



## 1. Legal Fee Issues

### Member's questions:

1. Looking at the legal costs of 2020 vs any other year, why were they so much higher than any other year?
2. At any point was the 300% increase in legal fees flagged and was Council made aware? If so what steps did Council take to manage and mitigate a 300% increase in legal costs.
3. Why is the College operating at such a significant loss in 2020 \$271 139 and \$58 869 Q1 of 2021?

The use of legal counsel on retainer was at the discretion of the Registrar. This practice has been re-evaluated given the increased costs that were incurred. Moving forward, a more fiscally responsible approach has been implemented to prevent excessive costs being incurred in the future. This includes ensuring regular reporting by the Executive Director/Registrar and a regular assessment of the College's financial situation throughout the year. This will address and identify financial issues earlier and allow them to be addressed.

Council was made aware of the 300% increase upon receipt of the 2020 Audited financial statements for review, two days prior to the initial date of the AGM. Immediate actions were taken to investigate. Once the thorough investigation was concluded, Council was able to see where, how and who incurred the legal fees. Council identified the areas of highest risk, neutralized those risks and is implementing systems to prevent a recurrence of this situation.

The College will continue to operate at a loss until March 31, 2022, when the College receives its primary revenue, registration renewal fees. The considerable legal expenses and the lowering of renewal fees in 2020 has placed the College in a position where we are relying on the College savings. Council has retained HGA to create an accurate budget and determine the renewal fees that will allow the College to operate and attain a balanced budget.

Our Interim Executive Director/Registrar is a lawyer with over 20 years of experience. This has significantly reduced the need for external legal advice and drastically reduced our legal fees for the College.



## 2. OPERATING COSTS

### Member's Questions

1. Why are the operating costs so high?
2. Why did office expenses double in a year when staff was mostly working from home? 2019 – 22 066 2020 – 44 735
3. Bank charges were 4 times higher 2019 – 235 2020 – 981
4. Registrar's Expenses are dramatically different 2019 – 7939 2020 – 975 Why the significant change and are we confident nothing inappropriate was previously coded to this category that should appear elsewhere?
5. Where can members find a detailed list of all College expenses, including all legal fees and operating expenses? For transparency, a comparison of fees year over year would be pertinent. When can members expect such a report be published for membership review?

Our initial review suggests that the operating costs were not unusually high with the exception of excessive legal fees. The Staff did not work primarily from home. The office was fully staffed for most of 2020. Office expenses were incurred at the discretion of the Executive Director/Registrar. These expenses are going to be more closely monitored going forward.

Banking charges will increase as we begin to offer more online options such as e-transfers and credit card payments. They are a normal cost of “business” and are not out of line with the amount of banking activity that the College engages in.

It is our understanding the Registrar expenses went down as a result of COVID and the significant decrease in travel to Calgary or other locations for meetings or school visits. There has not been a full audit of this by Council.

The Audited financial statements are included in the Annual Reports. The Annual Reports are posted on our website. Those provide the details that are required and compares the current year to the previous. There will be no other provision of more detailed lists. We are working with a new accounting firm (HGA) to examine our current financial accounting system, determine how it might be improved and ensure that the best accounting practices are being utilized to ensure transparency and provide the information necessary for future budgeting.



### 3. FINANCIAL STABILITY OF THE CAA

#### Member's Questions

1. Is the College financially stable given this dramatic increase in costs particularly if registration fees aren't due until March 2022?
2. If there have been any financial discrepancies by the previous council members / registrar, can we recuperate that money?
3. What is the Council or College doing to manage risk given the dramatically rising costs to operate the college and the departure of several elected Council members who made up the Executive of the College? This is unusual and a bit worrisome given the new expectations on College under HPA. Will there be an election to replace these members? Has the full slate of public members been appointed?

Council is making all reasonable efforts to ensure that the College will be financially stable by engaging a third-party accounting firm to make recommendations that will be used to stabilize our financial status moving forward.

