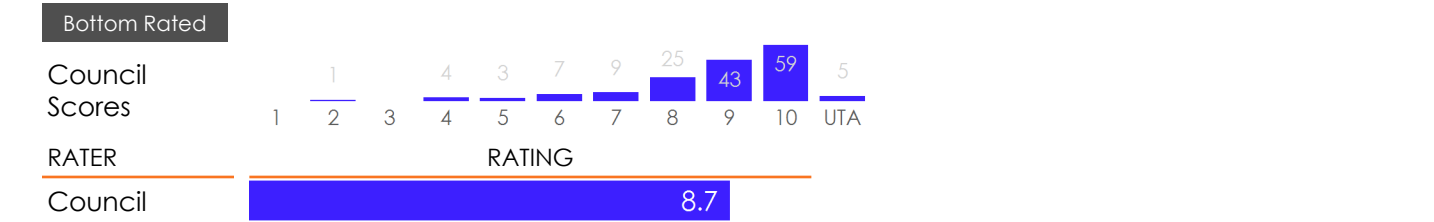
9. Maintains respect and professionalism in interactions, handling interpersonal relationships judiciously and empathetically.



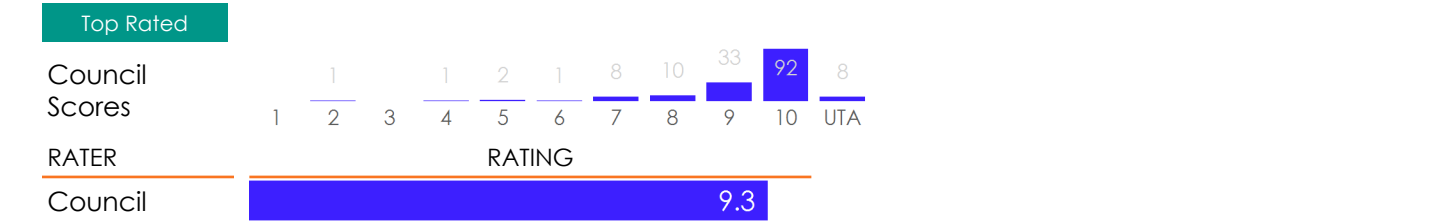
GOVERNANCE



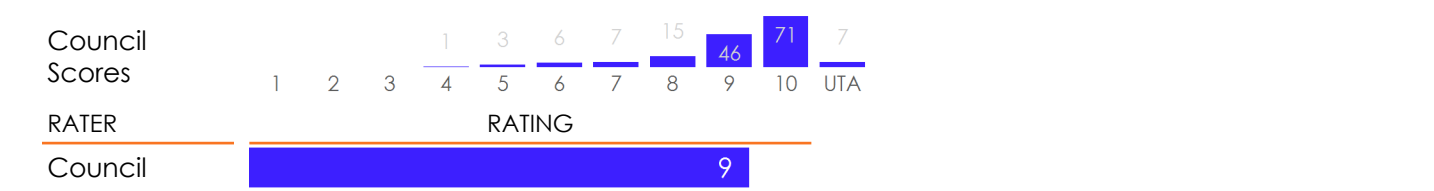
1. Appears to possess sufficient knowledge of legislation, regulations, College by-laws, and Council policies to fulfill governance responsibilities.



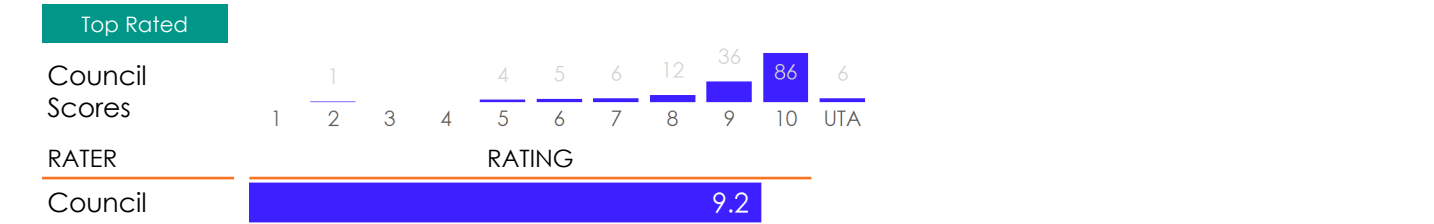
2. Acts in a way that demonstrates understanding of the distinction between the Council's oversight role and management's operational leadership.



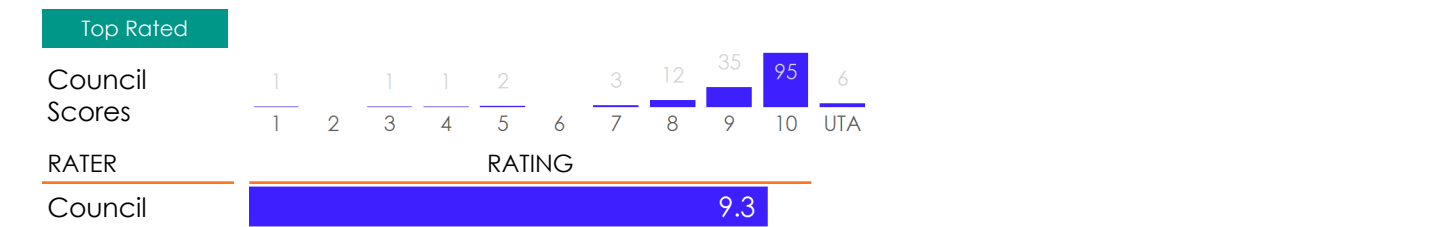
3. Appropriately questions information and data to support sound decision-making.



4. Demonstrates clarity, independent thought, and an understanding of fiduciary duties and good governance principles.



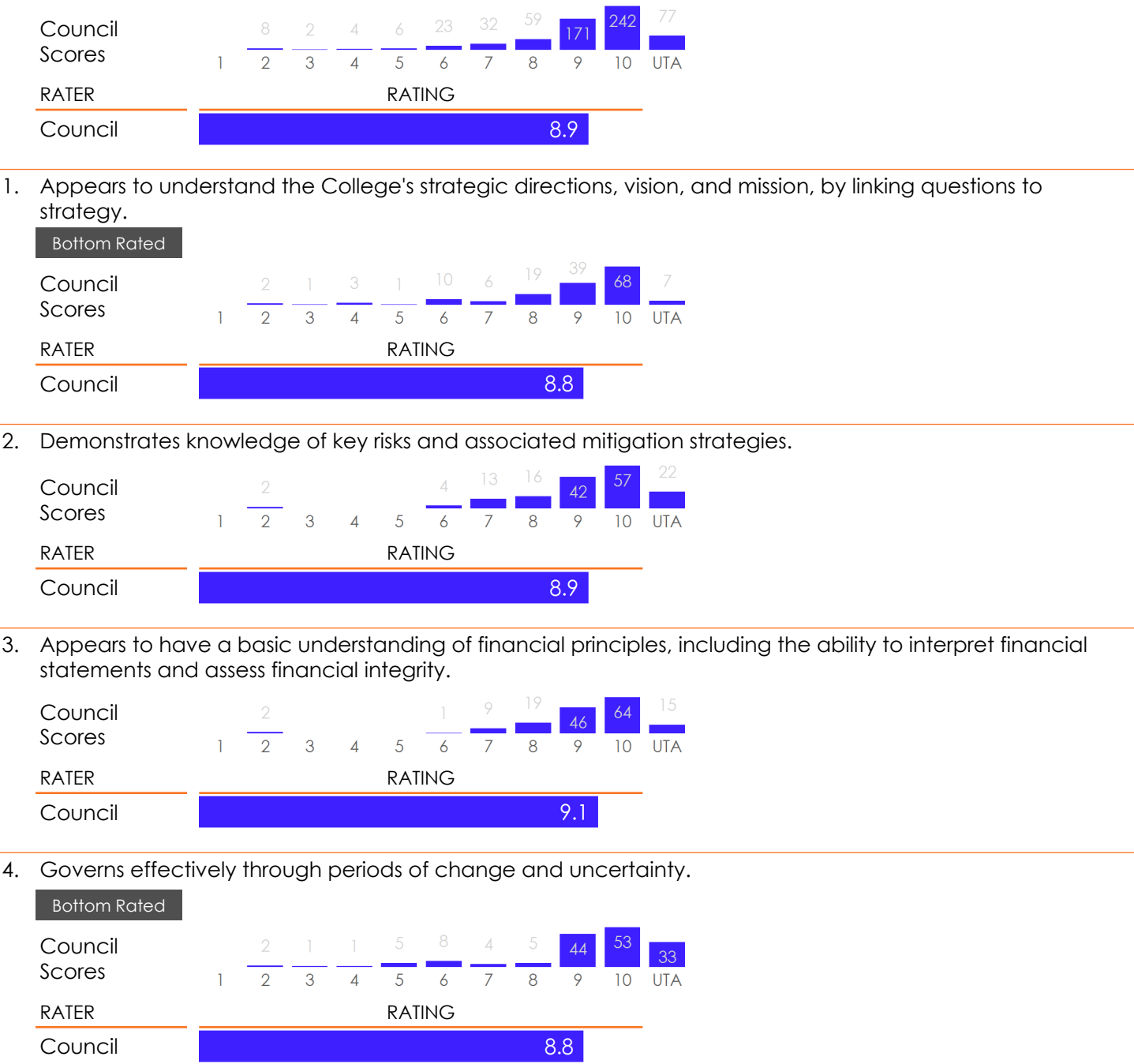
5. Ensures public interest is prioritized over personal or college interests.



6. Maintains an arms-length relationship with management and adheres to confidentiality obligations.



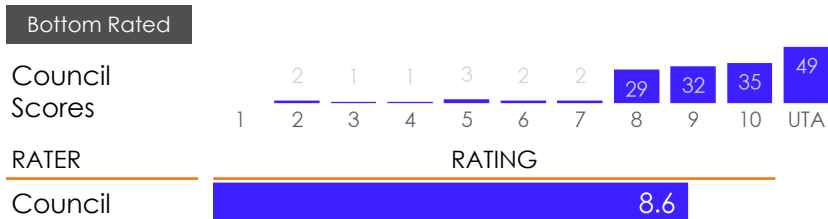
KNOWLEDGE



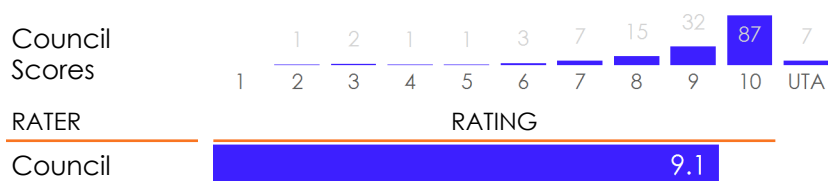
## LEADERSHIP



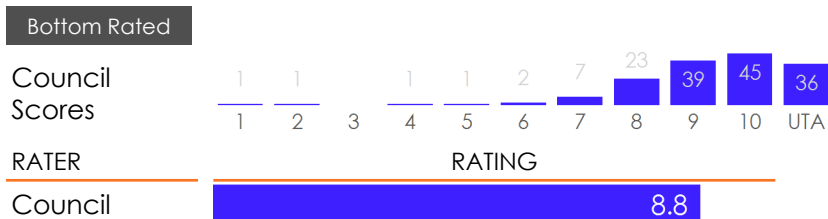
1. Actively seeks opportunities to improve Council performance and contribute to its functioning.



