

# College of Naturopaths of Ontario Council Review 2022

All - Council

June 2022

**Confidential**



# Council Self/Peer Review

## Average Rating by Competencies

Competency		Previous	Change
1. Behaviour and Relationships	8.96	9.23	(0.27)
2. Governance	8.70	8.87	(0.18)
3. Knowledge	8.43	9.00	(0.56)
4. Leadership	8.75	8.77	(0.02)

# Competencies

## Behaviour and Relationships

1. Governs courageously always acting in the best interest of the public.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Council Ratings	0	1	0	3	0	2	11	21	69	21			
Overall Average						8.61						8.98	-0.37

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

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Council Ratings	0	1	0	0	1	2	10	20	61	31			
Overall Average						8.79						8.78	0.01

3. Communicates ideas and concepts effectively.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Council Ratings	0	1	0	0	0	1	11	26	61	26			
Overall Average						8.75						8.9	-0.15

4. Displays a high level of professionalism especially in times of conflict or disagreement.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Council Ratings	0	1	0	1	0	0	4	15	67	37			
Overall Average						9.02						9.33	-0.31

5. Embraces diversity of viewpoints and encourages open and effective debate to arrive at the best possible outcome.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Council Ratings	0	1	0	1	2	0	8	18	65	32			
Overall Average					<b>8.83</b>							9.04	-0.21

6. Is always prepared by reading materials in advance of meetings.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Council Ratings	0	1	0	1	0	1	2	16	68	39			
Overall Average					<b>9.03</b>							9.14	-0.11

7. Is respectful of the contributions of the Council committees and focuses on building on the work that they do.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Council Ratings	0	1	0	1	1	0	6	6	64	49			
Overall Average					<b>9.12</b>							9.41	-0.29

8. Publicly supports Council decisions, policies and position statements taken by the Council. (acts with one voice).

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Council Ratings	0	1	0	1	0	1	5	6	59	24			
Overall Average					<b>8.93</b>							9.8	-0.87

9. Takes advantage of Council education opportunities to increase effectiveness as a Council member.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Council Ratings		0	0	0	0	1	0	1	0	47	3		
Overall Average						<b>8.94</b>						9.11	-0.17

10. Understands and respects the role of Chair.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Council Ratings		0	1	0	0	0	1	3	0	56	55		
Overall Average						<b>9.34</b>						9.7	-0.36

11. Is respectful and professional.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Council Ratings		1	0	0	0	1	1	7	0	54	65		
Overall Average						<b>9.28</b>						9.6	-0.32

12. Actively participates in meetings with a balance of listening, thinking and talking.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Council Ratings		1	0	1	0	0	3	13	4	65	42		
Overall Average						<b>8.91</b>						8.91	0

## Governance

1. Has sufficient understanding of the Regulated Health Professionals Act, 1991, the Naturopathy Act, 2007 to inform their governance role.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Council Ratings		1	0	0	0	1	9	7	28	17	24		
Overall Average						<b>8.34</b>						8.41	-0.07

2. Has sufficient knowledge of the regulations, College by-laws and Council policies to inform their governance role.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Council Ratings		0	0	0	0	1	0	10	26	25	29		
Overall Average						<b>8.77</b>						8.54	0.23

3. Approaches tasks with an understanding of the distinction between Council's role to set direction and to provide oversight, and management's role to lead and direct operations.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Council Ratings		2	0	0	0	0	0	5	23	58	14		
Overall Average						<b>8.66</b>						9.28	-0.62

4. Appropriately questions information and data to gain a clear understanding to appropriately weigh in on decisions.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Council Ratings		2	0	0	0	0	0	6	20	55	15		
Overall Average						<b>8.66</b>						8.77	-0.11

5. Demonstrates clarity and independent thought that supports sound decision making.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Council Ratings		2	0	0	0	0	0	4	25	59	21		
Overall Average						<b>8.75</b>						9.1	-0.35