We are unaware of any financial discrepancies by previous council members/registrar.

Council is committed to operating in a fiscally responsible manner while recognizing that there will be expenses to operate the College properly and ensure that we are regulating in the public interest. There will be increased costs but Council will be working with experts to mitigate risk and ensure that the College 2022/2023 budget and financial management are optimized.

We currently have three public members. We do not receive any indication from the Government as to the timing of public member appointments. Our current public members are valuable contributors to the Council and we look forward to future public members, whenever they might be appointed.



## 4. PROFESSIONAL CONDUCT EXPENSES

### MEMBER'S QUESTIONS

1. There are some issues with the reporting of the CCC expenses 2018 – 49 122 2019 – 104 353 later corrected to 93 367 2020 – 44 610/
  - a) Why was there a correction of \$ 10 986? This number seems very similar the amount attributed to Investigation fees. What investigation(s) is/are these referring to?
2. What does this dramatic increase in 2019 reflect? More Complaints? More serious complaints? A concerning trend of conduct issues? This figure provided for Q1 of 2021 is \$22 697 which if that trend continues could end up near \$90 000.
  - a) Is the College confident that these accounting errors did not adversely impact any members facing conduct proceedings who were assigned costs as part of a finding?
3. Why did investigation fees triple in 2020 from \$10 986 to \$38 357?
4. Where these separate from investigation of complaints or is this indicative of rising cost related to complaints?
5. Why were these adjustments made in allocation of cost ex the investigator fees and changes in CCC expenses? In 2020 under administration expenses a new category was created -- Investigation fees – can you explain why this category was created?
6. If the College has issues with ensuring accuracy of the Conduct and Competency committee expenses, when those fees might be used in sanction negotiations, how can the public be confident that the College is following best practices.
7. Has the College looked at the accounting for the conduct and competency committee for the past 5 years and ensured that correct fees have been stated in any sanction negotiations?
8. In the 2019 financial fees that investigation fees were coded as expenses for the Conduct and Competency committee expense. Then this was changed in 2020. Why was this changed? Did you examine the 2018 Conduct and Competency Committee expenses to ensure expenses were properly accounted for?
9. Were any operations of the College -- affected by the change in accounting?

Investigations used to be completed primarily by the Registrar but there was a switch to hiring investigators on contract.

Investigation fees are incurred by the College while addressing complaints and administering the Disciplinary System. It was not a cost incurred by the CCC, who are decision makers and are not involved in the investigation of complaints. This was changed to properly reflect where/who incurred the expense.

This is not a new category. It was reallocated from CCC to Administration to properly reflect where the expense was incurred. No operations were affected by this change.

There has been no issue with the accuracy of the Conduct and Competency Committees expenses. Costs related to complaints are clear and defined. For accounting purposes and budgeting, not all costs relating to a complaint would be attributed to the CCC. Many legal fees would be attributed to the College as a part of their operations and obligation to maintain and operate a disciplinary system. The Council identified this and that is why the legal fees have changed in the Audited Financial Reports from previous years. Council is committed to determining the best accounting practices.

There would be no reason to believe that there is any inaccuracy in relation to disciplinary costs awarded. The issue was where the fees were attributed for accounting purposes. Most costs awarded in discipline matters are \$1000.00, which are significantly lower than the costs expended. Only in contested or lengthy matters are costs higher and those are usually negotiated with counsel.



## 5. ANNUAL GENERAL MEETINGS

### Member's Questions

- 1 Why was the AGM originally set without having the financial statements and then canceled and now it is happening with financials that are not indicative of what is happening at present? This only covers the first quarter of the year and we are in the 4th quarter.
- 2 In March 20, 2021 Council reviewed and approved the Committee reports for the Annual Report. No Financials were ready and yet the AGM date was set and later cancelled 2 days prior. Why? What was the delay with financials?
- 3 Will future AGMs continue to be non-interactive with the membership, and if so, will Council and the Secretariat commit to increasing engagement, meaningful member consultation, and overall transparency through other mechanisms? Please describe how.
- 4 Why has there been no Annual Report posted on the website? Has an Annual Report been submitted to the government?