2. Listens to others' viewpoints, encourages contributions, and considers diverse perspectives.



3. Demonstrates the ability to lead problem-solving, manage change, and achieve results.



4. Recognizes organizational challenges and ensures long-term goals are identified and pursued.



5. Mentors fellow Council members when appropriate and champions the values of the College.



## HIGHEST AND LOWEST RATED QUESTIONS

This section presents the highest and lowest rated questions based on aggregated feedback. In the individual-level report, peer ratings are used for the rankings, while in the overall-level report, overall Board/Council ratings are used.

### HIGHEST RATED QUESTIONS (HIGH TO LOW)

QUESTION	RATER	RATING
Behaviour and Relationships 7. Publicly supports Council decisions, policies, and positions (acts with one voice).	Council	9.5
Governance 6. Maintains an arms-length relationship with management and adheres to confidentiality obligations.	Council	9.4
Governance 2. Acts in a way that demonstrates understanding of the distinction between the Council's oversight role and management's operational leadership.	Council	9.3
Governance 5. Ensures public interest is prioritized over personal or college interests.	Council	9.3
Behaviour and Relationships 9. Maintains respect and professionalism in interactions, handling interpersonal relationships judiciously and empathetically.	Council	9.2
Governance 4. Demonstrates clarity, independent thought, and an understanding of fiduciary duties and good governance principles.	Council	9.2

## LOWEST RATED QUESTIONS (LOW TO HIGH)

QUESTION	RATER	RATING
Leadership 5. Mentors fellow Council members when appropriate and champions the values of the College.	Council	8.1
Leadership 1. Actively seeks opportunities to improve Council performance and contribute to its functioning.	Council	8.6
Behaviour and Relationships 3. Communicates ideas and concepts clearly, concisely, and accurately, both orally and in writing.	Council	8.7
Governance 1. Appears to possess sufficient knowledge of legislation, regulations, College by-laws, and Council policies to fulfill governance responsibilities.	Council	8.7
Behaviour and Relationships 1. Governs courageously and acts in the best interest of the public.	Council	8.8
Knowledge 1. Appears to understand the College's strategic directions, vision, and mission, by linking questions to strategy.	Council	8.8
Knowledge 4. Governs effectively through periods of change and uncertainty.	Council	8.8
Leadership 3. Demonstrates the ability to lead problem-solving, manage change, and achieve results.	Council	8.8

---

# **COUNCIL EFFECTIVENESS**

---

## ABOUT THIS EVALUATION

This Council Effectiveness Evaluation Report is designed to assess the overall performance and functioning of the council in fulfilling its governance responsibilities. Through a structured evaluation process, the report examines key aspects of the council's work, including strategic oversight, decision-making processes, board dynamics, and alignment with the organization's mission and values. By gathering insights from council members and stakeholders, the evaluation provides a comprehensive view of the council's strengths and areas for improvement. The goal of this report is to promote accountability, enhance the council's effectiveness, and ensure that the council is well-equipped to guide the organization towards sustained success.



### RATERS NOMINATED TO PARTICIPATE

The individuals listed below were nominated to provide feedback. It is possible that not all of them responded to the survey.

NAME	RATER RELATIONSHIP
1. Bishop, Kimberley	Council Member
2. Chen, Meiying	Council Member
3. Choudry, Iftikhar	Council Member
4. Cohen, Judy	Council Member
5. Feng, Kathy (Bo)	Council Member
6. Ho, Kevin	Council Member
7. Hui, Terry	Council Member
8. Ip, Fanny	Council Member
9. Lang, Christine	Council Member
10. Pritchard-Sobhani, Joanne	Council Member
11. Sinnatamby, Deborah	Council Member
12. Yu, Xianmin	Council Member
13. Zeng, Jin Qi (Jackie)	Council Member



### RESPONSE SUMMARY

The following groups of individuals were invited to participate in this review. The "Nominated" rater count excludes individuals that opted-out of participating or were removed by project administrators.

RATER TYPE	NOMINATED	RESPONDED	RESPONSE RATE
Council Member	13	13	100%
<b>Total</b>	13	13	100%



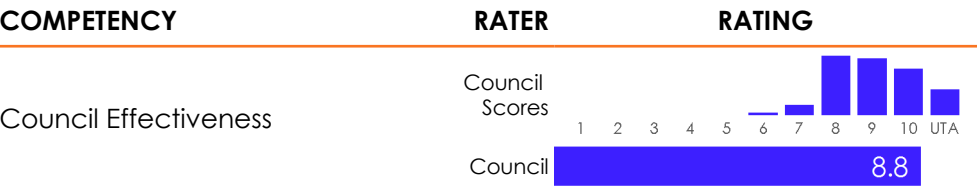
### PREVIOUS ASSESSMENT DATE

N/A

NOTE: "Previous" and "Change" (to previous) results will be shown where available.

# COMPETENCY SUMMARY

This section provides a summary for each competency. The horizontal bar represents the average rating of all questions under each competency, aggregated across each of the rater groups.



# QUESTION DETAILS

This sections shows average ratings for each question in the evaluation segmented by each rater group. The first item for each competency is the average of all questions in the competency.

## COUNCIL EFFECTIVENESS



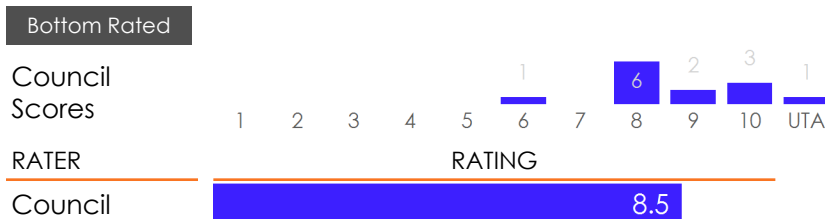
1. The Council effectively monitors CEO performance and ensures alignment with strategic objectives.



### Comments for a 9 or higher rating:

- I rated it 9 or higher because the Council has established a robust oversight framework for monitoring the CEO's performance.
- The College approved a 5 year Strategic Plan in 2023 and hired an independent employment lawyer to assist the College in updating the Registrars role and job description as outlined in the RHPA and further defined the role and job description of the CEO not clearly defined in the RHPA. While the Registrar role in the RHPA is defined the CEO's role is not the equivalent of the Registrar's and therefore the Council approved a performance evaluation tool to evaluate the Registrar/CEO.
- The Executive Committee reports they are in contact with senior leadership. The CEO makes Council aware he makes decisions based on the strategic objectives.
- Through regular council meetings, the council gets reports from CEO.  
The rest of the time, it is EC to communicate with CEO through EC meetings, and President and VP meet with CEO regularly.
- we had some questions with previous CEO causing some problems. Afterward, we tried our best to fix it, and then moved forward.
- With the recent change of CEO, Council has ensured the new contract clearly defines the duties and expectations. There has been open and clear lines of communication with Sean.

2. Council members receive adequate orientation and training to fulfill their roles.



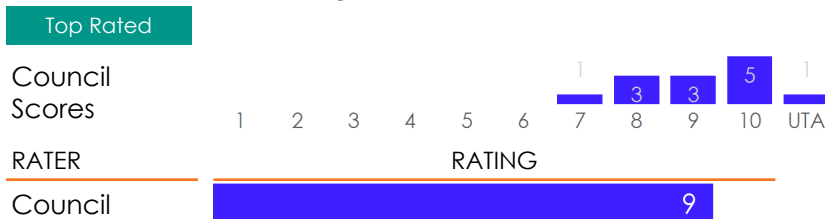
**Comments for a 6 or under rating:**

- Professional Council members don't always seem to understand what their role means, what it means to be a College, what it means to sit at the Board table.

**Comments for a 9 or higher rating:**

- I rate this aspect as a 9 or higher because our orientation and training programs are both comprehensive and continuously evolving. New Council members participate in a structured onboarding process that clearly outlines roles, responsibilities, and key policies, ensuring they have a solid foundation from day one. In addition, ongoing training sessions, regular updates on regulatory changes, and access to mentorship from experienced colleagues help maintain a high level of readiness and effectiveness.
- Onboard training, learning materials, mentors
- Shortly after my election to the Council, I was contacted by the CEO, President, Deputy Registrar, and other key staff members to provide training and support. The training sessions were comprehensive, provided detailed information, and incorporated dedicated question-and-answer periods. Following each session, the various committees proactively reached out for additional follow-up and clarification, ensuring thorough understanding.
- Training sessions are held every year.

3. The Council maintains independence from senior management and engages in constructive debate to enhance decision-making.



**Comments for a 9 or higher rating:**

- As far as I am aware the Council meeting is the only venue for Council, as a whole, to have debate. Having effective public and professional members able to speak freely enhances decision-making.
- Council does not depend upon senior management to make decisions. It's always important to hear perspectives, but Council is independent of Management.
- In camera sessions exclude college staff.
- My rating is based solely on my personal experience with ICRC. Throughout each session, management and staff consistently provided impartial information, facilitated open discussions and debates among the panel, and addressed questions while offering clarity and legal details.
- Senior management does not participate in any council debates and allows for fulsome discussion from all board members, prior to the board making independent decisions.
- The Council consistently demonstrates a strong commitment to independent decision-making, clearly maintaining its independence from senior management.
- we always got supporting information/material before the meeting/discussion, most of time, we had enough time to discuss the topics

4. Meetings are frequent enough to ensure effective governance, with agendas allowing sufficient discussion of strategic and operational matters.

Bottom Rated



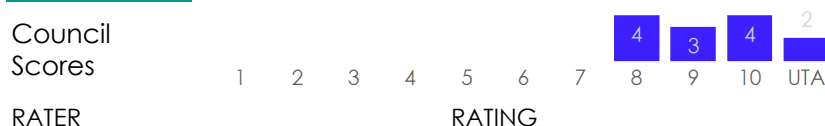
RATER  
Council 8.7

**Comments for a 9 or higher rating:**

- Don't forget that between Council meetings there are Executive Meetings which allows for sufficient discussion of strategic and operation matters. Should need arise there would be an 'emergency meeting' called.
- In support of a rating of 9 or higher, I have observed that our Council meetings are held at a frequency that ensures timely discussion and decision-making on both strategic and operational matters. The agendas are meticulously prepared, allocating ample time for in-depth analysis and open debate on key issues.
- Meetings are frequent enough however minutes from the previous meetings are provided only a week prior to the next meeting. Example: full council meeting is in Feb, next meeting in May. Minutes for the Feb meeting are provided a week before the May meeting. It would be great if minutes were provided within 30 days, with agreement via email on their accuracy obtained via email.
- Occasionally the agenda is too heavy.
- Regular meetings of Council and Committees are arranged by staff in consultation with Council and Committees on an annual basis and each meeting ask Council and Committee members to complete an evaluation of meeting related to the agenda items.

