

Board Manual

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Professional Regulation

There are 26 regulated health professions in British Columbia, of which 25 are self-regulating professions governed by 20 regulatory colleges under the *Health Professions Act*.

- Colleges have been delegated the authority under provincial legislation to govern the practice of their members in the public interest.
- Their mandate at all times is to serve and protect the public.
- The primary function of the colleges is to ensure their members are qualified, competent and following clearly defined standards of practice and ethics.
- All colleges administer processes for responding to complaints from patients and the public and for taking action when it appears one of their members is practising in a manner that is incompetent, unethical, illegal or impaired by alcohol, drugs or illness.

The College of Chiropractors of British Columbia is the regulatory body established for chiropractic.

- Chiropractic became a designated health profession under the Health Professions Act on March 1, 2009 and is regulated by the College in accordance with the Act, the Chiropractors Regulation, the Bylaws of the College and the Professional Conduct Handbook.
- Chiropractic became a regulated health profession under British Columbia legislation in 1934. Before designation under the Act, the profession was regulated under the former Chiropractors Act.

Ministry of Health Professional Regulation

<http://www2.gov.bc.ca/gov/content/health/practitioner-professional-resources/professional-regulation>

Ministry of Health

- Supervises administration of the Health Professions Act and the Chiropractors Regulation.
- Appoints public representatives to the College's Board.
- Receives an annual report from the Board.

Health Professions Review Board

- Provides appeal mechanism for registrants and complaints with respect to registration and inquiry decisions

Statutory Documents

The Health Professions Act (the Act)

The Act is umbrella legislation that provides a common regulatory structure for BC's health professions. The Act empowers the CCBC to regulate the practice of chiropractic in BC.

http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/00_96183_01

Chiropractors Regulation

The Chiropractors Regulation defines the scope of practice, reserved titles and restricted activities for chiropractic doctors.

http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/414_2008

CCBC Bylaws

The CCBC Bylaws prescribe the manner in which the College conducts its business. Bylaws are approved by the BC government.

<http://www.chirobc.com/standards-and-legislation/bylaws/>

Professional Conduct Handbook

The Professional Conduct Handbook outlines the standards of practice which chiropractors must abide by as registrants of the College. Standards are approved at the Board level.

<http://www.chirobc.com/standards-and-legislation/professional-conduct-handbook/>

Mandate of a Health Professions College

The Health Professions Act sets out the mandate of the college in Section 16 (1):

1. It is the duty of a college at all times
 - a. to serve and protect the public, and
 - b. to exercise its powers and discharge its responsibilities under all enactments in the public interest.

Duties and Objects of a College

The *Health Professions Act* sets out the Duty and objects of a college in Section 16 (2):

2. A college has the following objects:
 - a. to superintend the practice of the profession;
 - b. to govern its registrants according to this Act, the regulations and the bylaws of the college;
 - c. to establish the conditions or requirements for registration of a person as a member of the college;
 - d. to establish, monitor and enforce standards of practice to enhance the quality of practice and reduce incompetent, impaired or unethical practice amongst registrants;
 - e. to establish and maintain a continuing competency program to promote high practice standards amongst registrants;
 - f. to establish, for a college designated under section 12 (2) (h), a patient relations program to seek to prevent professional misconduct of a sexual nature;
 - g. to establish, monitor and enforce standards of professional ethics amongst registrants;
 - h. to require registrants to provide to an individual access to the individual's health care records in appropriate circumstances;
 - i. to inform individuals of their rights under this Act and the Freedom of Information and Protection of Privacy Act;
 - i. .1) to establish and employ registration, inquiry and discipline procedures that are transparent, objective, impartial and fair;
 - j. to administer the affairs of the college and perform its duties and exercise its powers under this Act or other enactments;
 - k. in the course of performing its duties and exercising its powers under this Act or other enactments, to promote and enhance the following:
 - i. collaborative relations with other colleges established under this Act, regional health boards designated under the Health Authorities Act and other entities in the Provincial health system, post-secondary education institutions and the government;
 - ii. interprofessional collaborative practice between its registrants and persons practising another health profession;
 - iii. the ability of its registrants to respond and adapt to changes in practice environments, advances in technology and other emerging issues.

Cultural Competency

Declaration of Commitment to Cultural Safety and Humility

On March 1, 2017, 23 health regulatory bodies in BC declared their commitment to making the health system more culturally safe for First Nations and Aboriginal People. In signing the Declaration of Commitment to Cultural Safety and Humility, BC health professionals are the first in Canada to make the pledge.

Signing the Declaration of Commitment reflects the high priority placed on advancing cultural safety and humility for Indigenous people among regulated health professionals by committing to actions and processes which will ultimately embed culturally safe practices within all levels of health professional regulation. The declaration is endorsed by the First Nations Health Authority and the Ministry of Health and was signed by their representatives and the members of the BC Health Regulators.

Source: Press release, First Nations Health Authority

Policy on Culturally Safe and Sensitive Practice

The College of Chiropractors of British Columbia has adopted the following policy in an effort to support the need for culturally appropriate health care services.

Good practice involves genuine efforts to understand the cultural needs and contexts of different patients to obtain good health outcomes. This includes:

- a. having knowledge of, respect for and sensitivity towards the cultural needs of the community chiropractors serve, including those of Indigenous Canadians and those from culturally and linguistically diverse backgrounds;*
- b. acknowledging the social, economic, cultural and behavioural factors influencing health, both at individual and population levels;*
- c. understanding that a chiropractor's own culture and beliefs influence his or her interactions with patients; and,*
- d. adapting practice to improve engagement with patients and health care outcomes.*

Thanks to the Chiropractic Board of Australia and the Australian Health Practitioner Regulation Agency for their permission to adopt their position statement from the Code of Conduct for Chiropractors.