The AGM was originally scheduled with the intention of informing Registrants that the financials were not available and would be posted after the fact. Council had discussions regarding this and decided it would be better to delay the AGM until the financials were available. This is also required by the Societies Act.

The College's financial year end is now March 31, since our transition to the HPA and the implementation of new By-Laws. As a result, a year end was completed for March 31, 2021. It is not a quarter; it is the portion of the year left over due to the change in year end. The next year end will be March 31, 2022.

Both the 2020 and the January -March 2021 Annual Reports are posted on our website and have been submitted to the Government. Annual Reports will be completed yearly and will be available to Registrants, even without an AGM.

In compliance with Bill 46 and our transition to the HPA, this will be the last AGM. The College and Council will have the website to communicate changes to Registrants. We encourage Registrants to become involved in the College and to attend Council meetings, which are open to the public and the minutes will be posted on our website. The CAA is currently exploring various means of communicating with Registrants. To this end, the CAA will also send out a quarterly newsletter. If this method of communication is well received, the CAA will continue to provide this option.



## 6. COUNCIL AND COMMITTEE COMPOSITION

### Member's Questions

1. What happened with Council and why have 4 members of the Executive resigned recently? When will they be replaced and why has that not been initiated? (x2)
2. Has the College considered a policy to establish a competency based process for eligibility for election to Council and Non Council committees including but not limited to
  - 1) developing competency based - requirements for Council and Committees
  - 2) Mandatory training in governance, and successful completion of activities, pre-screening and completion of skills/written testing prior to submitting name for nomination
  - 3) Eligibility screening by an independent committee dedicated to screening candidates competencies ie. Election Review Committee
3. There are no committee reports indicated on the AGM agenda. Where can we find information regarding what all the committees have completed and are currently working on as well as a listing of all committee members and chairs? I notice that the same people have been on the financial committee since 2018.
  - 1)The quality of the work being done by the BFAC seems questionable. Each year they have been responsible for the College finances, audit and certifying financial documents for Council and College use, this committee make up has been essentially the same since 2018. 2018-2020 Treasurer/Chair Yang Su and members: Serena Armsworthy, Jay McCoy, Jing Zhao Wang & William Zhao  
2020 Treasurer Vanessa Ebertz, Chair Yang Su and members: Serena Armsworthy, Jay McCoy, Jing Zhao Wang, William Zhao. (X2)
  - 2)Has this committee been doing its job properly? Should this committee be a job for volunteers?

As with any professional organization, the circumstances of the resignations are confidential. Members of the Council who resigned had personal reasons for doing so and it is neither appropriate nor respectful for Council to share those reasons publicly. Council is reviewing

David Kay's report and the recommendations made relating to council composition, the number of council members and the possibility of competency-based appointments. This will also be reflected in the number of public members appointed to Council. Council wants to ensure that all decisions are made considering the requirements of the HPA, good governance and "right touch" regulation. The government appoints our public members and the Council has no control over when the government provides these members

Competency based appointments/elections are a recognized way of maintaining the effectiveness and efficiency of a governing board. This is one of the recommendations of David Kay. Discussions by Council on this topic are ongoing, including criteria and requirements for nomination. Any decisions made by Council will be reflected in the College bylaws and policies.

Some of the information related to the Committees is located in the Annual Report. We are currently restructuring our committees as a result of the transition to the HPA. As such, committee reports have not been included. Council is using the recommendations by David Kay, the requirements of the HPA and committee assessments to determine what committees will be used by the College and what their roles will be.