6. Ensures that personal interests are parked and that the interest of the public of Ontario always come first.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Council Ratings		1	1	0	0	0	1	5	18	48	38		
Overall Average						<b>8.93</b>						9.31	-0.38

7. Maintains confidentiality as set out in section (36)1 of the Regulated health Professions Act, 1991 and complies with conflict of interest requirements as set out in the by-laws and Council policy.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Council Ratings		1	0	0	0	0	0	0	22	26	43		
Overall Average						<b>9.14</b>						9.7	-0.56

8. Is ready to take on the responsibility of being Council Chair and has the skills and abilities important for this role.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Council Ratings		3	0	0	0	9	5	11	20	32	25		
Overall Average						<b>8.12</b>						8.21	-0.09



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9. Always acts independent of management.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Council Ratings		0	0	1	0	0	0	5	17	37	0		
Overall Average						<b>8.45</b>						8.25	0.2

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10. Appropriately questions information presented by management.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Council Ratings		1	0	0	0	0	2	7	20	58	41		
Overall Average						<b>8.95</b>						8.86	0.09

## Knowledge

1. Clearly understands the strategic directions as set out in the Ends policies, including the vision and mission, and effectively links decisions to strategy.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Council Ratings		2	0	0	0	0	0	19	24	32	15		
Overall Average						<b>8.32</b>						8.81	-0.49

2. Has a good understanding of key areas of risk and associated risk mitigation strategies.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Council Ratings		1	0	0	1	0	0	12	30	35	7		
Overall Average						<b>8.3</b>						8.94	-0.64

3. Has a good understanding of the College's financial performance.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Council Ratings		1	0	0	0	1	2	14	29	44	20		
Overall Average						<b>8.5</b>						9.16	-0.66

4. Understands relevant legislation, regulations, and obligations pertinent to the College.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Council Ratings		1	0	1	0	0	3	10	34	43	14		
Overall Average						<b>8.41</b>						8.77	-0.36

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5. Governs effectively through times of change and uncertainty.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Council Ratings		2	0	0	0	0	0	11	41	38	28		
Overall Average						<b>8.57</b>						9.33	-0.76

## Leadership

1. Actively seeks out ways to improve Council performance.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Council Ratings		2	0	0	0	0	11	17	20	26	12		
Overall Average						<b>7.97</b>						8.36	-0.39

2. Listens attentively to others' viewpoints and encourages contributions from others.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Council Ratings		1	0	0	0	1	0	9	18	60	34		
Overall Average						<b>8.89</b>						8.88	0.01

3. Willingly acts as a mentor for other Council members where appropriate.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Council Ratings		1	0	0	1	2	1	7	10	31	14		
Overall Average						<b>8.49</b>						8.39	0.1

4. Makes a valuable contribution to the functioning of the Council.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Council Ratings		2	0	0	0	0	1	7	8	63	45		
Overall Average						<b>9.03</b>						8.86	0.17

5. Actively champions the values of the College.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Council Ratings		1	0	0	0	1	1	6	5	61	28		
Overall Average						<b>8.96</b>						9.15	-0.19

6. Is ready to take on the responsibility of being part of the Executive Committee.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Council Ratings		1	1	0	1	4	2	2	7	33	42		
Overall Average						<b>8.88</b>						8.76	0.12

## Highest and Lowest Rated Questions

### Highest Rated Questions (High to Low)


Question	Competency	Overall
10. Understands and respects the role of Chair.	Behaviour and Relationships	9.34
11. Is respectful and professional.	Behaviour and Relationships	9.28
7. Maintains confidentiality as set out in section (36)1 of the Regulated health Professions Act, 1991 and complies with conflict of interest requirements as set out in the by-laws and Council policy.	Governance	9.14
7. Is respectful of the contributions of the Council committees and focuses on building on the work that they do.	Behaviour and Relationships	9.12
6. Is always prepared by reading materials in advance of meetings.	Behaviour and Relationships	9.03
4. Makes a valuable contribution to the functioning of the Council.	Leadership	9.03