San'yas Indigenous Cultural Safety Training

The College has made cultural safety and awareness a priority and is working to increase registrant knowledge on this topic. Board members are strongly encouraged to complete the San'yas Indigenous Cultural Safety training (online) and will be covered for the course costs as per the Board Development Policy.

<http://www.sanyas.ca/>

Committees

The College of Chiropractors of BC has eight committees, five of which are statutory committees established under the Health Professions Act and CCBC Bylaws. Each committee maintains at least one third public representation to ensure that the voice of the public is present. Both public and registrant committee members work on a volunteer basis to provide their time, skills and expertise to the work of the CCBC.

The Bylaws and Committee terms of reference identify the composition required for each committee. Committees can be comprised of several different types of members including:

Public Representative – “public representative” means a person who

- a. is not a registrant or former registrant, and
- b. has no close family or business relationship with a registrant or former registrant, and includes an appointed board member.

Other persons appointed by the Board – individuals who do not meet the requirements of a public representative such as registrants or former registrants. **Elected Board Members** may serve on committees in this capacity, or the Board may appoint other individuals who meet this criteria.

Statutory Committees

Discipline

The mandate of the Discipline Committee is to hear and make a determination of a matter referred to the Committee following a Citation being issued by the Registrar at the direction of the Inquiry Committee or Board regarding a registrants conduct, competency and or ability to practice, pursuant to legislation.

Responsibilities

- Conduct disciplinary hearings on matters referred by the Inquiry Committee or Board to evaluate the competency, conduct, or fitness of a registrant.
- Make a determination based on the evidence presented at the hearing as to any disciplinary measures that are required.
- Determine if cost awards should be applied following the hearing
- Publicly post disciplinary decisions and dispositions on the College website.

Inquiry

The Inquiry Committee is charged with the investigation of complaints received at the College regarding registrant conduct and disposes of the matters in accordance with the Health Professions Act and the Bylaws.

Responsibilities

- Investigate complaints on its own motion or raised by a complainant within timelines as prescribed by the Minister and determine the disposition of the complaint.
- Investigate registrants that fail to authorize a criminal records review check as well as registrants presenting a risk of physical or sexual abuse to children as determined by the Registrar of the Criminal Records Review Act and determine the disposition.

- Inform registrants, complainants and the Health Professions Review Board as required about the inquiry process and complaint outcomes
- Report the results of investigations of a serious nature to the Board, complainant and the public.
- Refer matters that cannot be resolved to the Discipline Committee for a hearing.
- Report to the board as applicable.

Patient Relations

The purpose of the Patient Relations Committee is to ensure that registrants have a clear understanding of appropriate patient boundaries and to prevent misconduct of a sexual nature.

Responsibilities

- Establish and maintain procedures by which the college deals with complaints of professional misconduct of a sexual nature and monitor periodically;
- Develop and coordinate, for the college, educational programs on professional misconduct of a sexual nature for members and the public as required;
- Establish a patient relations program to prevent professional misconduct, including professional misconduct of a sexual nature;
- Develop guidelines for the conduct of registrants with their patients; and
- Provide information to the public regarding the college's complaint and disciplinary process.

Quality Assurance

The mandate of the Quality Assurance Committee is to ensure that registrants are competent to practice and to promote high practice standards amongst registrants.

Responsibilities

- Reviewing the standards of practice to enhance the quality of practice and to reduce incompetent, impaired or unethical practice among registrants.
- Administering a quality assurance program to promote high standards or practice among registrants.
- Assessing the clinical ability of registrants.
- Recommending courses to the board for approval under section 57.
- Collecting information from registrants in furtherance of the objects of Bylaws s. 18.
- Establishing remedial procedures to assist registrants in identifying and correcting deficiencies in their clinical abilities or places of practice.
- Reviewing all aspects of the management and conduct of health profession corporations to ensure their compliance and the compliance of their registrant shareholders, with the Act, the regulations, the Bylaws and the policies of the College.

Registration

To ensure that a person meets the conditions or requirements for registration as a registrant of the college and to grant registration on that basis.

Responsibilities

- Grant or deny registration, including reinstatement of registration, of a person as a registrant of its college in accordance with the Bylaws.
- Determine the examination(s) that must be successfully completed by an applicant as a requirement for full registration.
- Establish and maintain a jurisprudence examination that is required to be taken by all applicants.
- Grant or deny the ability for the Registrar and Deputy Registrar's to approve applications for temporary registration and for those under s. 53.

Special Committees

Executive

The Executive Committee provides guidance on emerging issues, strategic direction and governance/staffing decisions and makes recommendations to the Board.

Responsibilities

- Reviewing high priority and/or time sensitive items and providing recommendations to the Board;
- Ensuring that the CCBC has a strategic plan and that organizational activities are aligned with the plan.
- Evaluation of the Registrar and making recommendations to the Board as to terms of employment;
- Reviewing and delivering the performance evaluations of the Board Chair, Vice-Chairs and Board Members to the Board;
- Developing and implementing Board orientation, ongoing education and professional development for Board members;
- Reviewing and developing defined roles and responsibilities for the Board, the Board committees, the Board Chair and individual members of the Board and making recommendations to the Board regarding adoption of same;
- Development and implementation of a management succession plan for CCBC;
- Developing, administering and enforcing the Board Policy Manual.

Finance and Investment

The Committee is established by the Board to assist it in fulfilling its oversight responsibilities for financial management of the College.