5. Committees adhere to their mandates and add value to Council's work.

Top Rated

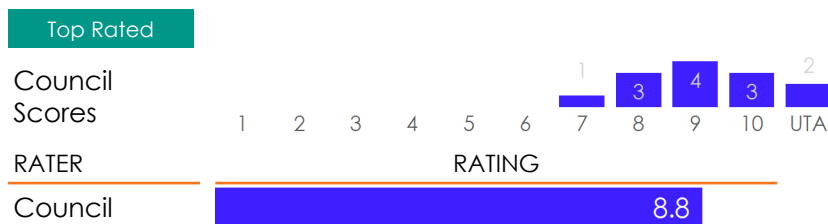


RATER  
Council 9

**Comments for a 9 or higher rating:**

- Committees do adhere to their mandates and report to Council and to the Executive. This way value is added to Council's work. Council does not have to redo or reinvent the Committee's mandate.
- Council does not the capacity to deal with all issues without committee input.
- Every council member does their best to fulfill the college's mandate.
- I rated the committees 9 or higher because they consistently meet and often exceed their mandates, directly enhancing the Council's work. For example, each committee delivers timely, comprehensive reports and actionable recommendations that align with our strategic objectives. The Quality Assurance Committee has identified and implemented improvements that have streamlined our processes, while the Standards Committee has ensured that our practices remain current and effective. Feedback from Council members consistently highlights that the committees' contributions are not only reliable but also instrumental in advancing our initiatives. Their proactive approach, accountability, and clear alignment with our goals are compelling evidence of the high value they add to the Council's work.
- I think we do
- Please see my comments throughout the survey. It is rare but the current Council has very experienced Professional members serving their last terms and public members who are very dedicated and committed to public protection. The exception is one public member that appears to be an outlier and their participation at the Council level is questionable in their understanding of being prepared and attending meetings in the public interest.

6. Council respects the contributions of Council committees and builds on their work rather than trying to redo committee work.



**Comments for a 9 or higher rating:**

- committees give the opportunities to councils to understand different areas of the College as a regulated organization
- Council always shows respect for the committee's hard work.
- I have never seen a Council Meeting where Council members or the Chair or the President or the Registrar/CEO ever tried to 'redo' committee work. It implies loss of confidence in the committee functioning.
- I rated this aspect at 9 or higher because the Council consistently demonstrates a deep respect for the work of its committees. For example, when committees present detailed analyses and recommendations, the Council reviews and integrates these contributions into final decisions without duplicating efforts. This approach not only validates the specialized expertise of the committees but also ensures that their work forms the foundation for further strategic initiatives. Such practices have streamlined our processes, enhanced policy development, and reinforced a collaborative environment where committee insights are both trusted and built upon.
- There is respect for the amount of work committees do. Council trusts that decisions made at Committee level can be supported and are in the best interest of the public.
- This was not always the case but certainly since 2022 we have been building on the work of committees. However, where the work of committees were in error, with significant evidence of misinterpretation of legislation and its application, those errors have been corrected at Council level and in all Committees such as QA, ICRC and Registration and Special Projects such as the Doctor Class.
- Updates from standing committees are gathered under a single agenda item, with little time given to address any questions. Council members can raise questions if they want but it's rare.

7. Please provide any additional feedback about the Council that you would like to share.

- Council members should work independently and should not align themselves to a certain group or personality.
- I am unable to provide feedback on certain matters due to my limited experience with Council Committees, with the exception of ICRC. As such, I am unable to make comparisons or offer insights when asked about committees in the plural form.
- it's very friendly and cooperative environment
- Our Council has an outside Chair who is excellent at running the Council Meetings. Our Council meetings are run efficiently and effectively.
- The Council stands out for its commitment to collaboration and transparency. I appreciate how it consistently builds on the work of its committees and values each member's expertise. This approach not only streamlines decision-making but also fosters an environment of trust and mutual respect. Additionally, the Council's openness to feedback and willingness to adapt to emerging challenges demonstrate a strong dedication to continuous improvement. Overall, the Council's inclusive and forward-thinking culture creates a solid foundation for achieving our shared goals.
- There should be a mechanism to address council members who continually show up unprepared, lack any knowledge of the materials being covered. Further, council members should be mandated to have cameras on for any virtual meeting, as there is significant concern around lack of confidentiality.

## HIGHEST AND LOWEST RATED QUESTIONS

This section presents the highest and lowest rated questions based on aggregated feedback. In the individual-level report, peer ratings are used for the rankings, while in the overall-level report, overall Board/Council ratings are used.

### HIGHEST RATED QUESTIONS (HIGH TO LOW)

QUESTION	RATER	RATING
3. The Council maintains independence from senior management and engages in constructive debate to enhance decision-making.	Council	9
5. Committees adhere to their mandates and add value to Council's work.	Council	9
6. Council respects the contributions of Council committees and builds on their work rather than trying to redo committee work.	Council	8.8

### LOWEST RATED QUESTIONS (LOW TO HIGH)

QUESTION	RATER	RATING
2. Council members receive adequate orientation and training to fulfill their roles.	Council	8.5
1. The Council effectively monitors CEO performance and ensures alignment with strategic objectives.	Council	8.6
4. Meetings are frequent enough to ensure effective governance, with agendas allowing sufficient discussion of strategic and operational matters.	Council	8.7

---

# **COMMITTEE REPORTING TO COUNCIL**

## ABOUT THIS EVALUATION



### RATERS NOMINATED TO PARTICIPATE

The individuals listed below were nominated to provide feedback. It is possible that not all of them responded to the survey.

NAME	RATER RELATIONSHIP
1. Bishop, Kimberley	Council Member
2. Chen, Meiyong	Council Member
3. Choudry, Iftikhar	Council Member
4. Cohen, Judy	Council Member
5. Feng, Kathy (Bo)	Council Member
6. Ho, Kevin	Council Member
7. Hui, Terry	Council Member
8. Ip, Fanny	Council Member
9. Lang, Christine	Council Member
10. Pritchard-Sobhani, Joanne	Council Member
11. Sinnatamby, Deborah	Council Member
12. Yu, Xianmin	Council Member
13. Zeng, Jin Qi (Jackie)	Council Member



### RESPONSE SUMMARY

The following groups of individuals were invited to participate in this review. The "Nominated" rater count excludes individuals that opted-out of participating or were removed by project administrators.

RATER TYPE	NOMINATED	RESPONDED	RESPONSE RATE
Council Member	13	13	100%
<b>Total</b>	13	13	100%



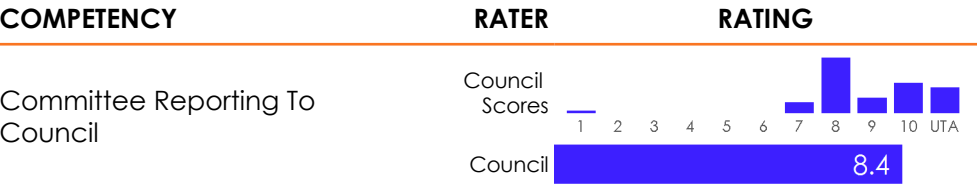
### PREVIOUS ASSESSMENT DATE

N/A

NOTE: "Previous" and "Change" (to previous) results will be shown where available.

# COMPETENCY SUMMARY

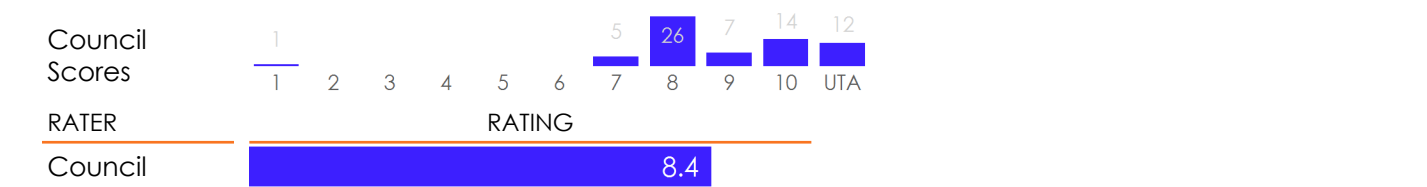
This section provides a summary for each competency. The horizontal bar represents the average rating of all questions under each competency, aggregated across each of the rater groups.



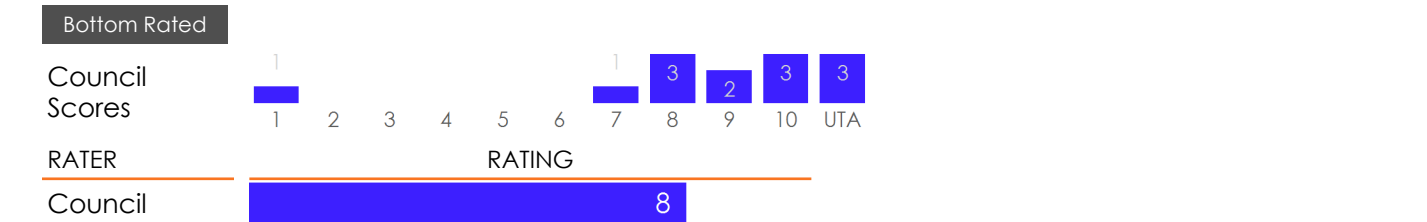
# QUESTION DETAILS

This sections shows average ratings for each question in the evaluation segmented by each rater group. The first item for each competency is the average of all questions in the competency.

## COMMITTEE REPORTING TO COUNCIL

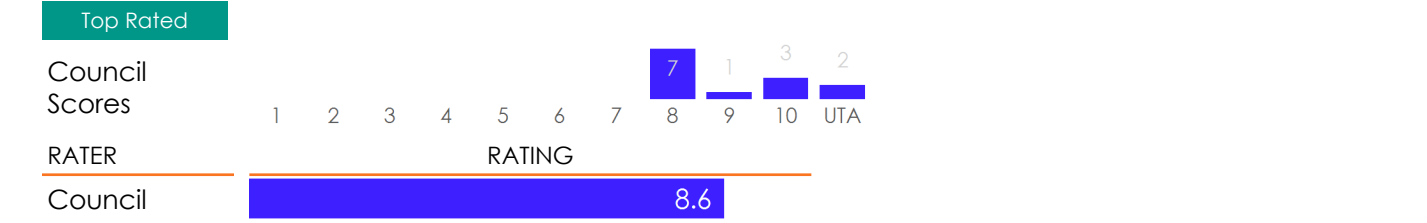


1. Executive Committee reports to Council, yearly or otherwise, are well developed and thorough.



- Comments for a 6 or under rating:**
- If you select your own group in the Executive Committee and can't listen difference of opinion.
- Comments for a 9 or higher rating:**
- As a member of Executive Council, I see the work done at the table and ahead of each EC meeting by both staff and EC members.
  - Since 2019, EC discloses all the meeting minutes to the council.
  - The Executive Committee currently comprises professional members of Council with at least 8 years of experience on Council and have been reelected to the Executive Committee with the exception of one, elected in 2023..
  - The Executive Committee's reports are exceptionally well developed and thorough, which supports a rating of 9 or higher. Over the past year, these reports have consistently provided comprehensive overviews that include clear executive summaries, detailed performance metrics, and in-depth analyses of both challenges and opportunities.
  - Whatever is discussed at Executive is reported to Council.