### Lowest Rated Questions (Low to High)

Question	Competency	Overall
1. Actively seeks out ways to improve Council performance.	Leadership	7.97
8. Is ready to take on the responsibility of being Council Chair and has the skills and abilities important for this role.	Governance	8.12
2. Has a good understanding of key areas of risk and associated risk mitigation strategies.	Knowledge	8.3
1. Clearly understands the strategic directions as set out in the Ends policies, including the vision and mission, and effectively links decisions to strategy.	Knowledge	8.32
1. Has sufficient understanding of the Regulated Health Professionals Act, 1991, the Naturopathy Act, 2007 to inform their governance role.	Governance	8.34

# Council Effectiveness

## Average Rating by Competencies

Competency		Previous	Change
1. Council Effectiveness	 8.77	8.71	0.06



## Competencies

### Council Effectiveness

1. The Council effectively monitors CEO performance against the broad objectives and executive limitations on a regular basis.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Council Ratings	0	0	0	0	0	0	0	1	2	4	3		
Overall Average	<b>8.9</b>											9.1	-0.2

2. The current Council has the strength and depth to steer the College through a financial crisis, a reputation-damaging event, or sudden CEO resignation.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Council Ratings	0	0	0	0	0	0	0	2	2	4	1		
Overall Average	<b>8.44</b>											8.8	-0.36

3. The Council spends appropriate time on matters crucial to the future prosperity and direction of the College.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Council Ratings	0	0	0	0	0	0	0	1	0	5	4		
Overall Average	<b>9.2</b>											8.91	0.29

4. The Council maintains a governance framework that adds value to the business.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Council Ratings	0	0	0	0	0	0	0	0	2	4	4		
Overall Average	<b>9.2</b>											9.09	0.11

5. As a Council, we engage in an appropriate amount of Council-management debate before a specific strategy is decided.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change	
Council Ratings	0	0	0	0	0	0	0	1	2	5	2			
Overall Average												8.8	8.55	0.25

6. As a Council, we are adding long-term value to all our stakeholders.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change	
Council Ratings	0	0	0	0	0	0	0	0	3	5	2			
Overall Average												8.9	8.9	0

7. The Council closely monitors the culture of the College and the contribution the CEO makes toward it, to help ensure the culture fits with the College's strategic direction and plans.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change	
Council Ratings	0	0	0	0	0	0	0	2	2	4	1			
Overall Average												8.44	8.78	-0.34

8. The Council has the requisite skill sets to provide effective risk oversight.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change	
Council Ratings	0	0	0	0	0	0	0	2	4	3	1			
Overall Average												8.3	8.33	-0.03

9. The Council understands the College's top risks and how management is managing these risks.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Council Ratings	0	0	0	0	0	0	0	3	3	3	1		
Overall Average						<b>8.2</b>						8.56	-0.36

10. Newly elected or appointed Council members receive adequate orientation to their role and what is expected of them.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Council Ratings	0	0	0	0	0	1	0	0	6	2	0		
Overall Average						<b>7.89</b>						7	0.89

11. The Council's ability to act independently of senior management is demonstrated through practices such as by rejecting recommendations with which the Council disagrees.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Council Ratings	0	0	0	0	0	0	0	3	1	3	2		
Overall Average						<b>8.44</b>						8.11	0.33

12. The Council effectively uses the time devoted to in-camera to discuss either (a) matters involving public security or (b) financial or personal or other matters of such a nature that the harm created by the disclosure would outweigh the desirability of adhering to the principle that meetings as set out in section 7 of the code; (c) a person involved in a criminal proceeding or civil suit or proceeding may be prejudiced; (d) personnel matters or property acquisitions; (e) instructions or opinions received from the solicitors for the College; or (f) deliberate as to whether to exclude the public from a meeting or whether to make an order under subsection (3). 1991, c. 18, Sched. 2, s. 7 (2); 2007, c. 10, Sched. M, s. 20 (2).