Responsibilities

- Oversee preparation of the annual budget and financial statements
- Review budgets, strategy and related plans to ensure adequate funding for operations
- Ensure appropriate financial policies and practices are in place
- Review all financial policies at least annually
- Review and recommend investment guidelines and receive quarterly information on investment performance
- Review financial activity and advise the Board regarding any concerns with financial stability or practices
- Oversee and recommend selection of accounting policies
- Review and discuss interim financial information with Management and the Board
- Review financial reports prior to recommendation to the Board
- Review and recommend to the Board approval of the audited financial statements
- Oversee the External Auditor's qualifications, independence and performance
- Recommend the appointment and compensation of the External Auditor
- Review and recommend to the Board pre-approval of all non-audit services

Research and Bursary

The Research and Bursary Committee makes recommendations to the CCBC board regarding the management and determination dissemination of research funds and bequeathments.

Responsibilities

- Review applications for bursary awards on an annual basis and make recommendations to the Board based on the terms of the bequeathment;
- Oversee and recommend the process for the submission of registrant grant applications for research funding;
- Oversee the development of a selection of research policies and recommend their approval by the Board;
- Review applications for grants and research funding in accordance with the research funding policy and make recommendations for approval to the Board;
- Report to the Board on the activities of the Research and Bursary Committee at least once annually.

The Role of the Board

In addition to fulfilling the objects and duties, the Board of the College is responsible for:

- ensuring the mandate of public protection is fulfilled;
- establishing a clear organizational mission;
- defining appropriate strategic directions and programs to accomplish this mission;
- overseeing and evaluating the success of the defined programs;
- ensuring an appropriate regulatory framework protects the public;
- hiring a Registrar and providing adequate support to that individual;
- providing general direction to the Registrar;
- ensuring the CCBC's long-term financial solvency; and,
- interpreting, representing and responding to the broader environment within which the CCBC exists and functions.

The Role of a Board Member

The CCBC Board is composed of four **appointed Board Members** and eight **elected Board Members**, all of whom are accountable to the College who is charged with serving and protecting the public.

Appointed Board Member - persons appointed by order of the Minister of Health under section 17(3)(b) of the *Act*. Appointed Board Members bring skills sets, knowledge and competencies which are outside of the scope of most registrants. More importantly, appointed Board Members help to convey the voice of the public and ground the College's decisions, keeping true to our mandate.

Elected Board Member - registrants elected in accordance with the bylaws. There are three electoral districts which are outlined in Schedule A of the Bylaws: Lower Mainland, Vancouver Island and Interior. Elected Board Members do not serve the interests of registrants whom elected them, rather, their decisions are based on what is best for the College and ultimately the public.

All College Board Members:

- Are volunteer. Reasonable expenses are reimbursed and honoraria are provided in accordance with CCBC policies.
- Can commit for a term of three years.
- Meet approximately 5 times per year in person, usually on Wednesday afternoons at the CCBC office in Vancouver, BC.
- Spend 3-6 hours reviewing materials and preparing for each meeting.
- Attend and often present at the Annual General Meeting which takes place in the Lower Mainland in even numbered years and alternating Vancouver Island and the Okanagan during odd numbered years.
- Are also involved in committee work.
- May meet in person for education and strategic planning events outside of Board meeting dates.
- Meets the Board and Committee Candidate Requirements.
- Completes annual Board and personal evaluations.
- Have access to an internet connection.
- Most importantly, Board members are accountable to the College who is charged with protecting the interests of the public.

Board Members have a duty of loyalty to the College which is accountable to the public. By practicing discretion and accepting decisions made by the Board on a majority basis, Board unity and confidence will be encouraged and maintained.

Partisan or special interest representation is not a part of the CCBC governance model.

The Role of the Board Chair

Election Procedure

The board members must elect a Chair by a majority vote for a one year term to commence following the close of business at the Annual General Meeting.

Bylaws

The CCBC bylaws prescribe the following duties of the Chair in Section 11(2):

(2) The chair must

- a) preside at all meetings of the board and all general meetings of the college,*
- b) sign all certificates, diplomas and other instruments executed on behalf of the college together with such other officers as required by the board,*
- c) sign the minutes of each meeting after they are approved by the board, and*
- d) act generally in accordance with the requirements of his or her office for the proper carrying out of the duties of the board.*

Responsibilities and Duties

The Chair:

1. Is a member of the Board.
2. Is the official spokesperson for the Board.
3. Is a partner with the registrar in achieving the organization's mission.
4. Provides leadership to the Board, who sets policy and to whom the registrar is accountable.
5. Chairs meetings of the Board after developing the agenda with the registrar.
6. Encourages Board's role in strategic planning.
7. Serves ex officio as a member of committees.
8. Discusses issues confronting the organization with the registrar.
9. Helps guide and mediate Board actions with respect to organizational priorities and governance concerns.
10. Reviews with the registrar any issues of concern to the Board.
11. Together with the Registrar, conducts new Board member orientation.
12. Communicates the Board's results of the registrar's performance review to the registrar.
13. Communicates the Board's results of Board Member evaluations to the respective Board Member.
14. Evaluates annually the performance of the organization in achieving its mission.
15. Performs other responsibilities assigned by the Board.

Vice Chair

Section 12 (2) of the CCBC bylaws state:

The vice-chair must perform the duties of the chair in the absence of or as requested by the chair.

Registrar and Deputy Registrar

Bylaw Section 25.

1. In addition to the registrar's powers and duties under the Act, the registrar is the chief executive officer of the college, responsible to the board for all administrative and operational matters of the college, including hiring college employees or retaining other persons to assist the registrar.
2. The registrar is authorized to establish, by bylaw, forms for the purposes of these bylaws, and to require the use of such forms by registrants.
3. If a deputy registrar is appointed by the board,
 - a. the deputy registrar is authorized to perform all duties and exercise all powers of the registrar, subject to the direction of the registrar, and
 - b. if the registrar is absent or unable to act for any reason, the deputy registrar is authorized to perform all duties and exercise all powers of the registrar.