The Governance and Organizational Review noted deficiencies in both the operation of the BFAC and the relationship with Council. These deficiencies resulted in Council being uninformed of significant costs that were neither apparent nor expected and poor financial decisions being made without Council's knowledge. The resulting budget deficiency placed the College at financial risk. To address these deficiencies, Council will be working with Accountants to establish accounting practices that promote balanced budgets and financial responsibility that will ensure that these issues do not occur in the future.





## 7. TRUTH AND RECONCILIATION

### Member's questions

Is the Council considering any strategies related to the emerging societal issue of indigenous truth and reconciliation and how best to lead the profession's understanding of it? (i.e. land acknowledgements, allyship, etc)

Council is committed to acknowledging and addressing of the issues of bias and discrimination not only for Indigenous persons, but all BIPOC and members of the LGBTQ2+ community. This year, the College recognized the National Day for Truth and Reconciliation and will continue to do so annually. For the year 2022/2023, the Continuing Competency Program College Directed Learning theme will be “Respecting and Understanding Diversity”. This will include credit for the completion of the Indigenous Canada Course and other suggested courses or reading relating to this theme. All Registrants will be required to explore this theme and we encourage Registrants to reflect how they can apply their education to their practices and their patients.



## 8. \$8000.00 AWARD FOR RESEARCH AND PUBLICATION SCHOLARSHIP

### Member's Questions

1. There was an \$8000 Award for Research and Publication/scholarship. What happened to that money? Who was it awarded to and when? What was this for? (x3)
2. Who decided on this award? Council had not previously develop criteria for the application, selection and award
3. Can members know what research or publication this was awarded for?
4. Who administered the 8000k research award fund? Who administered the use of the 8000K research fund. When (ie in which month) was the 8000k research fund dispersed for operations? page 4 2019 financial statement and page 4 2020 financial statement

The funds for the award were returned to the Alberta Acupuncturist and Traditional Chinese Medicine Practitioner Association (AATCMPA), the association that donated them. The funds were not awarded to a Registrant. The research award was not administered by anyone as it was returned.



## 9. HERBOLOGY AND OTHER TCM COMPONENTS

### Member's Questions

1. What is happening with the Herbal Registrar? Many of us practice herbology - having trained to do so and have been doing it for our entire practices. Are we at risk of losing this?
2. Have the criteria for the advanced Herbology register been approved and when can members start applying for this register?
3. Have the fees for the Herbology advanced Register been approved?
4. Will the advanced Herbology register appear as a separate list or will this designation appear on the registrant's name upon look-up or be flagged on their practice permit.
5. There were 3 proposed scope of practice expansions that went to member inquiry, what is/are the updates with the expansions?
6. Aside from these 3 practice expansions, has the College taken any additional steps regarding other restricted activities?

The proposal and initiation of a Herbal register was premature and a tremendous amount of work is required before the College takes steps to address this issue with the Government in the future.

Herbology is not regulated in the province of Alberta.

Herbology has never been in the scope of practice for Acupuncturists. It is the government's position that the College does not and is not able to regulate Herbology based on the HPA and our Regulations.

The College must complete the work required to become compliant with the HPA before any other projects are undertaken. A request for scope expansion is generally initiated by the Association(s), unless it directly impacts public safety. The recent move to HPA occurred without any scope expansions. The government will likely only consider a request that is highly persuasive and is established to impact public safety.

If a Registrant chooses to practice Herbology, it is recommended that they ensure their insurance includes Herbology and that it is made clear to the insurance company that they are not being regulated while doing so.



## 10. Registration Requirements

### Member's Questions

1. What about continuing competency requirements?
2. Have the Criteria for the Continuing Competency Program been determined and when will members be advised of this
3. Will there be a maternity leave exception for CEU and practice hours?
4. First Aid and CPR requirement Where is this at? Is it ongoing
5. Given that for Bill 21, requires colleges to cover significant expenses for victims, what is the college doing to manage the risk of future claims under this legislation?