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Council Ratings	0	0	0	0	0	0	0	1	1	3	5		
Overall Average						9.2						9.38	-0.18

13. The Council meeting agendas provide sufficient opportunity to discuss results, strategic initiatives, corporate strategy, and other relevant information to ensure informed decisions.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Council Ratings	0	0	0	0	0	0	0	0	2	4	4		
Overall Average						9.2						9.09	0.11

14. The current committee structure adds value by adhering to their mandates and reporting back the Council.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Council Ratings	0	0	0	0	0	0	0	0	3	3	4		
Overall Average						9.1						9	0.1

15. Council meetings are frequent enough to ensure effective governance.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Council Ratings	0	0	0	0	0	0	0	0	2	4	4		
Overall Average						9.2						9.11	0.09

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List one or two areas that you believe the Council could benefit from additional training/education.

- policy formulation
- Strategic Planning
- Understanding the roles of the staff of the College
- New strategic initiatives
- Review of governance framework
- Hearing about the work of all Committees
- Tech skills
- NA
- NA
- Understanding financial statements and audit information
- Understanding what the public wants and what is in the best interest of the public
- Finance
- Rules and regulations
- independent thinking

## Highest and Lowest Rated Questions

### Highest Rated Questions (High to Low)

Question	Competency	Overall
3. The Council spends appropriate time on matters crucial to the future prosperity and direction of the College.	Council Effectiveness	9.2
4. The Council maintains a governance framework that adds value to the business.	Council Effectiveness	9.2
15. Council meetings are frequent enough to ensure effective governance.	Council Effectiveness	9.2
12. The Council effectively uses the time devoted to in-camera to discuss either (a) matters involving public security or (b) financial or personal or other matters of such a nature that the harm created by the disclosure would outweigh the desirability of adhering to the principle that meetings as set out in section 7 of the code; (c) a person involved in a criminal proceeding or civil suit or proceeding may be prejudiced; (d) personnel matters or property acquisitions; (e) instructions or opinions received from the solicitors for the College; or (f) deliberate as to whether to exclude the public from a meeting or whether to make an order under subsection (3). 1991, c. 18, Sched. 2, s. 7 (2); 2007, c. 10, Sched. M, s. 20 (2).	Council Effectiveness	9.2
13. The Council meeting agendas provide sufficient opportunity to discuss results, strategic initiatives, corporate strategy, and other relevant information to ensure informed decisions.	Council Effectiveness	9.2


## Lowest Rated Questions (Low to High)

Question	Competency	Overall
10. Newly elected or appointed Council members receive adequate orientation to their role and what is expected of them.	Council Effectiveness	7.89
9. The Council understands the College's top risks and how management is managing these risks.	Council Effectiveness	8.2
8. The Council has the requisite skill sets to provide effective risk oversight.	Council Effectiveness	8.3
2. The current Council has the strength and depth to steer the College through a financial crisis, a reputation-damaging event, or sudden CEO resignation.	Council Effectiveness	8.44
7. The Council closely monitors the culture of the College and the contribution the CEO makes toward it, to help ensure the culture fits with the College's strategic direction and plans.	Council Effectiveness	8.44
11. The Council's ability to act independently of senior management is demonstrated through practices such as by rejecting recommendations with which the Council disagrees.	Council Effectiveness	8.44

# Committee Effectiveness



## Average Rating by Competencies

Competency		Previous	Change
1. Committee Effectiveness	 9.06	8.46	0.60

# Competencies

## Committee Effectiveness

1. How informative and relevant are the reports to Council from the Audit Committee.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Committee Ratings		0	0	0	0	0	0	1	1	4	3		
Overall Average						9						8.3	0.7