Registrar – Job Description

Overview

The Registrar is the Chief Executive Officer (CEO) of the College and is responsible for all administrative functions and duties of the College in accordance with the Health Professions Act, the Chiropractors Regulation, the College bylaws, and the Board’s governance policies, standards and guidelines. The Registrar provides leadership to the Board and staff related to all aspects of the College’s operations. Key areas of responsibility include: Strategic thinking, Board liaison and support, policy development and implementation, operations planning and management, human resources and financial management, legislative affairs, and registrant and external relations.

Reporting Relationships

The Board

Status

Full time

Salary

TBD

Location

Vancouver, BC

Key Responsibilities:

A. Strategic Thinking

- Assumes responsibility for initiating and maintaining an appropriate strategic planning process;
- Supports Board with maintaining focus and thought at a strategic level;
- Develop plans, set priorities and make decisions that enable the College to achieve its goals and objectives;
- Report on provincial, national and international issues, activities and risks that could affect achievement of the strategic objectives.

B. Board Liaison and Support

- Schedules and attends all Board meetings, identifies issues requiring attention and recommends courses of action, prepares agendas in consultation with the Chair, reports and background materials, prepares and distributes minutes;
- Maintains responsibility for the development, implementation, and evaluation of all College committees and programs in accordance with relevant legislation and Board policy;
- Assists in preparing agenda and committee reports, assembles material for committee meetings; ensures minutes are taken and distributed; advises on inter-relating activities; monitors and ensures that committee business is accomplished;
- Oversees the planning and organization of the Annual General Meeting and other special meetings of the College or committees;
- Develops the Annual Report in conjunction with the Board, Committees and staff and publishes in accordance with the regulation and bylaws.

C. Policy Development and Implementation

- Facilitates the development, implementation and evaluation of Board policy;
- Identifies and monitors developments in health care and chiropractic and coordinates the tracking and analysis of data relevant to the College's mandate;
- Facilitates the development of official positions and documents, including but not limited to regulations, standards, guidelines and discussion papers.

D. Operations Planning and Management

- Facilitates and maintains an appropriate operations plan which includes both short and long term goals which are communicated and delegated to staff;
- Identifies information management needs and implements, maintains and evaluates information systems in accordance with records management policies of the Board, and the Freedom of Information and Protection of Privacy Act; ensures the integrity and security of the system;
- Acts as a signatory for official documents within the Board's prescribed guidelines and policies;
- Arranges for the acquisition and use of resources required for the operations of the College, and negotiates contracts and insurance coverage on behalf of the College.

E. Human Resources

- Identifies and recommends an appropriate staffing structure for board approval;
- Hires, orients, supervises and dismisses staff as appropriate;
- Organizes staff to ensure efficient and effective use of resources to meet operational needs;
- Creates a positive, safe and functional work environment, including staff coaching and opportunities for development.
- Determines delegation parameters for Deputy Registrar in the absence of the Registrar.
- Plans for employee succession.

F. Financial Management

- Oversees the development of the budget in collaboration with staff and the Finance and Investment Committee;
- Administers the budget in a cost effective manner and ensures accurate accounting and reporting; coordinates and oversees the annual audit process;
- Ensures long term financial planning including managing investments to ensure protection and optimization of financial assets, and projects required future revenue;
- Ensures the publication of the audited financial statements in compliance with the regulations and bylaws.

G. Legislative Affairs

- Performs regulatory role and is actively involved in all College committees including Registration, Patient Relations, Quality Assurance, Inquiry, and Discipline, as described in the Health Professions Act and special committees including Executive, Finance and Investment and Research and Bursary;
- Communicates College policy and interprets the Health Professions Act as it relates to the Registrar's specific functions on a committee, and the committee's mandate and subsequent activities;
- Keeps informed of government activities and other regulatory bodies by attending meetings of related organizations (BC Health Regulators, national regulator meetings);
- Apprises the Board of relevant legislative changes affecting the practice of chiropractic in British Columbia;
- Assists the Board as required with the preparation and delivery of presentations to government, registrants, and other groups, on chiropractic issues which affect the College, its registrants or the public, acts in advisory capacity to the Chair of the Board;
- Receives and acts on Freedom of Information and Protection of Privacy Act provisions and requests.

H. Registrant and External Relations

- Assumes ultimate responsibility for disseminating information about the College's mandate and activities to registrants, the public, peer organizations, government, and media.
- Establishes, maintains and monitors the quality of communication and education strategies for registrants, the public and other stakeholders; ensures input from public representatives as well as registrants and other stakeholders as appropriate;
- Develops and maintains effective working relationships with appropriate government and other public officials interested in, or responsible for the regulation of health care. Acts as a primary spokesperson with these individuals;
- Responds to routine and non-routine enquiries from applicants, registrants, other organizations and government agencies;
- Assures the consistency of the College image in all publications and communications, and is prepared to speak for and on behalf of the College with respect to its policies and positions.

I. General

- Carries out any other related duties assigned from time to time by the board.