2. Inquiries, Complaints and Reports Committee reports to Council, yearly or otherwise, are well developed and thorough.



- Comments for a 9 or higher rating:**
- As always.
  - Committee functions to the best of their ability. They are well prepared by staff and have effective dialogue.
  - I have rated the Inquiries, Complaints, and Reports Committee reports a 9 or higher because they are consistently well developed and thorough. The reports offer comprehensive documentation of all inquiries and complaints, providing clear, evidence-based analysis along with actionable recommendations.
  - Yes statistics are given of both Complaints and Reports and any questions are answered effectively.

3. Patient Relations Committee reports to Council, yearly or otherwise, are well developed and thorough.

Bottom Rated



Council 8.4

**Comments for a 9 or higher rating:**

- Anytime the Patient Relations Committee reports, it is thorough and well-developed.
- As always.
- The Patient Relations Committee reports to Council have consistently demonstrated a high level of thoroughness and clarity. The reports are well-structured, providing comprehensive updates on key initiatives, policy developments, and program effectiveness.
- Well prepared and good communication. Reflection is always given to what is in the best interest of both the public and the Professional.

4. Quality Assurance Committee reports to Council, yearly or otherwise, are well developed and thorough.

Top Rated



Council 8.5

**Comments for a 9 or higher rating:**

- As always.
- Quality Assurance always provided comprehensive reporting.
- staff makes sure adequate time is set for effective dialogue.
- The Quality Assurance Committee reports to Council are consistently well-developed and thorough, reflecting a high standard of clarity, detail, and relevance. These reports provide comprehensive insights into key initiatives, policy updates, and program outcomes, ensuring Council members are well-informed for decision-making.

5. Registration Committee reports to Council, yearly or otherwise, are well developed and thorough.

Top Rated



Council 8.5

**Comments for a 9 or higher rating:**

- As always.
- The Registration Committee reports presented to the Council are consistently well-developed and thorough, demonstrating a high level of detail, clarity, and relevance. The reports provide comprehensive insights into key registration matters, including policy updates, applicant assessments, and regulatory compliance.
- Very thorough reporting

## HIGHEST AND LOWEST RATED QUESTIONS

This section presents the highest and lowest rated questions based on aggregated feedback. In the individual-level report, peer ratings are used for the rankings, while in the overall-level report, overall Board/Council ratings are used.

### HIGHEST RATED QUESTIONS (HIGH TO LOW)

QUESTION	RATER	RATING
2. Inquiries, Complaints and Reports Committee reports to Council, yearly or otherwise, are well developed and thorough.	Council	8.6
4. Quality Assurance Committee reports to Council, yearly or otherwise, are well developed and thorough.	Council	8.5
5. Registration Committee reports to Council, yearly or otherwise, are well developed and thorough.	Council	8.5

### LOWEST RATED QUESTIONS (LOW TO HIGH)

QUESTION	RATER	RATING
1. Executive Committee reports to Council, yearly or otherwise, are well developed and thorough.	Council	8
3. Patient Relations Committee reports to Council, yearly or otherwise, are well developed and thorough.	Council	8.4

---

# **EXECUTIVE COMMITTEE EFFECTIVENESS**

## ABOUT THIS EVALUATION

This Committee Effectiveness Evaluation Report is designed to assess the performance and overall effectiveness of the committee in fulfilling its responsibilities. The evaluation examines key areas such as the committee's ability to meet its objectives, the quality of its decision-making processes, its contributions to the organization's goals, and the effectiveness of its collaboration and communication. By gathering insights from committee members, this report identifies both strengths and areas for improvement, offering actionable recommendations for enhancing the committee's impact. The goal of the evaluation is to ensure the committee operates efficiently and continues to provide value to the organization's governance and strategic direction.



### RATERS NOMINATED TO PARTICIPATE

The individuals listed below were nominated to provide feedback. It is possible that not all of them responded to the survey.

NAME	RATER RELATIONSHIP
1. Choudry, Iftikhar	Committee Member
2. Cohen, Judy	Committee Member
3. Pritchard-Sobhani, Joanne	Committee Member
4. Sinnatamby, Deborah	Committee Member
5. Yu, Xianmin	Committee Member
6. Zeng, Jin Qi (Jackie)	Committee Member



### RESPONSE SUMMARY

The following groups of individuals were invited to participate in this review. The "Nominated" rater count excludes individuals that opted-out of participating or were removed by project administrators.

RATER TYPE	NOMINATED	RESPONDED	RESPONSE RATE
Committee Member	6	5	83%
<b>Total</b>	6	5	83%



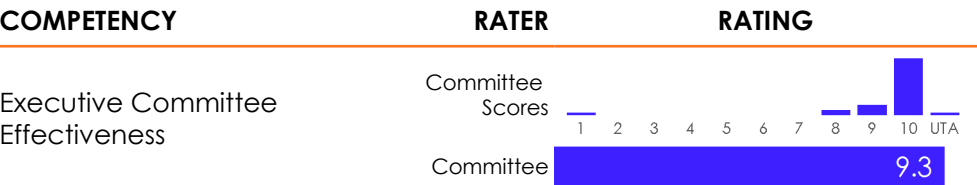
### PREVIOUS ASSESSMENT DATE

N/A

NOTE: "Previous" and "Change" (to previous) results will be shown where available.

# COMPETENCY SUMMARY

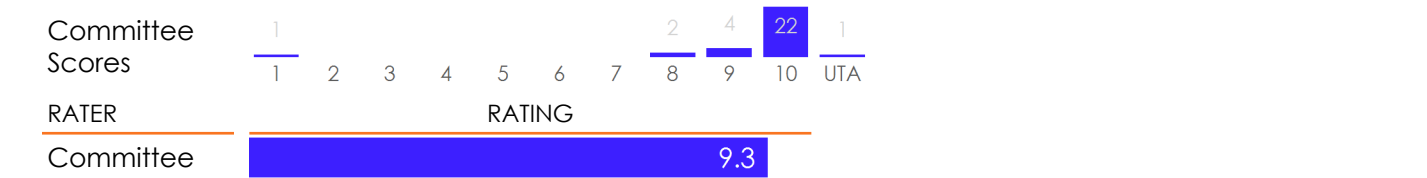
This section provides a summary for each competency. The horizontal bar represents the average rating of all questions under each competency, aggregated across each of the rater groups.



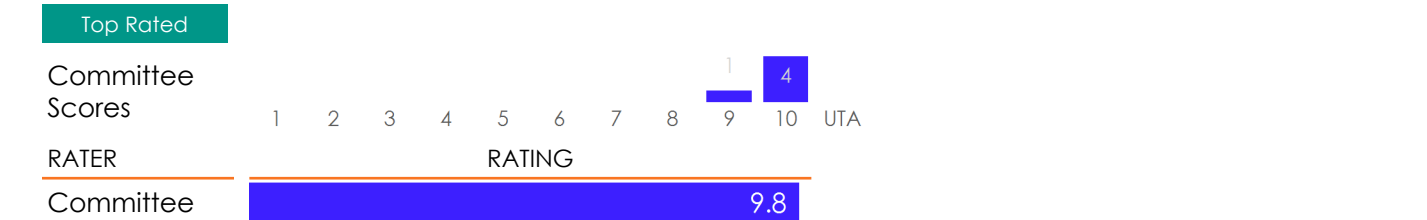
# QUESTION DETAILS

This sections shows average ratings for each question in the evaluation segmented by each rater group. The first item for each competency is the average of all questions in the competency.

## EXECUTIVE COMMITTEE EFFECTIVENESS



1. The committee appropriately exercises its authority and fulfills its duties and responsibilities authorized under the Health Professions Act, 1991 and the Traditional Chinese Medicine Act, 2006.

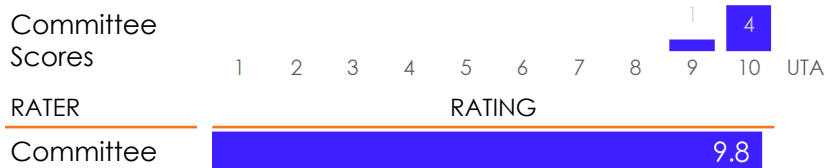


### Comments for a 9 or higher rating:

- It is EC's duty to fulfill its duties and responsibilities authorized under the RHPA.
- The committee consistently demonstrates a strong commitment to fulfilling its duties and responsibilities as outlined in the Health Professions Act, 1991 and the Traditional Chinese Medicine Act, 2006. It exercises its authority with diligence, ensuring that regulatory decisions are made in alignment with legislative requirements and professional standards. The committee engages in thorough discussions, applies evidence-based decision-making, and upholds transparency in its processes.
- The Executive Committee in 2023 and 2024 underwent extensive training by independent legal Council in role of the Registrar/CEO and Executive Committee.
- The President of Council and the Registrar and CEO of the College have high expectations for fulfilling the duties and responsibilities authorized....
- We fulfill our duties and responsibilities authorized.

2. The Executive Committee appropriately acts on behalf of the Council when Council is not meeting and provides reporting back to Council in a timely manner.

Top Rated



**Comments for a 9 or higher rating:**

- AS outlined above.
- EC makes decisions on behalf of the council in emergency situations, and then brings the decision back to the council for rectify. E.g., college office rental.
- The Executive Committee has consistently demonstrated its ability to act effectively on behalf of the Council between meetings, ensuring that urgent matters are addressed promptly and responsibly. Decisions are made with careful consideration of Council priorities, and regular updates are provided to ensure transparency and accountability. The Committee's timely reporting allows Council members to stay informed and engaged, fostering trust and continuity in governance. Their structured approach and commitment to keeping the Council well-informed support a high level of operational efficiency and alignment with the organization's objectives.
- The Executive Committee meeting 3-4 times a year or on an emergency basis, if needed. Always reports back to Council in a timely manner!
- We operate as authorized by the Acts. When Council was constituted, the EC took on more responsibilities as authorized. Since we are now constituted, we report back to the full Council for decisions and/or further discussion.