The College has developed a new Continuing Competency Program that will be unveiled shortly on our website. It will commence with March 31, 2022 Registration renewal. Required hours and reflections must be completed for renewal on March 31, 2023. All CCP hours and reporting will be entered onto and monitored through Alinity. In addition to completion, there will be audits performed yearly to confirm accuracy and sufficiency of compliance with the requirements.

There is no specific policy in place for maternity leave, however, the College is in the process of developing a policy relating to “Non-practicing” registration. This will be applicable to a variety of situations - maternity leave, bereavement, travel, illness, etc. This policy will consider the requirements of practice hours, fees, continuing competency while non-practicing and upon return to the “Active” General roster.

The First Aid and CPR requirements will be posted on our website for easy access by all Registrants. This will be a requirement for registration renewal on March 31, 2023. New applicants will be required to meet this requirement for initial registration commencing January 1, 2022. The requirement is a minimum of standard first-aid with CPR-C, valid at all times.

The College is committed to protecting the public and ensuring public safety. In furtherance of this mandate, all Registrants must complete Sexual Abuse/Misconduct training for registration renewal this year. Details will be posted on the website.



## 11. REGISTRATION FEES

### Member's Questions

1. Given that the College is running at a deficit and registration has been moved to the end of March, how will they meet their financial obligations and are they planning an increase in registration fees, again, for next year?
2. Should members anticipate a substantial increase in fees, and will we get some lead time to be ready for this?
3. What are the estimated costs of Practice Permit renewals going to be for the 2022 year? With all the additional expenses the College has undergone since the HPA transition and the rebranding, external reviews, and external assistance, by how much are fees estimated to increase for the 2022 renewal? How much notice will be given to members regarding fee increases?

The College will be relying on savings until registration renewal. There will be an increase in registration renewal fees for March 31, 2022. In order to begin to recover from the financial deficit that has been created and incurred over the past few years, the College has no option but to increase fees. The Registration Renewal fees for 2022/2023 will be announced by December 15, 2021.

The College has hired HGA to assist in determining the fees necessary to operate with a balanced budget. They are presenting at today's AGM. Utilizing Alinity, there will be opportunity for Registrants to make monthly, quarterly or bi-yearly payments for registration fees. Council is considering all possible options to recognize and lessen the impact the fee increase will have on Registrants.



## 12. POLICIES AND COLLEGE DEVELOPMENT

### Member's Questions

1. Supervision policy-Where is this at? Is it ongoing?
2. The use of Doctor within our titles is a significant change; the public, our own members, and other professional bodies all have an expectation that responsible decisions have been made. Owing to the paucity of communication and transparency on the May 2021 Use of Title guidelines, it is unclear if determinations were well informed by research/best practices, within legislative requirements, and aligned with the long-term strategy of the College with respect to future stratification of levels of practice. We are asked to use the title responsibly, yet other than a brief summary of discussion within the official minutes, we have no idea how responsible Council has been with deliberations, or whether these guidelines fall short of an appropriate level of rigor and are absent a longer-term strategy. To better assure stakeholders that the use of Doctor title guidelines are appropriate and respectful to our practice, that they maintain respect to other disciplines and the public, and that employer may have confidence that operations need not be continually adjusted by future title changes, may we request Council speak to:
  - a. What deliberations did Council have on this issue, including how long the matter was under discussion, what empirical evidence and/or best practices were relied on, and were any sub-committee or independent reports or recommendations considered?
  - b. Will the CAA be sharing any of the evidence it may have considered with the members and with the public?
  - c. What is the College's long-term strategy with respect to additional stratification of practice, such as we see in neighboring jurisdictions where licensure is granted at the Registered Acupuncturist (R.Ac.), Registered Traditional Chinese Medicine Herbalist (R.TCM.H.), Registered Traditional Chinese Medicine Practitioner (R.TCM.P.) and Doctor of Traditional Chinese Medicine (Dr.TCM) levels?