Attributes

- Innovative, collaborative team player & leader
- Ability to exercise good judgment and protect confidential information
- Well-developed public relations & good communication skills with a variety of stakeholders
- Excellent analytical and problem solving skills
- Able to adjust and adapt to ever-changing needs working efficiently with a high degree of personal initiative
- Ability to interpret governing statutes and other relevant legislation
- Strong leadership and management skills
- Able to work well under pressure and to deadlines
- Critical thinker and "big picture" thinker

Required Skills & Knowledge

- University degree in health administration, public administration or business, or related education complemented with relevant experience - preferably Masters
- Senior level experience including responsibility for administration and providing support role to voluntary Boards or committees
- Experience in policy analysis and preparation of briefing documents.
- Comprehensive knowledge of health regulatory issues and structures, and of the BC health care system

Compensation

- Competitive salary
- Benefits
- RRSP matching program
- Professional Development

About the CCBC

The College of Chiropractors of British Columbia or CCBC is the regulatory body that licenses chiropractors in our province and sets standards of practice to protect the public. In order to maintain a license to practice, all chiropractors must meet a strict set of guidelines including graduation from an accredited chiropractic college, criminal record check clearance and ongoing education requirements. All regulated BC health professions must be licensed under a regulatory college. These criteria mean that patients can rest assured that chiropractors are trusted, primary caregivers.

Qualifications for Elected Board Members

Registrants who are interested in running for a volunteer position on the board must:

- Be a full registrant in good standing. Board members are eligible for re-election if their current term is expiring and must follow this protocol for nomination.
- Practice in the electoral district which is up for election (districts defined in Schedule A of the Bylaws).
- Not have dues in arrears.
- Not be the subject of:
 - an investigation by the Inquiry committee under section 33 of the Act or;
 - an unresolved citation issued by the Registrar under section 37 of the Act.
- Not have limits or conditions that are imposed on their practice
- Complete and return a nomination form to the CCBC office by email, fax or regular mail by the deadline for nominations
 - Form must include the signatures of at least two other full registrants in good standing who support the nominee for election and who also practice in the electoral district where the nominee is running.
 - Includes a written declaration that the nominee will observe the provisions of the Health Professions Act, the regulations and the CCBC Bylaws
- Provide a copy of their biography for inclusion in the election ballot.

Board and Committee Candidate Requirements

Public Focus

Demonstrates a commitment to protecting the public by effectively regulating chiropractors.

- At all times carries out responsibilities in the public interest.
- Works to understand the needs and requirements of the public in relation to the College.
- Demonstrates dedication to meeting expectations of the public and gaining the public's trust and support.

Decision Making

Uses a systematic approach to problem-solving and decision-making. Bases decisions on best available information and keeps the interests of the public in mind.

- Assesses issues based on short and long-term impacts on the College.
- Makes decisions that are congruent with the College's Vision, Mission and Values.
- Stands behind Board decisions even if they are not his/her primary choice.
- Is aware of and declares conflict(s) of interest.
- Works towards consensus decision-making whenever possible but is willing to express an oppositional view.

Communication Skills

Effectively communicates with others to fulfill Board responsibilities.

- Actively listens to others' opinions and ideas.
- Able and willing to raise potentially controversial or difficult issues in a manner that encourages dialogue.
- Shares knowledge and expertise to strengthen Board performance.
- Communicates key issues and concerns in a timely fashion.
- Uses a communication style and method that is most effective for the situation.
- Communicates in a coherent and concise manner.

Strategic Intent

Actively participates in establishing, supporting and monitoring the strategic direction for the College in collaboration with senior leadership.

- Maintains focus on long-term goals and objectives.
- Focuses on governance of the College, not on management of operations.
- Takes a broad perspective towards emerging opportunities and challenges.
- Encourages the use of performance measurement to drive improvement.

Effective Working Relationships

Builds and maintains rapport with others to enhance working relationships and to improve overall organizational effectiveness.

- Creates an environment of trust where people feel encouraged to actively communicate and contribute.
- Welcomes and respects differing perspectives and opinions. Actively seeks input from others.
- Adapts personal style to match differing situations.
- Willingly collaborates with others to build an effective team and achieve desired results.

Personal Effectiveness

Works to improve personal effectiveness and performance.

- Invests time to understand the Health Professions Act, Chiropractors Regulation and CCBC Bylaws.
- Commits the time required to prepare appropriately for and attend Board and committee meetings.
- Actively contributes personal perspective to important issues.
- Clearly demonstrates the CCBC Values in professional and personal interactions.
- Solicits feedback regarding personal performance and reflects and acts on feedback to improve contribution to the College.
- Delivers on personal commitments. Maintains confidentiality.

Board Policies

Code of Conduct

This policy sets out the Code of Conduct provisions governing Board and Committee Members. All Board and Committee Members must sign a Code of Conduct letter.

Committee Terms of Reference

Terms of Reference define the scope, composition and meeting parameters for each committee. Each committee has its own Terms of Reference.

Honoraria Policy

The purpose of this policy is to provide the framework and guidelines for consistent application when offering honorarium payments to individuals who have been asked to provide services to the College as Board or Committee members.

Travel and Business Expense Policy

The purpose of this policy is to ensure consistent and fair treatment of College employees, Board and Committee members who incur expenses when attending to or carrying out College business, and to establish internal controls over the authorization of expenses.

Investment Policy

The purpose of this policy is to provide investment guidelines for CCBC that will maximize the rate of return while ensuring funds are managed within an appropriate and prudent level of risk.

Treasury Management Policy

The purpose of this policy is to manage the movement of cash between Chequing, Savings, and Investment portfolio accounts.

Cyber Security Policy

The intention of the Cyber Security Policy is to protect the CCBC's information assets from all threats, whether internal or external, deliberate or accidental, to ensure organizational continuity, minimize organizational damage and maximize return on operations and regulatory function.

Oath of Office – Board Member

Administered by the Registrar

I do solemnly affirm that:

- I will abide by the Health Professions Act and I will faithfully discharge the duties of the position, according to the best of my ability;
- I will act in accordance with the law and the public trust placed in me;
- I will act in the interests of the College as a whole;
- I will uphold the objects of the College and ensure that I am guided by the public interest in the performance of my duties;
- I have a duty to act honestly;
- I will declare any private interests relating to my public duties and take steps to resolve any conflicts arising in a way that protects the public interest;
- I will ensure that other memberships, directorships, voluntary or paid positions or affiliations remain distinct from work undertaken in the course of performing my duty as a board member.