3. Effectively leads the annual review process for the Registrar and makes informed recommendations to Council.

Bottom Rated

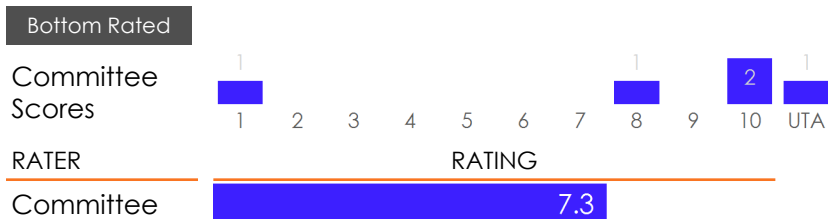


**Comments for a 9 or higher rating:**

- As outlined above involving extensive training of EC and the development of a Process for evaluation of the Registrar and CEO as well as succession planning, including the hiring of a Deputy Registrar.
- EC has a training session before reviewing Registrar's work.
- The Executive Committee has effectively led the annual review process for the Registrar by ensuring a structured, transparent, and well-documented evaluation. Through thorough discussions and data-driven assessments, the Committee carefully considers key performance indicators, stakeholder feedback, and organizational goals.
- Yes! The President of Council ensures that this is done.

---

4. Develops agendas that are complete and relevant.



**Comments for a 6 or under rating:**

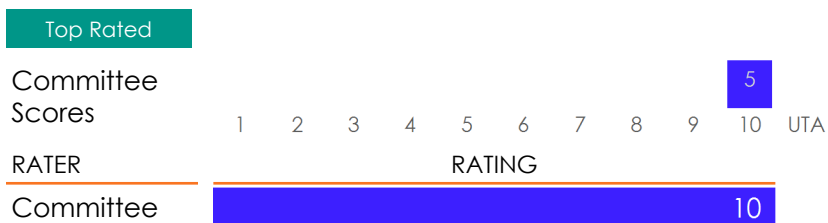
- If you're referring to meeting agendas, the EC does not develop these.

**Comments for a 9 or higher rating:**

- The Executive Committee consistently develops well-structured agendas that are comprehensive, relevant, and aligned with the Council's priorities. Each agenda is thoughtfully prepared to ensure that key issues are addressed efficiently, allowing for productive discussions and informed decision-making. The inclusion of timely and pertinent topics reflects a strong understanding of the Council's responsibilities and strategic objectives, ensuring meetings are both focused and impactful.
- The President always presents agendas that are meaningful and relevant.

---

5. All members are prepared for Executive Committee meetings.



**Comments for a 9 or higher rating:**

- Every EC member reviews meeting materials carefully and participate in the meeting discussion actively.
- The Executive Committee members consistently demonstrate a high level of preparedness for meetings, reflecting their commitment to informed decision-making and effective governance. Members review materials in advance, engage in meaningful discussions, and contribute valuable insights based on their expertise. Their readiness ensures that meetings run efficiently, with well-considered recommendations and strategic discussions that align with the Council's objectives. This level of dedication supports a strong and proactive Executive Committee, justifying a rating of 9 or higher.
- Unlike the Council meetings where some members may not be prepared, the members of Executive Committee are always prepared.
- We are prepared for our EC meetings.
- Yes! Above and beyond as outlined above.

6. All members of the Executive Committee actively participate and contribute to meetings.



Comments for a 9 or higher rating:

- Always, unless there is legislative matter that needs clarification.
- Every EC member reviews meeting materials carefully and participate in the meeting discussion actively.
- The Executive Committee members consistently demonstrate a high level of engagement and commitment during meetings. Each member actively participates in discussions, offering valuable insights and perspectives that enhance decision-making. Their contributions reflect thorough preparation, a deep understanding of agenda topics, and a shared commitment to the Council's goals. Additionally, members foster a collaborative environment, ensuring diverse viewpoints are considered and discussions remain productive. Their dedication to meaningful dialogue and proactive problem-solving is evident in every meeting, justifying a rating of 9 or higher.
- We are a small group and very comfortable with sharing ideas and participating in discussions.
- We participate and contribute to our EC meetings.

7. Please provide any additional feedback about the Executive Committee that you would like to share.

- As a public member it is a privilege to serve on the EC. I think the public voice is important and what's most gratifying is that the public voice is respected and taken into account in decision making.
- The Executive Committee functions with strong collaboration, professionalism, and dedication to the Council's mission. Members bring valuable expertise and diverse perspectives, fostering well-rounded discussions and informed decision-making. The committee operates with efficiency, ensuring that key issues are addressed thoughtfully and effectively. Moving forward, maintaining open communication and continued strategic planning will further strengthen our collective impact. Overall, the committee's commitment and engagement have been exemplary.

## HIGHEST AND LOWEST RATED QUESTIONS

This section presents the highest and lowest rated questions based on aggregated feedback. In the individual-level report, peer ratings are used for the rankings, while in the overall-level report, overall Board/Council ratings are used.

### HIGHEST RATED QUESTIONS (HIGH TO LOW)

QUESTION	RATER	RATING
5. All members are prepared for Executive Committee meetings.	Committee	10
1. The committee appropriately exercises its authority and fulfills its duties and responsibilities authorized under the Health Professions Act, 1991 and the Traditional Chinese Medicine Act, 2006.	Committee	9.8
2. The Executive Committee appropriately acts on behalf of the Council when Council is not meeting and provides reporting back to Council in a timely manner.	Committee	9.8
6. All members of the Executive Committee actively participate and contribute to meetings.	Committee	9.8

### LOWEST RATED QUESTIONS (LOW TO HIGH)

QUESTION	RATER	RATING
4. Develops agendas that are complete and relevant.	Committee	7.3
3. Effectively leads the annual review process for the Registrar and makes informed recommendations to Council.	Committee	9.4

---

# **ICR COMMITTEE EFFECTIVENESS**

## ABOUT THIS EVALUATION

This Committee Effectiveness Evaluation Report is designed to assess the performance and overall effectiveness of the committee in fulfilling its responsibilities. The evaluation examines key areas such as the committee's ability to meet its objectives, the quality of its decision-making processes, its contributions to the organization's goals, and the effectiveness of its collaboration and communication. By gathering insights from committee members, this report identifies both strengths and areas for improvement, offering actionable recommendations for enhancing the committee's impact. The goal of the evaluation is to ensure the committee operates efficiently and continues to provide value to the organization's governance and strategic direction.



### RATERS NOMINATED TO PARTICIPATE

The individuals listed below were nominated to provide feedback. It is possible that not all of them responded to the survey.

NAME	RATER RELATIONSHIP
1. Bishop, Kimberley	Committee Member
2. Chen, Meiying	Committee Member
3. Choudry, Iftikhar	Committee Member
4. Cohen, Judy	Committee Member
5. Colavecchia, Matthew	Committee Member
6. Feng, Kathy (Bo)	Committee Member
7. Ho, Kevin	Committee Member
8. Hon, Melody	Committee Member
9. Ip, Fanny	Committee Member
10. Lang, Christine	Committee Member
11. Liu, Hui	Committee Member
12. Sinnatamby, Deborah	Committee Member
13. Yu, Xianmin	Committee Member
14. Zeng, Jin Qi (Jackie)	Committee Member



### RESPONSE SUMMARY

The following groups of individuals were invited to participate in this review. The "Nominated" rater count excludes individuals that opted-out of participating or were removed by project administrators.

RATER TYPE	NOMINATED	RESPONDED	RESPONSE RATE
Committee Member	14	13	93%
<b>Total</b>	14	13	93%



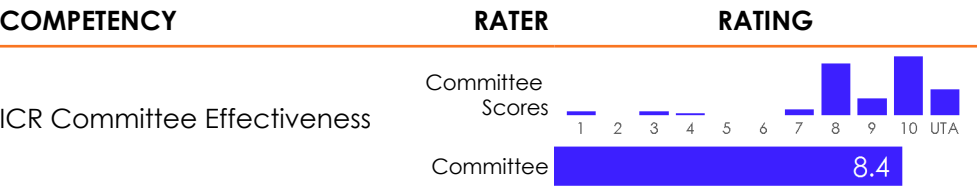
### PREVIOUS ASSESSMENT DATE

N/A

NOTE: "Previous" and "Change" (to previous) results will be shown were available.

# COMPETENCY SUMMARY

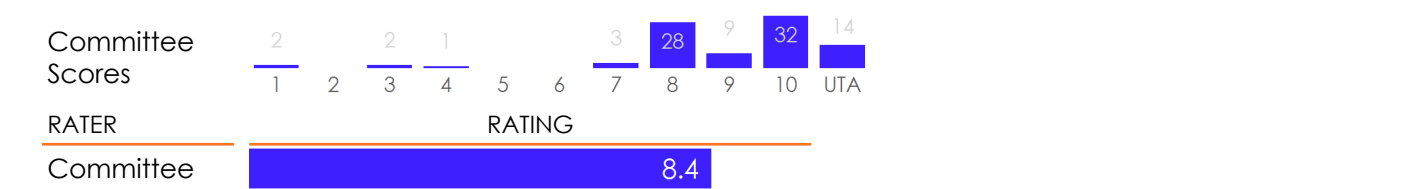
This section provides a summary for each competency. The horizontal bar represents the average rating of all questions under each competency, aggregated across each of the rater groups.



# QUESTION DETAILS

This sections shows average ratings for each question in the evaluation segmented by each rater group. The first item for each competency is the average of all questions in the competency.

## ICR COMMITTEE EFFECTIVENESS



1. The committee appropriately exercises its authority and fulfills its duties and responsibilities authorized under the Health Professions Act, 1991 and the Traditional Chinese Medicine Act, 2006.



- Comments for a 9 or higher rating:**
- during meetings and in the process of decision writing, both Acts are frequently referenced, ensuring that the committee appropriately exercises its authority and fulfils its duties and responsibilities.
  - I can only speak to the decisions that I have been a part of. It seems to me that we have, to the best of our ability, fulfilled our mandate and responsibilities
  - The committee consistently demonstrates a high level of diligence and accountability in exercising its authority and fulfilling its responsibilities under the Health Professions Act, 1991, and the Traditional Chinese Medicine Act, 2006. It ensures compliance with legislative requirements, upholds professional standards, and makes well-informed decisions that align with the public interest. The committee operates with transparency, maintains procedural fairness, and engages in thorough discussions to address regulatory matters effectively. Its commitment to ethical governance and adherence to its mandate support a well-functioning regulatory framework, justifying a rating of 9 or higher.
  - The committee is professional in its approach to ICRC mandates.
  - This committee always does this!
  - To best of our knowledge and ability, we fulfill our duties and responsibilities as authorized.
  - well trained and a good mix of opinions

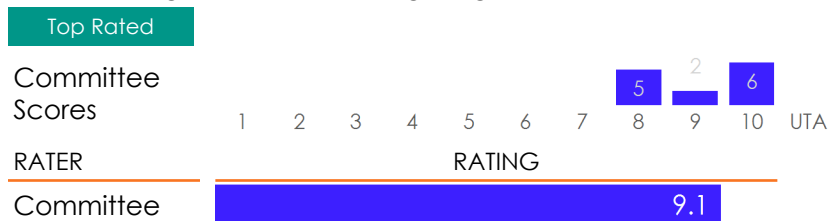
2. The committee has the requisite knowledge/training to fully discharge their duties.



