



Briefing Document

Registrar

COLLEGE OF PHYSIOTHERAPISTS OF ONTARIO

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Organization Overview

The College of Physiotherapists of Ontario (the College) is the regulatory body established by the provincial government to oversee the practice of the more than 7,300 physiotherapists/physical therapists in Ontario. The College is responsible for protecting and serving the public interest by ensuring that physiotherapists/physical therapists provide high-quality, competent and ethical services.

Vision

Innovative regulatory leadership promoting a healthier Ontario.

Mission

To protect and serve the public interest by promoting collaboration and accountability for self regulation and enabling a culture of continuous improvement to ensure that physiotherapists provide competent and ethical services.

COLLEGE OBLIGATIONS

- To regulate the practice of the profession and to govern the members in accordance with the Physiotherapy Act, the Health Professions Procedural Code and the Regulated Health Professions Act, 1991 and the regulations and by-laws established under the authority of these laws.
- To develop, establish and maintain standards of qualification for persons to be issued certificates of registration.
- To develop, establish and maintain programs and standards of practice to assure the quality of the practice of the profession.
- To develop, establish and maintain standards of knowledge and skill and programs to promote continuing evaluation, competence and improvement among the members.
- To develop, in collaboration and consultation with other Colleges, standards of knowledge, skill and judgment relating to the performance of controlled acts common among health professions to enhance interprofessional collaboration, while respecting the unique character of individual health professions and their members.
- To develop, establish and maintain standards of professional ethics for the members.
- To develop, establish and maintain programs to assist individuals to exercise their rights under the Health Professions Procedural Code and the Regulated Health Professions Act, 1991.
- To administer the Physiotherapy Act, the Health Professions Procedural Code and the Regulated Health Professions Act, 1991 as it relates to the profession and to perform the other duties and exercise the other powers that are imposed or conferred on the College.
- To promote and enhance relations between the College and its members, other health profession colleges, key stakeholders, and the public.
- To promote inter-professional collaboration with other health profession colleges.
- To develop, establish, and maintain standards and programs to promote the ability of members to respond to changes in practice environments, advances in technology and other emerging issues.
- Any other objects relating to human health care that the Council considers desirable.

ORGANIZATION

The College is a not-for-profit organization dedicated to regulating and continually improving the practice of physiotherapists in the public interest. This means that the College protects patients' rights to safe, competent and ethical care by supporting physiotherapists to maintain the standards of practice of the profession and by also holding them accountable for their conduct and practice.

Self regulation for a profession means two things. One, physiotherapists have an opportunity to be involved in determining the rules that govern the profession by providing their professional expertise to the College on regulatory proposals when requested to do so or by participating in the actual regulation of the profession by running to be elected as members of Council or by volunteering to act as non Council members of College committees, and two, physiotherapists are accountable for their own behaviour (i.e. they are accountable to self-regulate their own conduct and self assess their own competence) with the College providing assistance and oversight.

The work of a College is directed by a Council (similar to a Board of Directors) whose task it is to represent the interests of the public (i.e. including, but not limited to, the patients who seek physiotherapy services). The Council is made up of physiotherapists (who have been elected by their peers), academic representatives (from the universities in Ontario who provide entry level education programs) and members of the public (who have been appointed by the Lieutenant Governor of Ontario). It is the system of health professional regulation legislation in Ontario including the Regulated Health Professions Act, the Health Professions Procedural Code and the profession specific acts for each regulated profession (for physiotherapists, the Physiotherapy Act) that gives the College its mandate to regulate the practice of physiotherapists and gives health-care consumers a strong voice in the regulation of physiotherapists by requiring an equitable balance of public appointees and elected and appointed professionals on the College Council.

The College strives to be a leader in the field of professional regulation by promoting innovative approaches to regulation, continuously assessing and improving its governance model and supporting public policy initiatives that focus on improving the health and well being of Ontario's citizens.

Registrar

Reports to: College Council

Reports: Five Direct Reports

ROLE AND RESPONSIBILITIES

The Registrar provides leadership to the College in carrying out its mandate, vision, mission and strategic plan. The Registrar has duties and responsibilities dictated by the Act and the court system in Ontario including the prosecution of non registrants holding themselves out as physiotherapists.

The Registrar will have a keen appreciation of these responsibilities and will ensure that appropriate leadership, advice, counsel and support is provided to the College Council, to staff and to the statutory committees in discharging their responsibilities. The Registrar will

be the College's spokesperson with the public, registrants, Government and with stakeholders in physiotherapy. In performing his/her role, the Registrar will promote innovation and take a forward looking approach based on current best practices in the field of self-regulation. Under direction of the Council, the Registrar will be expected to work within and continue to improve the governance model of the College.

The Registrar will be seen as a commanding presence in the field, with the skills and connections to lead the College in positive directions that protect the public interest.

SPECIFIC ACCOUNTABILITIES:

Strategic Planning and Implementation

- Facilitate and participate in strategic planning exercises and change management initiatives.
- Participate actively with Council and Committees in the development of short, intermediate and long-term goals.
- Report periodically to Council and appropriate Committees with respect to annual plans, work achievements, schedules, staff and general functioning of the College.