Signature of Board Member

Print Name

Date

Witness Signature

Board Meetings

Board Meetings

- The Bylaws require the Board to meet at least 4 times in a fiscal year.
- The Board typically meets five times a year in person at the College office in Vancouver.
- Half day meetings are usually held on Wednesday afternoons in February, April, June, September and December.
- Annual General Meeting usually takes place on a Saturday in late October or early November.

Board Education and Development

- The Board will endeavour to provide at least one education day per fiscal year for Board members who wish to attend.
- The Board will also facilitate other external opportunities for Board education including registration to the BC Chiropractic Convention and BC Health Regulators sponsored events.

Board Orientation

- The Board Orientation will take place following the elections on an evening in October or November and will include the Chair, Registrar, newly elected Board Members and any existing Board Members who wish to attend.

Board Meeting Materials

- Approximately one week prior to the Board meeting, Board members receive an email notification to access electronic meeting materials. Typically, 4-6 hours is required for pre-meeting preparation.

Meeting Best Practices

- All Board members share responsibility for the success of the meeting.
- Discussions are respectful of the questions and opinions of participants.
- Discussions and decisions uphold the mandate of the College.
- Robert's Rules of Order is used to govern meeting procedures.

Voting

- Usually votes are by show of hands. Ballots may be used if the Board decides by majority vote or by general consent.
- Board members are entitled to one vote and the Bylaws do not provide for proxy voting.

Post-Meeting

- Once a decision has been made by the Board, it becomes a decision of the Board as a whole.
- When you are speaking with registrants and others about the Board meeting, you should talk about the Board's decisions and reasons.
- It is not appropriate for Board members to identify their individual vote.

- If you have any questions after the Board meeting, please contact either the Board Chair or the Registrar.

Board Minutes

A copy of the Board minutes are posted on the CCBC website:

<http://www.chirobc.com/about-the-college-of-chiropractors-of-bc/meetings-minutes-and-reports/>

Board Meeting Terms

Quorum and Voting

Section 13(8) of the Bylaws defines quorum as a majority of the Board.

The vote required for a motion to carry or be defeated follows Robert's Rules of Order as stated in Section 13(12) of the Bylaws "Except as otherwise provided in the Act, the regulations, or [the] bylaws."

Voting rights

Each Board Member, including the Chair, is entitled to one vote on all matters coming before the Board.

Conflict-of-interest disclosure

Board Members must declare conflicts of interest prior to the discussion of individual files or at any time a conflict of interest or potential conflict of interest arises.

A conflict of interest refers to situations in which personal, occupational or financial considerations may affect or appear to affect the objectivity or fairness of decisions related to the committee activities. A conflict of interest may be real, potential or perceived in nature. Individuals must declare potential conflicts to the Chair and must either absent themselves from the discussion and voting, or put the decision to the Board on whether they should absent themselves.

Confidentiality

Board members must take reasonable steps to ensure that information relating to all matters that come into their knowledge or possession in the course of their duties on the Board, on any Committee appointed by the Board is not improperly disclosed or used.

In Camera Meetings

From the Bylaws, Board Meetings Section 13 (5):

The board may exclude any person from any part of a meeting if it is satisfied that one or more of the following matters will be discussed:

- a. financial or personal or other matters of such a nature that the interest of any person affected or the public interest in avoiding public disclosure of those matters outweighs the public interest in board meetings be open to the public,
- b. information concerning an application by any individual for registration under section 20 of the Act, the disclosure of which would be an unreasonable invasion of the applicant's personal privacy,
- c. information concerning a complaint against, or an investigation of, any individual under Part 3 of the Act, the disclosure of which would be an unreasonable invasion of the individual's personal privacy,
- d. information the disclosure of which may prejudice the interests of any person involved in
 - i. a proceeding under the Act, including a disciplinary proceeding under Part 3 of the Act or a review under Part 4.2 of the Act, or
 - ii. any other criminal, civil or administrative proceeding,
- e. personnel matters,
- f. property acquisitions or disposals,
- g. the contents of examinations,
- h. communications with the Office of the Ombudsman,
- i. instructions will be given to or opinions received from legal counsel under section 32, or any other matter that is subject to solicitor-client privilege,
- j. information that the college would be required or authorized to refuse to disclose to an applicant making a request for records under Part 2 of the *Freedom of Information and Protection of Privacy Act*, or
- k. information that the college is otherwise required by law to keep confidential.

Board Agenda Protocol

This protocol outlines the procedure for developing Board Meeting Agendas. In order for meetings to remain productive and for Board Members to be well prepared to discuss Board business, the following procedure and timelines were developed.

Procedure

1. It is the responsibility of the Chair, in consultation with the Registrar to develop the agenda for Board Meetings.
2. Board agendas for regular meetings of the Board are usually determined 10 days before a meeting.
3. A Board Member who wishes to add an item to the Board's agenda may submit a request to the Chair no later than 14 days prior to a meeting.
4. If the Chair agrees to add the requested item to the agenda, the Board Member must submit supporting documentation, such as a briefing note, to the Registrar for inclusion in the meeting package no later than 10 days before the meeting.
5. If the Board Member and the Chair are not in agreement on the inclusion of an item on the agenda, then the Board Member may, on notice to the Chair, raise the request during the call for other business or approval of the agenda at the opening of the Board Meeting, and the matter shall be determined by the Board.
6. The Registrar will make every effort to have the meeting package completed and circulated by email to all Board Members one week before the scheduled meeting.
7. Despite this protocol the Chair may in exceptional circumstances make amendments to the agenda to facilitate discussion of urgent matters or items of a sensitive nature.