The Supervision policy, in addition to our registration policies, are currently being reviewed and developed.

The Doctor title was being discussed for the regulation before the current Council members were elected. The current Council was not privy to prior discussions, deliberations and/or legal advice that occurred in relation to the inclusion and content of the Use of Title section in the Regulations.

Currently, the Acupuncturist Profession Regulation permits anyone on the general register to use the Doctor title. An important factor that will prompt further discussion on this issue is Bill 46. One of the implications of this Bill is the use of titles section being removed from the Regulation and placed in a Standard of Practice. This will provide Council the opportunity to have extensive discussions and consider pertinent evidence regarding the criteria that should be developed for use of the title and to develop appropriate policies that ensure the Doctor title is used in a manner that reflects the responsibilities inherent with the title and our mandate to protect the public. Information will be shared with Registrants as appropriate.



## 13. Professional Liability Insurance

### Member's Questions

1. Why did the College approve Liability Insurance and then recently advise members with weeks notice that they were not continuing with the program?
2. In Fall 2020 the College told members it would continue to administer the professional liability insurance program.
3. After that did anyone indicate to the CAA that it might be in conflict for continuing to administer the professional liability insurance?
4. When was the matter discussed by the Council? What was the outcome? Why did Council change its stance?

The Health Professions Act requires that Colleges determine the type and amount of Professional Liability Insurance (PLI) Registrants must have. It does not require that the Colleges provide or administer the provision of PLI. On October 1, 2021, the Government proclaimed into force Phase 1 of Bill 46 which requires a clear separation of College and Association functions. With this implementation came government guidance. Council was aware that this may be an issue earlier but could not make an informed decision until Phase 1 of the Bill was proclaimed in force and the guidance documents were provided.

The provision of PLI can not be administered by the College unless it could be justified to the Government. Council determined that by providing resources to ensure Registrants had proper insurance, monitoring through Alinity, and implementing an auditing system, we will be more appropriately fulfilling our role to protect the public. Pursuant to an Audit Policy that is being developed, the College will audit Registrants at various times and require confirmation that adequate and current insurance is in place.

The Administering of the PLI was never a conflict of interest in itself. It was the type of coverage that became an issue, specifically the inclusion of Professional Discipline Defence funds, which is a potential conflict. This was acknowledged and was also brought to our attention by a Registrant.





## 14. BY-LAWS

### Member's questions

1. In the meeting minutes for September 11th, 2021, as noted in item #5, the bylaws have been changed to effectively 1) remove the Executive Director/Registrar as a non-voting member of council and 2) to abolish the executive committee. a. Is it not a misuse of membership fees to oppose legal advice provided in December 2020 regarding the draft bylaws which were approved and published by council on December 13th, 2021? Please explain how amending the Bylaws in September 2021 in opposition of legal advice was necessary and a good use of membership fees?
2. With respect to the amended Bylaws, as indicated in the September 11th, 2021, meeting minutes, when can we expect the Bylaws published on the CAA website to reflect these amendments? If Bylaws come into force on the day they are adopted by council, why hasn't the Bylaws document published on the CAA website been revised to reflect these changes?

It is always a good use of College revenue to ensure that the By-laws reflect good governance principles. It was recommended in our governance review and our Interim Executive Director/Registrar strongly agreed that an employee of the College should not be a member of the Council that they are accountable to. It is a clear conflict of interest. The role of Council and the role of Interim Executive Director/Registrar are distinct and should remain that way.

Executive committees are no longer necessary with the ability of Council to address issues between meetings by email or the calling of virtual meetings. This allows all Council members to be involved in all decisions, not just a small group of council members.

Legal advice is just that, advice. It also varies with the questions being asked. There is no doubt that those sections could be in our By-Laws but whether or not they should continue to be is Council's decision. The decision to make these amendments reflect the experience of council with the previous section and a recognition that they did not reflect the style of governance that would be effective, responsible and result in the best decisions being made for the College in consideration of the mandates provided for in the HPA.