**Comments for a 9 or higher rating:**

- Based solely on my personal experience, training sessions are provided to each member to ensure they have the necessary knowledge to effectively contribute to the committee.
- The committee demonstrates a high level of expertise and preparedness, ensuring that all duties are effectively carried out. Members bring a diverse range of professional backgrounds, regulatory experience, and subject matter knowledge, allowing for well-informed discussions and sound decision-making. Additionally, ongoing training opportunities and knowledge-sharing among members further strengthen the committee's ability to address complex issues with confidence and efficiency. The collective commitment to professional development and adherence to best practices reinforce the committee's capacity to fulfill its responsibilities effectively.
- There is a training session every year before the start of a formal ICRC meeting.
- well trained on a yearly basis

3. The committee actively and appropriately considers all of its available prior decisions involving the member, including previous committee decisions, and all available prior decisions involving the member of the Discipline Committee, the Fitness to Practise Committee, the Executive Committee, and information from the Registrar when investigating a complaint.



**Comments for a 9 or higher rating:**

- all relevant information is provided in the materials distributed before the meetings, for the panel members' consideration.
- As an ICRC member, it is their duty to review all the materials carefully and think thoroughly before they could consider a decision.
- I believe the committee tries their best to use the evidence given in each circumstance/case to make the most fair decision that will appropriately protect the public from harm.
- Of course! There is no way that a complaint would go through without prior decisions etc.
- The committee consistently demonstrates a high level of diligence in reviewing and considering all available prior decisions involving the member. It actively references relevant past decisions from the Discipline Committee, Fitness to Practise Committee, and Executive Committee, ensuring consistency and fairness in its investigative approach. Additionally, the committee thoroughly incorporates information provided by the Registrar, allowing for a comprehensive understanding of the member's history and any relevant precedents. This structured and thoughtful approach supports well-informed decision-making, reinforcing transparency and accountability in the complaint investigation process.
- To the best of our knowledge and ability, we do so. We often ask for legal opinions, give extra time for response from the Member or Complainant.

4. Openly considers the feedback provided, where available, from the Health Professions Appeal and Review Board as related to decisions of the ICRC.

Bottom Rated



RATER  
Committee 8.2

**Comments for a 6 or under rating:**

- I have not seen a case referred to HPARB yet.

**Comments for a 9 or higher rating:**

- a lawyer is present at each meeting to provide insights into potential or historical outcomes.
- of course. if HPARB returns a decision, it would be reviewed and feedback considered.
- Our decision is always supported by HPARB so far. Of course, we would consider any feedbacks from HPARB.

5. As necessary develops amendments to the Professional Misconduct Regulation of the Act, for approval by Council and the Ministry of Health and Long-Term Care.

Bottom Rated



RATER  
Committee 7.4

**Comments for a 6 or under rating:**

- I have not experienced this.

6. All members of the ICRC actively participate and contribute to meetings.

Top Rated



RATER  
Committee 8.7

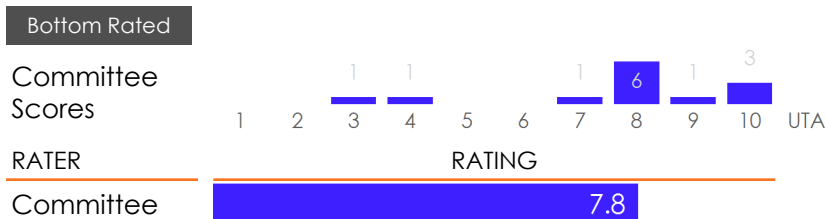
**Comments for a 6 or under rating:**

- A member rarely arrives prepared. It is very apparent that he has not read the meeting packages and has little to nothing to add to a meeting other than to reiterate what another committee member has already stated. All other members arrive fully prepared.

**Comments for a 9 or higher rating:**

- Every member contributes to the meetings with no doubt!
- Everyone is asked to participate.
- The Chair of each panel ensures that all Members are given an opportunity to contribute during each meeting.
- Under panel 3, I believe we all actively participate in meetings to come to a shared conclusion.
- We all participate in these meetings.

7. All members are prepared for ICR Committee meetings.



**Comments for a 6 or under rating:**

- A member rarely arrives prepared. It is very apparent that he has not read the meeting packages and has little to nothing to add to a meeting other than to reiterate what another committee member has already stated. All other members arrive fully prepared.
- Some members, over the years, have shown that they were completely unprepared for deliberations by showing on multiple issues that they did not read the provided materials.

**Comments for a 9 or higher rating:**

- Every one reviews the meeting materials carefully, and give their own opinions from different angles.
- Most members are prepared 100%.
- The ICRC members consistently demonstrate a high level of preparedness for meetings, thoroughly reviewing case materials, regulatory guidelines, and relevant policies in advance. Their active participation in discussions, well-informed questions, and thoughtful contributions reflect their commitment to upholding professional standards and ensuring fair and effective decision-making. Their diligence in understanding complex cases and regulatory requirements allows for productive and efficient meetings, reinforcing the integrity of the committee's work.

8. Please provide any additional feedback about the ICR Committee that you would like to share.

- If it is apparent that a member does not come prepared for meetings, that member should be precluded from chairing said meetings as it is a waste of committee members time.
- Nothing.
- Overall, the quality of decisions seems to be high across the panels. We have had very few of our decisions subjected to HPARB, which is a good indication that we are on the right track.
- The ICRC is well run by Staff. Staff are outstanding in providing and preparing the documents for us to review prior to meetings.
- The ICRC operates with a high level of professionalism, efficiency, and dedication to regulatory excellence. Members bring valuable expertise and a strong commitment to fairness, ensuring that cases are reviewed thoroughly and decisions are well-grounded. The collaborative discussions foster a balanced and objective approach, enhancing the integrity of the committee's work. Moving forward, continued opportunities for professional development and knowledge-sharing would further strengthen the committee's effectiveness. Overall, I appreciate the collective effort and dedication of all members in maintaining high standards in our decision-making processes.

## HIGHEST AND LOWEST RATED QUESTIONS

This section presents the highest and lowest rated questions based on aggregated feedback. In the individual-level report, peer ratings are used for the rankings, while in the overall-level report, overall Board/Council ratings are used.

### HIGHEST RATED QUESTIONS (HIGH TO LOW)

QUESTION	RATER	RATING
1. The committee appropriately exercises its authority and fulfills its duties and responsibilities authorized under the Health Professions Act, 1991 and the Traditional Chinese Medicine Act, 2006.	Committee	9.2
3. The committee actively and appropriately considers all of its available prior decisions involving the member, including previous committee decisions, and all available prior decisions involving the member of the Discipline Committee, the Fitness to Practise Committee, the Executive Committee, and information from the Registrar when investigating a complaint.	Committee	9.1
2. The committee has the requisite knowledge/training to fully discharge their duties.	Committee	8.7
6. All members of the ICRC actively participate and contribute to meetings.	Committee	8.7

### LOWEST RATED QUESTIONS (LOW TO HIGH)

QUESTION	RATER	RATING
5. As necessary develops amendments to the Professional Misconduct Regulation of the Act, for approval by Council and the Ministry of Health and Long-Term Care.	Committee	7.4
7. All members are prepared for ICR Committee meetings.	Committee	7.8
4. Openly considers the feedback provided, where available, from the Health Professions Appeal and Review Board as related to decisions of the ICRC.	Committee	8.2

---

# **PATIENT RELATIONS COMMITTEE EFFECTIVENESS**

---

## ABOUT THIS EVALUATION

This Committee Effectiveness Evaluation Report is designed to assess the performance and overall effectiveness of the committee in fulfilling its responsibilities. The evaluation examines key areas such as the committee's ability to meet its objectives, the quality of its decision-making processes, its contributions to the organization's goals, and the effectiveness of its collaboration and communication. By gathering insights from committee members, this report identifies both strengths and areas for improvement, offering actionable recommendations for enhancing the committee's impact. The goal of the evaluation is to ensure the committee operates efficiently and continues to provide value to the organization's governance and strategic direction.



### RATERS NOMINATED TO PARTICIPATE

The individuals listed below were nominated to provide feedback. It is possible that not all of them responded to the survey.

NAME	RATER RELATIONSHIP
1. Bishop, Kimberley	Committee Member
2. Chen, Meiying	Committee Member
3. Choudry, Iftikhar	Committee Member
4. Cohen, Judy	Committee Member
5. Sinnatamby, Deborah	Committee Member
6. Thadani, Nisha	Committee Member
7. Yokokawa, Akari	Committee Member



### RESPONSE SUMMARY

The following groups of individuals were invited to participate in this review. The "Nominated" rater count excludes individuals that opted-out of participating or were removed by project administrators.

RATER TYPE	NOMINATED	RESPONDED	RESPONSE RATE
Committee Member	7	6	86%
<b>Total</b>	<b>7</b>	<b>6</b>	<b>86%</b>



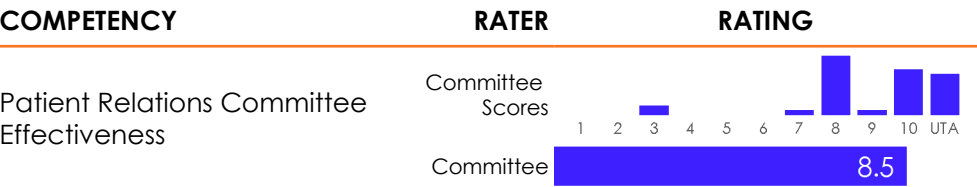
### PREVIOUS ASSESSMENT DATE

N/A

NOTE: "Previous" and "Change" (to previous) results will be shown were available.

# COMPETENCY SUMMARY

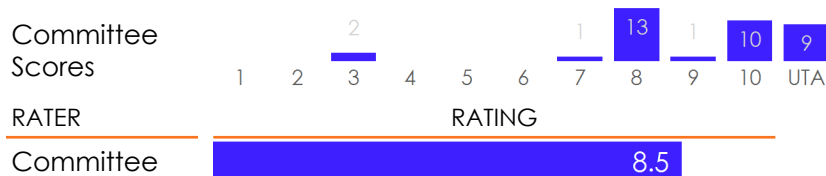
This section provides a summary for each competency. The horizontal bar represents the average rating of all questions under each competency, aggregated across each of the rater groups.



## QUESTION DETAILS

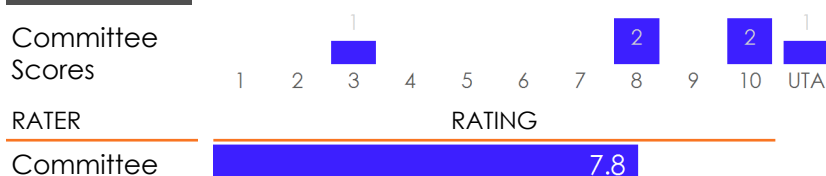
This section shows average ratings for each question in the evaluation segmented by each rater group. The first item for each competency is the average of all questions in the competency.