Board Document Response Protocol

The following protocol was developed to ensure that both staff and Board members understand their role with respect to the management of emerging issues and information and minimize risk for the organization.

Procedure

1. The Registrar will determine if the information relates to operations or policy/strategy/governance.
2. If the matter relates to operations, the Registrar will review and if necessary, respond to the matter.
3. If the matter relates to policy/strategy/governance, the Registrar will determine if the matter is informational or requires comment.
 - a. If the matter is informational, the Registrar will forward it to the Board by email or include as part of the Registrar's report at the next Board Meeting.
 - b. If the matter requires a response or comment, the Registrar will forward to the Chair for inclusion at the next Board Meeting.
 - c. If the matter requires a response or comment and is of an urgent nature, the Registrar will forward the matter to the Chair. The Chair may:
 - i. Request a special meeting of the Board in person or by teleconference to discuss the matter.
 - ii. Forward the matter to the Executive Committee for recommendation to the Board.
 - iii. Defer the matter to a future Board Meeting.
 - iv. Circulate the matter to the Board via email and call for an email vote.

Email Motion Protocol

Preamble

Electronic communication allows for greater flexibility and operational efficiencies, especially in cases where quick responses are necessary and the Board is unable to meet in a timely manner. The CCBC can choose to pursue various technology solutions to work more effectively, including emails for motions. Email is a very convenient tool for conducting business quickly, but does have some disadvantages. This policy is set out to define and clarify the parameters for Email Motions.

Section 13(11) of the *Bylaws* permits the use of email to conduct Board business:

If some or all of the members of the board are unable to meet in person, the board may meet and conduct business using video-conference, tele-conference and internet conference connections, in writing, using any other electronic means or using any combination of these.

Criteria for Use of email motions

Email motions should be used sparingly for items that do not require further discussion such as:

- Procedural matters or recurring, non-controversial matters; or,
- Matters that have already been discussed at a prior Board Meeting which do not require further discussion and cannot be deferred to a future meeting.

Email motions should not be used for:

- Urgent or controversial matters;
- Any matters that require Board discussion.

If a motion meets the criteria for an email motion and evolves to require Board discussion, the Chair may, at any time, request a teleconference to discuss the motion or defer the motion to an upcoming Board Meeting.

Quorum and Voting

Section 13(8) of the *Bylaws* defines quorum as a majority of the Board.

The vote required for a motion to carry or be defeated follows Robert's Rules of Order as stated in Section 13(12) of the *Bylaws* "Except as otherwise provided in the Act, the regulations, or [the] bylaws."

Voting rights

Each Board Member, including the Chair, is entitled to one vote on all matters coming before the Board.

Conflict-of-interest disclosure

Board Members must declare conflicts of interest prior to the discussion of individual files or at any time a conflict of interest or potential conflict of interest arises.

A conflict of interest refers to situations in which personal, occupational or financial considerations may affect or appear to affect the objectivity or fairness of decisions related to the committee activities. A conflict of interest may be real, potential or perceived in nature. Individuals must declare potential conflicts to the Chair and must either absent themselves from the discussion and voting, or put the decision to the Board on whether they should absent themselves.

Confidentiality

Board members must take reasonable steps to ensure that information relating to all matters that come into their knowledge or possession in the course of their duties on the Board, on any Committee appointed by the Board is not improperly disclosed or used.

Procedure

1. A Board Member may send a motion to the Chair.
2. The Chair will decide to accept or reject the motion.
3. If the motion is rejected, the Chair will reply to the mover with an explanation.
4. If the motion is accepted, the Chair and Registrar will consult to determine if the matter meets the criteria for an email motion or if the matter should be resolved at a future Board Meeting.
5. If the motion meets the criteria for an email motion, the Chair or Registrar will email the motion to all Board Members and request a vote.
6. The Chair shall determine when the discussion should conclude, and shall set the period during which votes must be cast with commencement being no earlier than expiry of the period set in #11.
7. A minimum of 7 Board Members must cast a ballot within the time frame for the vote to be valid, otherwise the motion is defeated.
8. Board Members must reply to all Board Members with their vote in email unless there is a request for a secret ballot, in which case, replies must come to the Chair.
9. Board Members must respond to the email vote with one of the following for the record:
YES/NO/ABSTAIN
10. Amendments to the original motion are handled by the Chair during the discussion and the same protocol as would be used in an in-person meeting should be used to make them part of the final motion on which the vote is to be taken.
11. A Board Member may submit a request to the Chair to defer the motion to an upcoming Board Meeting no later than two business days following the date of the emailed motion.
12. The Chair may, at any time, request a teleconference to discuss the motion or defer the motion to an upcoming Board Meeting.
13. The Chair or registrar will communicate the outcome of the email motion to all Board Members by email once the motion carries, is defeated or the voting deadline is reached, whichever occurs first.
14. All email motions are to be ratified in the minutes of the next Board Meeting.

Amendment to policy

The Board may amend the policy at any time. The Board will review this policy at least once every two years.

Board Professional Development Policy

Date Created: May 2017

Approved: June 14, 2017

1. Introduction

1.1 The College of Chiropractors of BC (CCBC) values ongoing professional development. This policy outlines how the CCBC supports continuing education and training for both the Board of Directors (the Board) as a whole, as well as for individual Directors.

2. Policy Responsibilities

2.1 On at least an annual basis, the Executive Committee will discuss education and training needs of the Board as a whole, as well as those of individual Directors, as identified by the Board and Board member evaluation process. This will also include review of the previous year's activities in Board and individual Director Education and training.