The amended By-Laws are now posted on the website. It took some time to identify the most current version of the Bylaws and then make the necessary changes. Council anticipates that future amendments will be posted in a more timely manner.



## 15. COLLEGE MANDATE/GOALS

### Member's Questions

1. Will council commit to prioritizing essential regulatory elements such as re-developing a robust Standard(s) of Practice and Code of Ethics similar in scope and breadth to regulators such as the College of Traditional Chinese Medicine Practitioners and Acupuncturists of Ontario, the College of Traditional Chinese Medicine Practitioners & Acupuncturists of British Columbia, or the Physiotherapy College of Alberta.
2. Will council commit to developing and deploying resources in support of a new Standards of Practice such as guidance documents, webinars, or support staff such as a practice advisor?
3. Does council contemplate pursuing a strategic planning framework with measurable Key Performance Indicators to measure the progress and outcomes of above? Will council commit to forego regulatory initiatives which have historically distracted the CAA from attending to smaller but more fundamental work, such as attempting to create new professional designations, expanding our restricted activities, or developing a provincial registration exam in place of the Pan-Canadian?
4. When can we expect the Code of Ethics and Standards of Practice, both required by the HPA, be completed? Are they currently underway? If not, why not?
5. When can we expect the Governance Manual to be completed and published?
6. What are the strategic and operational priorities we may anticipate for Council and the Secretariat over the next fiscal year? As the College operates with a relative opaqueness it is difficult to gauge whether Council and the Secretariat are focused on the most pressing tasks necessary to advance our profession and meet our legislated requirements. Case in point, with all the backlog of “yesterday’s” work that needs to be focused on, it is difficult to appreciate how a logo contest became one of the only visible external activities of the College last quarter.

Council recognizes that there are a significant number of documents that need to be developed to complete the transition to the HPA and to ensure good governance. The Code of Ethics, Standards of Practice and other critical policy documents are under development. These will be posted once they are completed and approved.

All Standards of Practice are being reviewed in anticipation of the proclamation of Bill 46. Once the entirety of Bill 46 is proclaimed in force, we will be able to move forward with the completion of the Standards of Practice. These are a priority for the College.

Strategic planning is a key area identified in the recent governance and organizational review. The College has not had a strategic plan since 2016 and had not set any goals or performance indicators with which to measure goals. Council commits to developing a strategic plan as part of reviewing and implementing recommendations made in the review. Development of suitable performance indicators would be included where appropriate.

The College has many responsibilities under the HPA. Regulatory initiatives need to be strategically approached with robust, fulsome discussions and clear direction in mind. The development of a strategic plan will guide the Council in its decision making and ensure that the foundation we work from is strong.

The College has completed an external review of operations, procedures and governance. Using this as a guideline, a Governance Manual can now be appropriately developed. This is an important piece of our governance framework and will be developed in stages, as the College embraces its new governance structure and develops all of the supporting materials.



## 16. Operations

### Member's Questions

1. Rebranding the College – what will be the cost to update the College logo, website, stamp, etc.?
2. Does council see any concern with having the same individual acting as Complaints Director as well as the Interim Registrar and Executive Director. Please explain how this is not a conflict of interest.
3. As indicated in meeting minutes on July 28th, 2021, a special council meeting was scheduled for Thursday, August 5, 2021, at 7:00 PM, yet the meeting minutes from this meeting have not been posted. In the spirit of transparency, please explain why the minutes from the August 5th, 2021, meeting have yet to be published while the September 11th, 2021, meeting minutes have been published.
4. Will you also speak to the process for how the interim Executive Director/Registrar was subsequently appointed into the position? What motions were passed by Council for each of these key roles, what were the vote tallies, and was there any in-camera discussion? Most importantly, were any motions passed in the absence of required quorum?
5. Will Council speak to why the previous Executive Director/Registrar was relieved of the role and what reasons are known for why Council members recently resigned?
6. What is the longer-term Secretariat labor strategy for the Executive Director position, and any other key roles, so that stakeholders may have confidence the activities of the College will be fully supported, and that the College may rise to meet its fiduciary obligations?
7. In the spirit of transparency, please indicate what the expenses have been for the following:
  - a. The “state of the art” online platform for membership renewals, complaints, etc. Is this platform intended to replace the current website? What are the ongoing costs (annual fees, etc.) to maintain this system?