### PATIENT RELATIONS COMMITTEE EFFECTIVENESS



1. The committee appropriately exercises its authority and fulfills its duties and responsibilities authorized under the Health Professions Act, 1991 and the Traditional Chinese Medicine Act, 2006.

Bottom Rated



#### Comments for a 6 or under rating:

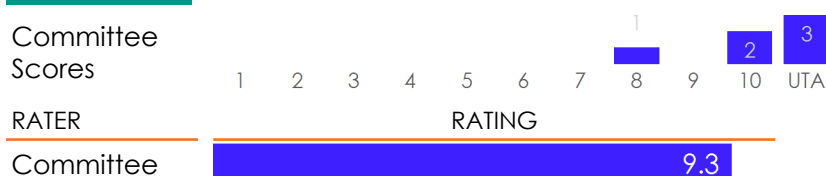
- I brought up an issue around the language on the "sensitive area consent", that a word "vagina" should not be there. It is important in the case of sexual abuse of the practitioner involving this body part, and if the consent form was signed by the patient.  
I offered to explain this matter in detail, but this was never followed up.

#### Comments for a 9 or higher rating:

- We fulfill our duties and responsibilities when requests come up.

2. The committee has the requisite knowledge/training to fully discharge their duties.

Top Rated

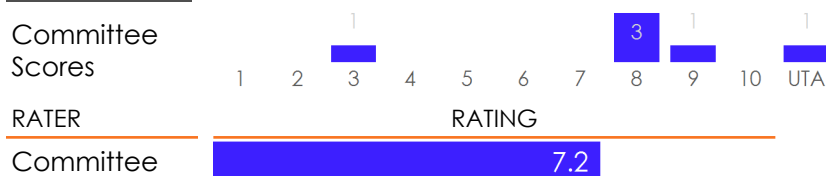


#### Comments for a 9 or higher rating:

- We are provided training annually.

3. Appropriately develops and monitors measures relative to preventing and dealing with the sexual abuse of patients.

Bottom Rated



#### Comments for a 6 or under rating:

- See above for #1.

4. Appropriately administers, on behalf of the Council, the Funding for Therapy and Counselling Program of the College.

Top Rated



RATER  
Committee 8.8

**Comments for a 9 or higher rating:**

- When requests arise, we administer therapy funding.

5. All members of the Patient Relations Committee actively participate and contribute to meetings.

Top Rated



RATER  
Committee 8.8

6. All members are prepared for the Patient Relations Committee meetings.

Top Rated



RATER  
Committee 8.8

7. Please provide any additional feedback about the Patient Relations Committee that you would like to share.

- Nothing
- This committee has not met this year, as yet. In the past the committee was able to fulfill its duties...

## HIGHEST AND LOWEST RATED QUESTIONS

This section presents the highest and lowest rated questions based on aggregated feedback. In the individual-level report, peer ratings are used for the rankings, while in the overall-level report, overall Board/Council ratings are used.

### HIGHEST RATED QUESTIONS (HIGH TO LOW)

QUESTION	RATER	RATING
2. The committee has the requisite knowledge/training to fully discharge their duties.	Committee	9.3
4. Appropriately administers, on behalf of the Council, the Funding for Therapy and Counselling Program of the College.	Committee	8.8
5. All members of the Patient Relations Committee actively participate and contribute to meetings.	Committee	8.8
6. All members are prepared for the Patient Relations Committee meetings.	Committee	8.8

### LOWEST RATED QUESTIONS (LOW TO HIGH)

QUESTION	RATER	RATING
3. Appropriately develops and monitors measures relative to preventing and dealing with the sexual abuse of patients.	Committee	7.2
1. The committee appropriately exercises its authority and fulfills its duties and responsibilities authorized under the Health Professions Act, 1991 and the Traditional Chinese Medicine Act, 2006.	Committee	7.8

---

# **QUALITY ASSURANCE COMMITTEE EFFECTIVENESS**

---

## ABOUT THIS EVALUATION

This Committee Effectiveness Evaluation Report is designed to assess the performance and overall effectiveness of the committee in fulfilling its responsibilities. The evaluation examines key areas such as the committee's ability to meet its objectives, the quality of its decision-making processes, its contributions to the organization's goals, and the effectiveness of its collaboration and communication. By gathering insights from committee members, this report identifies both strengths and areas for improvement, offering actionable recommendations for enhancing the committee's impact. The goal of the evaluation is to ensure the committee operates efficiently and continues to provide value to the organization's governance and strategic direction.



### RATERS NOMINATED TO PARTICIPATE

The individuals listed below were nominated to provide feedback. It is possible that not all of them responded to the survey.

NAME	RATER RELATIONSHIP
1. Bishop, Kimberley	Committee Member
2. Chen, Meiyang	Committee Member
3. Cho, Evelyn	Committee Member
4. Choudry, Iftikhar	Committee Member
5. Cohen, Judy	Committee Member
6. Feng, Kathy (Bo)	Committee Member
7. Ho, Kevin	Committee Member
8. Hui, Terry	Committee Member
9. Lang, Christine	Committee Member



### RESPONSE SUMMARY

The following groups of individuals were invited to participate in this review. The "Nominated" rater count excludes individuals that opted-out of participating or were removed by project administrators.

RATER TYPE	NOMINATED	RESPONDED	RESPONSE RATE
Committee Member	9	7	78%
<b>Total</b>	9	7	78%



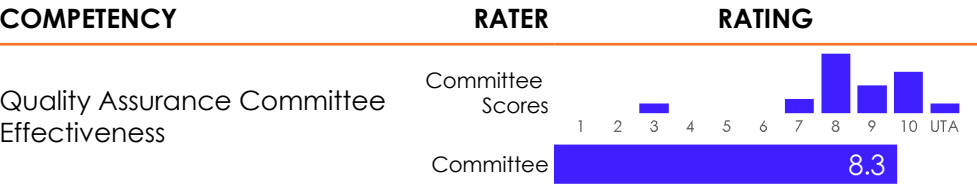
### PREVIOUS ASSESSMENT DATE

N/A

NOTE: "Previous" and "Change" (to previous) results will be shown where available.

# COMPETENCY SUMMARY

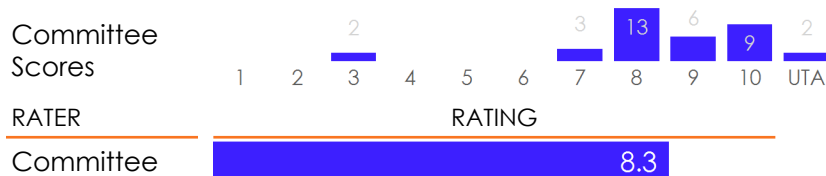
This section provides a summary for each competency. The horizontal bar represents the average rating of all questions under each competency, aggregated across each of the rater groups.



## QUESTION DETAILS

This section shows average ratings for each question in the evaluation segmented by each rater group. The first item for each competency is the average of all questions in the competency.

### QUALITY ASSURANCE COMMITTEE EFFECTIVENESS



1. The committee appropriately exercises its authority and fulfills its duties and responsibilities authorized under the Health Professions Act, 1991 and the Traditional Chinese Medicine Act, 2006.

Top Rated



#### Comments for a 9 or higher rating:

- To the best of my knowledge, the committee always tries its best to fulfill our duties that are assigned to us. Seeking guidance and answers if we are ever unsure about anything.

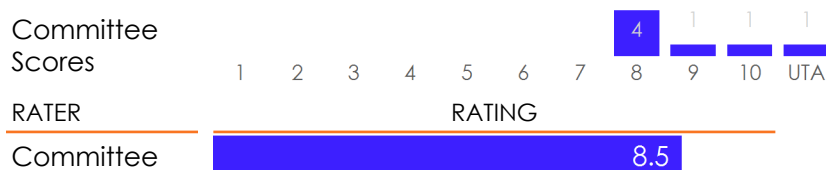
2. As necessary, develops and/or refines the Quality Assurance Program.

Top Rated

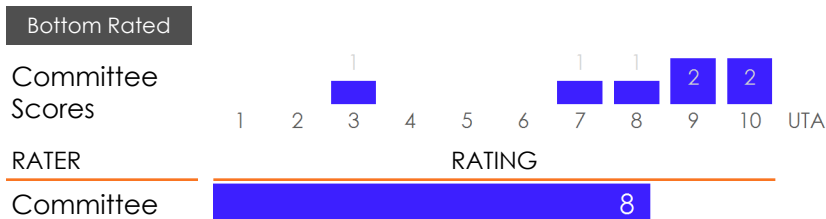


3. Appropriately advises on and recommends to the Council Standards of Practice and Guidelines governing the practice of the profession.

Top Rated



- 
4. All members of the Quality Assurance Committee actively participate and contribute to meetings.



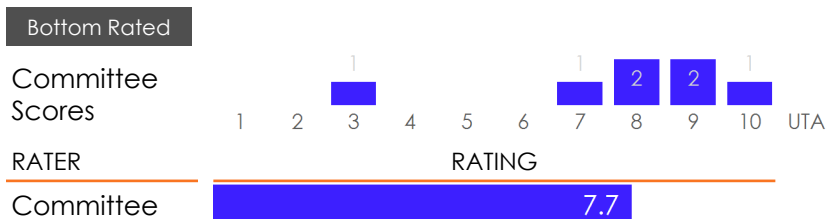
**Comments for a 6 or under rating:**

- A member rarely arrives prepared. It is very apparent that he has not read the meeting packages and has little to nothing to add to a meeting other than to reiterate what another committee member has already stated. All other members arrive fully prep

**Comments for a 9 or higher rating:**

- Everyone is called upon to comment.
- The chair does a wonderful job of including and encouraging every member to participate in discussions during meetings

- 
5. All members are prepared for the Quality Assurance Committee meetings.



**Comments for a 6 or under rating:**

- A member rarely arrives prepared. It is very apparent that he has not read the meeting packages and has little to nothing to add to a meeting other than to reiterate what another committee member has already stated. All other members arrive fully prep

- 
6. Please provide any additional feedback about the Quality Assurance Committee that you would like to share.

- A lack of public members makes it challenging to address the issues with a member as we need to ensure quorum but at some point we need to say enough is enough.
- Quality Assurance Committee should assess more members per year.

## HIGHEST AND LOWEST RATED QUESTIONS

This section presents the highest and lowest rated questions based on aggregated feedback. In the individual-level report, peer ratings are used for the rankings, while in the overall-level report, overall Board/Council ratings are used.