2.2 Individual Directors have a responsibility to advise the Chair if they consider that they personally, or the Board as a whole, would benefit from specific education or training respecting matters that fall within the responsibility of the Board or relate to the business of the CCBC.

2.3 Professional development activities must further the Board's/Directors' knowledge and skills and contribute to fulfilling the CCBC mandate.

2.4 Professional development activities will not qualify for CE hours for registrant Directors.

3. Board Professional Development

3.1 The CCBC will schedule education and training sessions for the Board at least once a year. These sessions may address general topics (e.g. corporate governance, regulation, legislation, seminars, etc.) or specific matters relating to the CCBC (e.g., presentations by Ministry of Health or presentations on CCBC initiatives). It is expected that these sessions will coincide with a regularly scheduled Board meeting, although special meetings may be held if necessary.

4. Individual Director Professional Development

- 4.1 The CCBC will budget each year for Director Professional Development (the Director Education Allowance), which can be used for individual Director education and training opportunities that are relevant to duties and responsibilities as a CCBC Director (e.g., courses, seminars, one on one training).
- 4.2 The Director Education Allowance can be used to cover the costs of education or training events, as well as associated travel costs. Travel costs will be reimbursed in accordance with the CCBC's Travel & Business Expense Policy.
- 4.3 No meeting fees will be paid for attendance at professional development events (except where events are mandated for the Board as a whole).
- 4.4 Directors must obtain prior approval from either the Chair or, in the case or absence of the Chair, the Vice Chair. Applications for professional development will be considered for approval in accordance with 2.1, 2.2 and 2.3.

Collaborations

As a Board and/or Committee Member of the College, you are likely to work with or have access to sensitive information, much of which is personal or confidential. The College's Collaborations system is designed to help keep this information protected, while giving you the tools you need to work effectively.

Some of the driving principles behind Collaborations are:

- Personal – your access, what you are presented and what you can do is customized to you
- Security – the data in Collaborations never leaves the College's Canadian servers
- Accessibility – Collaborations can be accessed by any computer or mobile device
- Persistent – a temporary internet disconnection will not impact your work
- Tools – all the tools you need are available
- Integrity – staff and committee members all see and use the same document security prevents unauthorized changes
- Paperless – you can electronically annotate person notes copies of shared documents
- Integration – Collaborative sites are an extension of other systems that use or rely on the information
- Information services – push information to you that is most likely relevant and filter out things that are likely less relevant
- Cost effective – we pay depending on the capabilities you need
- Customized – the system is designed and improved based on user feedback

Collaborations Resource Manual

[http://collaborate.chirobc.com/MTG635832771963691700/Shared%20Documents/CCBC%20Committee%20Member%20Collaborations%20-%20User%20Manual%20-%20Board%20Mts-Open%20\[02-Dec-15\].pdf](http://collaborate.chirobc.com/MTG635832771963691700/Shared%20Documents/CCBC%20Committee%20Member%20Collaborations%20-%20User%20Manual%20-%20Board%20Mts-Open%20[02-Dec-15].pdf)

Citrix/Collaborations Helpdesk

If you require assistance with Citrix install or login, the Helpdesk is available to support:

Service Desk

p1support@bccnp.ca

Tel: 604-742-6200 ext.8888

CCBC Contact: Sandra Bao

sandra@chirobc.com

Tel: 604-742-6470 ext. 8003

Board Members

Appointed Board Members

Colin Bennett

Appointed January 2, 2018

Committees: Executive, Finance and Investment

Ken Kramer Q.C. – Vice Chair

Appointed January 2, 2018

Committees: Executive, Registration

Deanie Kolybabi

Appointed October 12, 2018

Committees: Inquiry

Piotr Majkowski

Appointed November 26, 2018

Committees: Quality Assurance, Patient Relations, Research and Bursary

Elected Board Members

Dr. Chris Anderson

Elected 2013 (appointed), 2014, 2016

Committees: Quality Assurance

Dr. Larissa Juren

Elected 2017

Committees: Executive, Research and Bursary

Dr. Todd Marshall

Elected 2018

Committees: Finance and Investment

Dr. Hafeez Merani

Elected 2017

Committees:

Dr. Stephen Mogatas

Elected 2018

Committees:

Dr. David Olson

Elected 2007, 2010, 2013, 2016

Committees: Research and Bursary

Dr. Gerry Ramogida

Elected 2018

Committees:

Dr. Johnny Suchdev – Chair

Elected 2017

Committees: Executive (Chair)

Staff

Michelle Da Roza

Registrar

- Strategic
- Governance
- Operations
- Communications

Dr. Douglas Wright

Deputy Registrar

- Standards of Practice
- Bylaws/Regulations
- Committee support

Susan Wawryk

Administrative Coordinator

- Registration
- Administrative support

Gigi Tsui

Registration Coordinator

- Registration
- Committee support
- Administrative support

Shelby Thiessen

Accountant

- Budget
- Audit
- Accounts payable/receivable

Sandra Bao

Office Coordinator

- Board/Committee support
- Collaborations
- Administrative support

In Person Meeting Dates

Thursday, December 6, 2018, 1:00pm – 4:30pm – Board Meeting
(Followed by Annual Holiday Dinner)

Wednesday, February 6, 2019, 1:00pm – 4:30pm – Board Meeting

Date and Time TBD – 2019 Board Member Planning Session

Wednesday, April 10, 2019, 1:00pm – 4:30pm – Board Meeting

Wednesday, June 19, 2019, 1:00pm – 4:30pm – Board Meeting

- Budget approval

Wednesday, September 25, 2019, 1:00pm – 4:30pm – Board Meeting

- Approval of audited financial statements
- Approval of the annual report

Saturday, November 2, 2019, time TBD (Pending)

- Annual General Meeting and Board Meeting