2. How informative and relevant are the reports to Council from the Discipline Committee.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Committee Ratings		0	0	0	0	0	0	0	3	4	3		
Overall Average						9						8.5	0.5

3. How informative and relevant are the reports to Council from the Examinations Appeals Committee.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Committee Ratings		0	0	0	0	0	0	0	2	6	2		
Overall Average						9						8.11	0.89

4. How informative and relevant are the reports to Council from the Executive Committee.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Committee Ratings		0	0	0	0	0	0	0	3	4	2		
Overall Average						8.89						9	-0.11

5. How informative and relevant are the reports to Council from the Governance Committee.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change	
Committee Ratings	0	0	0	0	0	0	0	0	2	5	3			
Overall Average												9.1	8.45	0.65

6. How informative and relevant are the reports to Council from the Governance Policy Review Committee.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change	
Committee Ratings	0	0	0	0	0	0	0	0	2	4	3			
Overall Average												9.11	8.55	0.56

7. How informative and relevant are the reports to Council from the Inquiries, Complaints and Reports Committee.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change	
Committee Ratings	0	0	0	0	0	0	0	0	3	4	3			
Overall Average												9	8.6	0.4

8. How informative and relevant are the reports to Council from the Inspection Committee.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change	
Committee Ratings	0	0	0	0	0	0	0	0	2	4	4			
Overall Average												9.2	8.44	0.76

9. How informative and relevant are the reports to Council from the Patient Relations Committee.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Committee Ratings		0	0	0	0	0	0	1	1	4	3		
Overall Average						9						8.38	0.62

10. How informative and relevant are the reports to Council from the Quality Assurance Committee.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Committee Ratings		0	0	0	0	0	0	0	2	4	4		
Overall Average						9.2						8.3	0.9

11. How informative and relevant are the reports to Council from the Registration Committee.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Committee Ratings		0	0	0	0	0	0	0	2	4	4		
Overall Average						9.2						8.44	0.76

12. How informative and relevant are the reports to Council from the Scheduled Substances Review Committee.

	0	1	2	3	4	5	6	7	8	9	10	Prev.	Change
Committee Ratings		0	0	0	0	0	0	1	1	5	3		
Overall Average						9						8.5	0.5

13. How informative and relevant are the reports to Council from the Standards Committee.

	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>Prev.</b>	<b>Change</b>
<i>Committee Ratings</i>	0	0	0	0	0	0	0	0	2	3	3		
<i>Overall Average</i>	<b>9.13</b>											N/A	N/A

## Highest and Lowest Rated Questions

### Highest Rated Questions (High to Low)

Question	Competency	Overall
8. How informative and relevant are the reports to Council from the Inspection Committee.	Committee Effectiveness	9.2
10. How informative and relevant are the reports to Council from the Quality Assurance Committee.	Committee Effectiveness	9.2
11. How informative and relevant are the reports to Council from the Registration Committee.	Committee Effectiveness	9.2
13. How informative and relevant are the reports to Council from the Standards Committee.	Committee Effectiveness	9.13
6. How informative and relevant are the reports to Council from the Governance Policy Review Committee.	Committee Effectiveness	9.11

### Lowest Rated Questions (Low to High)

Question	Competency	Overall
4. How informative and relevant are the reports to Council from the Executive Committee.	Committee Effectiveness	8.89
7. How informative and relevant are the reports to Council from the Inquiries, Complaints and Reports Committee.	Committee Effectiveness	9
9. How informative and relevant are the reports to Council from the Patient Relations Committee.	Committee Effectiveness	9
12. How informative and relevant are the reports to Council from the Scheduled Substances Review Committee.	Committee Effectiveness	9
1. How informative and relevant are the reports to Council from the Audit Committee.	Committee Effectiveness	9
2. How informative and relevant are the reports to Council from the Discipline Committee.	Committee Effectiveness	9
3. How informative and relevant are the reports to Council from the Examinations Appeals Committee.	Committee Effectiveness	9