### HIGHEST RATED QUESTIONS (HIGH TO LOW)

QUESTION	RATER	RATING
1. The committee appropriately exercises its authority and fulfills its duties and responsibilities authorized under the Health Professions Act, 1991 and the Traditional Chinese Medicine Act, 2006.	Committee	9
2. As necessary, develops and/or refines the Quality Assurance Program.	Committee	8.5
3. Appropriately advises on and recommends to the Council Standards of Practice and Guidelines governing the practice of the profession.	Committee	8.5

### LOWEST RATED QUESTIONS (LOW TO HIGH)

QUESTION	RATER	RATING
5. All members are prepared for the Quality Assurance Committee meetings.	Committee	7.7
4. All members of the Quality Assurance Committee actively participate and contribute to meetings.	Committee	8

---

# **REGISTRATION COMMITTEE EFFECTIVENESS**

## ABOUT THIS EVALUATION

This Committee Effectiveness Evaluation Report is designed to assess the performance and overall effectiveness of the committee in fulfilling its responsibilities. The evaluation examines key areas such as the committee's ability to meet its objectives, the quality of its decision-making processes, its contributions to the organization's goals, and the effectiveness of its collaboration and communication. By gathering insights from committee members, this report identifies both strengths and areas for improvement, offering actionable recommendations for enhancing the committee's impact. The goal of the evaluation is to ensure the committee operates efficiently and continues to provide value to the organization's governance and strategic direction.



### RATERS NOMINATED TO PARTICIPATE

The individuals listed below were nominated to provide feedback. It is possible that not all of them responded to the survey.

NAME	RATER RELATIONSHIP
1. Bishop, Kimberley	Committee Member
2. Cha, Ming	Committee Member
3. Cheung, Brendan	Committee Member
4. Choudry, Iftikhar	Committee Member
5. Cohen, Judy	Committee Member
6. Ho, Kevin	Committee Member
7. Hui, Terry	Committee Member
8. Ip, Fanny	Committee Member
9. Pritchard-Sobhani, Joanne	Committee Member
10. Yokokawa, Akari	Committee Member
11. Yu, Xianmin	Committee Member



### RESPONSE SUMMARY

The following groups of individuals were invited to participate in this review. The "Nominated" rater count excludes individuals that opted-out of participating or were removed by project administrators.

RATER TYPE	NOMINATED	RESPONDED	RESPONSE RATE
Committee Member	11	11	100%
<b>Total</b>	11	11	100%



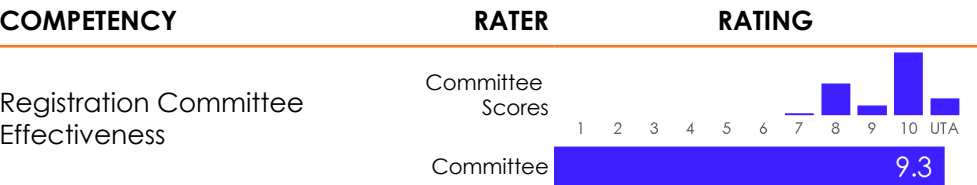
### PREVIOUS ASSESSMENT DATE

N/A

NOTE: "Previous" and "Change" (to previous) results will be shown were available.

# COMPETENCY SUMMARY

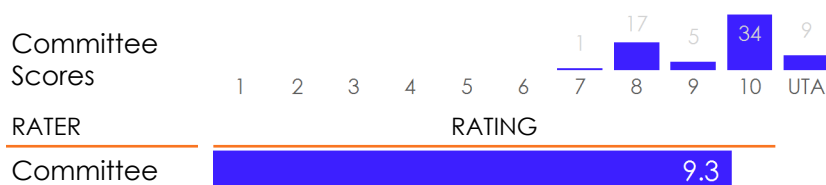
This section provides a summary for each competency. The horizontal bar represents the average rating of all questions under each competency, aggregated across each of the rater groups.



## QUESTION DETAILS

This sections shows average ratings for each question in the evaluation segmented by each rater group. The first item for each competency is the average of all questions in the competency.

### REGISTRATION COMMITTEE EFFECTIVENESS



1. The committee appropriately exercises its authority and fulfills its duties and responsibilities authorized under the Health Professions Act, 1991 and the Traditional Chinese Medicine Act, 2006.

Top Rated



#### Comments for a 9 or higher rating:

- As always
- Everyone is well trained and capable of fulfilling his or her duties.
- I am a new member of this committee. There was an orientation by Staff. I have attended one meeting to date.  
I am impressed with the level of leadership and expertise of Staff and the Committee Chair and Committee members.
- The committee acts in a professional manner to uphold the directives of the College. Matters are attended to with the HPA and TCMA, along with established policies/regulations in mind.
- The leader, staff and the members works very closely to make sure any decisions and directions by the committee is following the registration regulation and the TCM Act.

2. The committee appropriately advises Council, on the Registration Requirements of the College, including education, examinations and qualifications criteria.

Bottom Rated

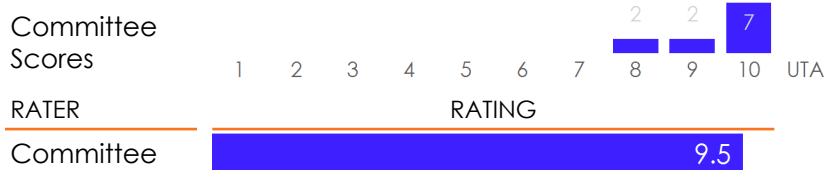


#### Comments for a 9 or higher rating:

- Although I am new to this committee, I can attest to the Committee advising Council on necessary requirements etc.
- As always
- The important decision made by the committee is always summited to council for final approval, such as the school education approval program and requirement change related to the Pan Canadian Exam.
- The RC, which has a focus on matters of registration requirements, acts in the best manner possible to provide their opinion to best assist Council.

3. The Registration Committee has the requisite knowledge to fully consider applications that fall outside the normal application process (i.e. referred by Registrar etc.).

Top Rated



**Comments for a 9 or higher rating:**

- based on my recent personal experience, training session and follow-ups are provided to each member to ensure they have the necessary knowledge to effectively perform their duties.
- I have been fortunate enough to have attended my first meeting. And yes! The RC does have the requisite knowledge and experience etc...
- If an applicant has meet the registration requirement but with some deficits, the committee is always suggest the Registrar to add TCL to the registration certificate.
- In these situations, it is fully rely on the professional members' knowledge. And public members always trust professional members fully!
- The RC is comprised of a mix of professional and public members, both new and old. RC is fortunate to have the expert opinion of seasoned members as well as the staff members of the college.

4. Annually prepares a fair registrations practices report or as requested by the Fairness Commissioner.

Top Rated



**Comments for a 9 or higher rating:**

- As always
- The staff in work for the committee always do it.
- While outside my scope of knowledge, we are made aware of the College's staff in their preparation and submission of these reports. I have full confidence in the staff's abilities.

5. All members of the Registration Committee actively participate and contribute to meetings.

Bottom Rated

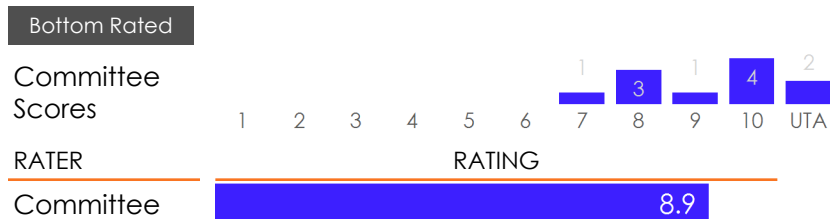


**Comments for a 9 or higher rating:**

- Every member reviews meeting materials carefully and prepares well in the meeting discussion.
- From my first meeting, I would have to answer with at resounding "Yes"
- The majority members attend all the meetings.
- The RC as previously and currently comprised have always been active in discussion of matters/cases presented.

---

6. All members are prepared for the Registration Committee meetings.



**Comments for a 9 or higher rating:**

- As always
- I refer to my answer above for #5.
- The majority of the committee members are well prepared for a committee/panel meetings.

---

7. Please provide any additional feedback about the Registration Committee that you would like to share.

- Committee is doing a great job.
- I am pleased to have the opportunity to serve on this committee, and do my part for the Public, the College, and the profession of TCM and Acupuncture.
- I am so very pleased to be part of this Committee. The members are for the most part (aside from myself and another College member) experienced and committed to the process. The Staff are incredibly supportive for the candidates and for the Committee. And so very knowledgeable.
- Staff are working hard to support the committee and panel meetings.
- The current registration committee is totally prepared and dedicated to public protection.

## HIGHEST AND LOWEST RATED QUESTIONS

This section presents the highest and lowest rated questions based on aggregated feedback. In the individual-level report, peer ratings are used for the rankings, while in the overall-level report, overall Board/Council ratings are used.

### HIGHEST RATED QUESTIONS (HIGH TO LOW)

QUESTION	RATER	RATING
1. The committee appropriately exercises its authority and fulfills its duties and responsibilities authorized under the Health Professions Act, 1991 and the Traditional Chinese Medicine Act, 2006.	Committee	9.6
3. The Registration Committee has the requisite knowledge to fully consider applications that fall outside the normal application process (i.e. referred by Registrar etc.).	Committee	9.5
4. Annually prepares a fair registrations practices report or as requested by the Fairness Commissioner.	Committee	9.3

### LOWEST RATED QUESTIONS (LOW TO HIGH)

QUESTION	RATER	RATING
6. All members are prepared for the Registration Committee meetings.	Committee	8.9
5. All members of the Registration Committee actively participate and contribute to meetings.	Committee	9.1
2. The committee appropriately advises Council, on the Registration Requirements of the College, including education, examinations and qualifications criteria.	Committee	9.2

---

# APPENDIX

---

## DEFINITIONS AND CALCULATIONS

---

**"Self" Rating:** In an individual-level report, this is your rating.

**"Peer" Rating:** In an individual-level report, this is the average rating of those nominated as a "peer".

**"Board" Rating:** Average rating of the Board as a whole.

**Gap:** In an individual-level report, this is the difference between the "self" rating and "peer" rating, and is calculated as the average "peer" ratings minus the "self" rating.

**Peer Scores:** In an individual-level report, this shows the rating distribution across all the possible rating options for the "Peer" group.

**Board Scores:** In a Board-level report, this shows the rating distribution across all possible rating options for the Board as a whole. Note: In a self/peer evaluation, the number of ratings may seem high because each Board member rates themselves and their peers for each question. For example, if there are 10 Board members, each member provides 10 ratings (one for themselves and nine for their peers), resulting in a total of 100 ratings (10 ratings X 10 members) for the distribution.

**Hidden Strength:** A question where you rated yourself significantly lower than "peers" rated you.

**Blind Spot:** A question where you rated yourself significantly higher than "peers" rated you.

**Top Rated:** A question that is among the highest ratings across all questions, based on peer ratings in the individual reports and Board/Council ratings in the overall report.

**Bottom Rated:** A question that is among the lowest ratings across all questions, based on peer ratings in the individual reports and Board/Council ratings in the overall report.