Leadership

- Provide leadership, develop strategies and make decisions relative to the day-to-day operations of the College.
- Guide organizational effectiveness through improvement of structure, systems, technology, and staff development.
- Promote innovative approaches to regulation, program development and the achievement of the College's goals
- Ensure compliance with the Physiotherapy Act, Regulated Health Professions Act and other related Acts.
- Facilitate the functioning of Council, the development of short and long term strategic visioning and planning, and carry out the goals and objectives of Council.
- Lead quality management programs within the College and the registrants.
- Identify training opportunities for, and implement programs to meet the training needs of, Council, Committee members and College staff.

Resource Management, including Financial Control

- Provide operations support in the development and maintenance of the College's registrants database.
- Ensure that the College complies with appropriate legislation.
- Ensure the College is properly staffed with qualified people to meet its immediate and long-term needs.
- Oversee hiring, performance appraisal, promotion, discipline or termination actions as outlined in the HR Policies.
- Determine scope and limitations of authority of subordinates regarding policies, contractual commitments, expenditures and personnel actions.
- Establish and maintain an atmosphere where professional and individual growth is valued, individual performance is recognized and initiative and accountability are encouraged.
- Manage and coordinate activities and set performance standards for College staff associated with all College Committees.
- Ensure effective role relationships between Committee chairpersons and College staff are established, understood and maintained.

- Coordinate financial planning, forecasting, budgeting, monitoring, investments, controls and reporting to ensure the College operates within the financial parameters established by Council.
- Ensure the adequacy and soundness of the College's budgeting and financial structure for long-term financial health.
- Ensure that appropriate financial records are maintained and comply with the auditor's standards.
- Ensure appropriate maintenance of office facilities and equipment, including software upgrades.
- Negotiate major contracts, lease, purchases and financial agreements.

Government, Member, Public and Stakeholder Relations and Communications

- Ensure appropriate and timely communications to the public, government, Executive Committee and other Committees, and that correct information for decision-making purposes is provided to those concerned.
- Continue to take a pro-active role to create positive awareness of the College by the public, government, and other stakeholders, and ensure that registrants are aware of the College's roles and responsibilities.
- Develop and maintain strategic relationships to further the College's mission within the profession at all levels and with other provincial regulatory bodies.
- Represent the College as appropriate in its relationships with the general public, governments, professional societies and associations and other groups related to the health professions.
- Represent the College at local, provincial, national, and international meetings of the profession as appropriate.

Qualifications

The College of Physiotherapists of Ontario seeks an outstanding, collaborative leader who is passionate about the College's mandate. The new Registrar will have an in-depth understanding of the legal obligations and management of a regulatory college or a professional association with regulatory responsibilities. The successful candidate will have proven executive experience, and competence in critical thinking, teambuilding, financial management and relationship management. Other qualities include integrity, a strong sense of accountability, the ability to delegate, a practical ability to get things done, superior verbal and written communication skills, and a high energy level.

More specifically, the ideal candidate will possess the following attributes:

SKILLS AND EXPERIENCE

- Senior level general management experience in regulatory or related environments – notably , an understanding of regulatory frameworks and professional self-regulation; and demonstrated competency managing a reporting relationship with a Council or Board of Directors;
- Proven skills and knowledge managing a complex dynamic enterprise and addressing issues of financial, legal and reputational risk;

- Demonstrated ability in successfully balancing delivery of short and long term results, fostering employee engagement, and building a culture of accountability;
- Financial acumen to deal with budgetary and other key financial matters;
- Demonstrated experience building and leading organizations characterized by high employee engagement and teamwork, proactive conflict resolution, and consensus building.
- Advanced educational credentials in public or business administration and/or professional credentials in physiotherapy are an asset.

LEADERSHIP

- Visionary about the future state of the practice of physiotherapy and trends in professional regulation and governance;
- Commitment to employee engagement, empowerment and professional development;
- Demonstrated commitment to member service excellence and stakeholder relationship management;
- An ability to make clear and timely decisions with the appropriate amount of information;
- Political acumen to advance the College's interests within public and government settings;
- Ability to quickly grasp issues, navigate their resolution, and ensure decisions and outcomes which conform to policy, strategy, and are in the public interest;
- Superior communication skills. Very comfortable dealing with government and the media;
- Approachable with the ability to listen to others' questions, concerns and viewpoints, consult actively, and share relevant information in a timely manner;
- Flexibility, resilience, and a positive outlook;
- An appropriate blend of gravitas and a sense of humour;

PERSONAL ATTRIBUTES

- Highly developed emotional intelligence and social astuteness;
- Ability to maintain personal composure during times of stress;
- Flexibility and a positive outlook.

If you are an experienced executive with superior leadership skills, knowledgeable about self-regulated professions and regulatory frameworks, and committed to the highest quality and standards in physiotherapy, we would like to speak with you. Expressions of interest are welcomed in confidence to debbi.ragogna@odgersberndtson.ca.

Confidentiality

Odgers Berndtson respects the privacy and confidentiality of personal information provided by candidates in our search assignments. In accordance with the Personal Information Protection and Electronic Documents Act ("PIPEDA"), a copy of our Privacy Policy is available for your review on our website at:

www.odgersberndtson.ca/index.php?id=1435&L=4

By providing us with a copy of your resume and any subsequent personal information directly or from third parties on your behalf such as references, you understand that it has been furnished with your consent for the purpose of possible disclosure to our client, who has agreed to comply with our Privacy Policy. We will not disclose your personal information to clients without your prior knowledge and consent.

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