The initial cost for re-branding the College and the new website was approximately \$1000.00 not including monthly website fees. Every effort was made to ensure that this was done in a cost-effective manner. There will be further costs to replace our signage.

This was an oversight following the transition of the Interim Executive Director/Registrar. The September 5, 2021 minutes have now been approved by Council at the November 20, 2021 Council meeting and will be posted on the Website.

The interim ED/Registrar was appointed by Council to fill the vacant position. The vote was unanimous. There were no procedural irregularities.

Regarding our current staffing arrangement, while this is not a conflict of interest, it is acknowledged that this is not an ideal situation. Council and the Interim Registrar /Executive Director/ Complaints Director will be using recommendations of the governance and organizational review, in addition to their experience, to restructure the organization in the New Year to meet the needs of the College and provide the best possible operations structure to ensure high level governance.

The circumstances surrounding the departure of the previous ED/Registrar are confidential and protected by a legally binding agreement. Any council member who resigned had their own personal reasons for doing so. It is neither appropriate nor respectful to disclose this information to Registrants or the general public.

The CAA has the results of a third party operational, procedural and governance review. Based on the outcome of this review (which is posted on the new website), Council will be having generative discussions regarding what the most appropriate governance structure to support the needs of the College will look like. We anticipate defining and refining roles for all of the key positions designated in the new College operational and governance structure.

The Alinity implementation cost is:

- 1) A fixed price of \$50,000 for implementation of a standard configuration applying Alinity solutions used by most Healthcare regulators, and to avoid a large up-front cost, the \$50,000 implementation fee will be paid over 4 years. A monthly charge of \$1100 will be added to the subscription cost reflecting an interest rate of just under 3%. We will further reduce your risk by allowing you to opt-out of the agreement after the first year, and at the end of each calendar year (December), leaving the remaining portion unpaid if you are not satisfied.

- 2) After the application goes into production use, a subscription fee of \$1100/month will be charged



## 17. Governance/Operations Review

### Member's Questions

1. What are the results and or key findings of the audit of governance and operations performed by Mr. David Kay? Will the College be publishing the results of the audit? 2020 Financial Statements.
2. The comprehensive organizational and governance external review by David Kay & Associates of the College's procedures and Processes and the estimated costs to implement changes suggested by the review?
3. Those that govern must first hold themselves to the highest levels of accountability. It seems clear that the College's leadership is struggling with appropriate self-governance and that there has been tardiness or neglect on a number of fiduciary obligations. It also seems that there has been significant recent attrition from Council calling into question whether decisions have been well-informed and adequately supported. With respect to the recently announced governance review being conducted by an independent consultant, will a complete report be made available to the members and to the public?

David Kay has presented his recommendations at this AGM and a report reflecting his presentation is posted on the website.

The 2020 Audited Financial Statement is located in the Annual Report and is on our website.

The Governance and Organizational Review Report and a presentation by David Kay were received by Council on Saturday, November 20, 2021. There will be an assessment of the implementation costs once Council has completed a thorough review of the recommendations and made decisions relating to the same. Council is experienced and capable. With their collective experience, skills and recommendations of experts, they are not struggling. There are no issues with meeting any obligations. Should Registrants wonder how decisions are being made, you are welcome and encouraged to attend Council meetings to see this first hand. Meeting minutes will be posted on our website.