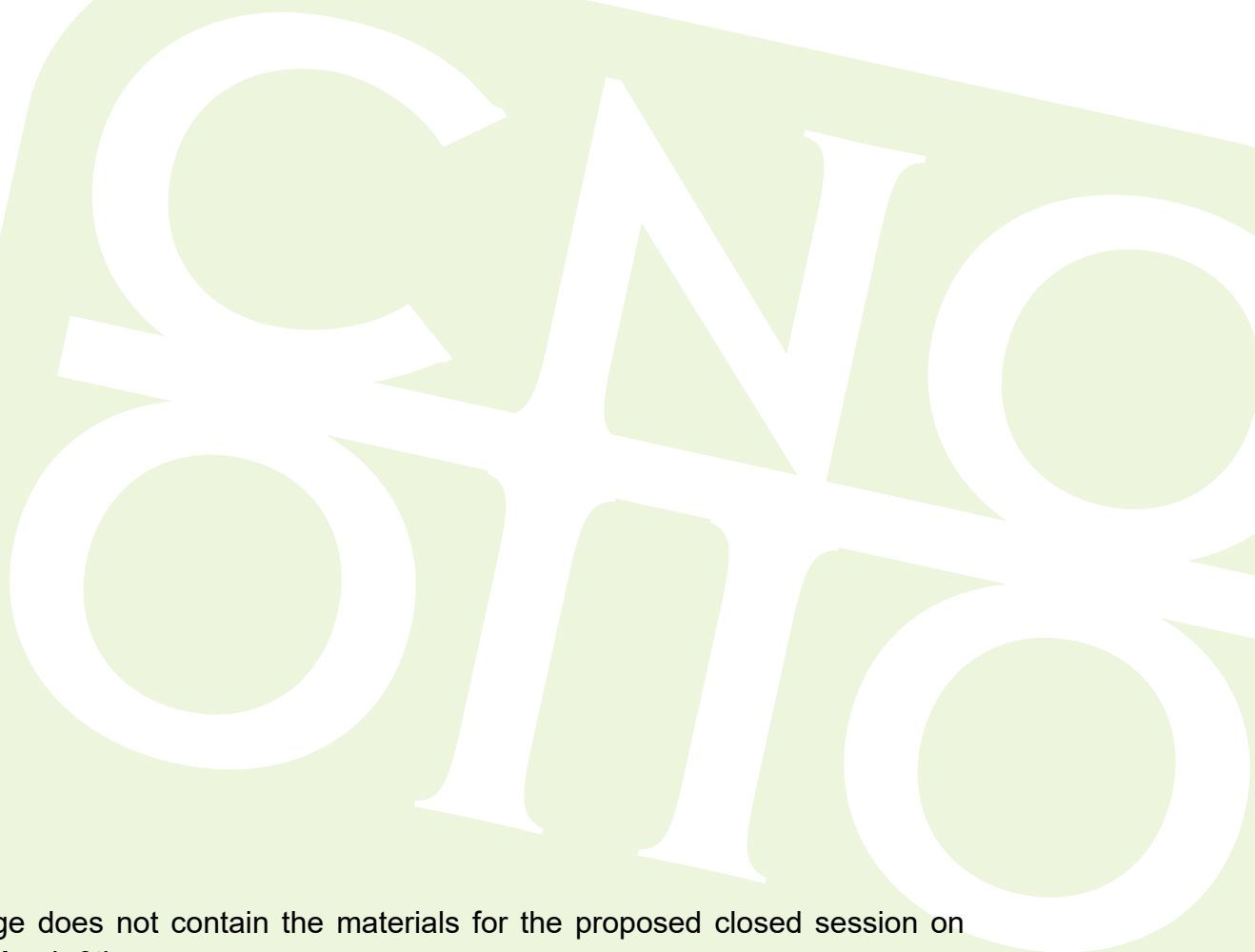




COLLEGE OF NURSES
OF ONTARIO
ORDRE DES INFIRMIÈRES
ET INFIRMIERS DE L'ONTARIO

THE STANDARD OF CARE.

Council briefing package



This package does not contain the materials for the proposed closed session on Thursday, March 9th.

To navigate this document and jump to specific sections, use the bookmarks tool.

Agenda

[Council's Governance Principles](#)

[Council's Annual Plan](#)

[Council's Team Norms](#)

Wednesday, March 8, 2023

1:00 p.m. – 5:00 p.m.

1:00 p.m.	1. Land Acknowledgement	
1:05 p.m.	2. Agenda	Decision
	2.1 Motion for Closure	Decision
1:10 p.m.	3. Minutes of December 2022 Council meeting	Decision
	4. Strategic Issues	
1:15 p.m.	4.1 Strategic Plan 2021-2024 – Mid-Term Check In	Decision
2:45 p.m.	4.2 Regulation Amendments: Emergency Class	Decision
3:15 p.m.	Break	
3:30 p.m.	4.3 Jurisprudence Examinations	Decision
4:00 p.m.	4.4 Quality Assurance Program	Information & Discussion
4:30 p.m.	4.5 Modernizing Practice Standards update	Information & Discussion
5:00 p.m.	Recess	

Thursday, March 9, 2023
9:00 a.m. to 5:00 p.m.
Council Agenda

9:00 a.m.	5. Closed session	
9:30 a.m.	6. Election of the Executive Committee Sandra Robinson, Chair of the Nominating Committee chairing	Decision
	7. Reports	
10:30 a.m.	7.1 Chief Executive Officer's Update	Information & Discussion
11:00 a.m.	7.2 Executive Committee meeting of February 9, 2023	Information & Discussion
11:10 a.m.	7.3 Finance Committee meeting of February 9, 2023 7.3.1 Proposal for amendment to By-Law No. 2: Fees	Decision
12:00	Break	
	8. Council operations and governance	
1:00 p.m.	8.1 Board evaluation : 2023 Priorities	Decision
2:30 p.m.	8.2 By-Laws re. Statutory Committee membership	Decision
	9. Appointments	
2:45 p.m.	9.1 Statutory Committee Chair Appointments	Decision
3:00 p.m.	9.2 Filling Committee Vacancy	Decision
3:10 p.m.	9.3 Appointment of the Sub-Committee on Compensation and Chair	Decision
3:15 p.m.	Break	

3:30 p.m.	<p>9.4 Report of the Nominating Committee:</p> <ul style="list-style-type: none"> • Sandra Robinson, Chair of the Nominating Committee presenting <p>9.4.1 Recommendation re. filling Council vacancy</p> <p>9.4.2 Appointment of Statutory Committee members</p>	Decision Decision
	10. Discussion agenda items added by Council members	
	<p>11. Dates of next meetings</p> <p>May 9, 2023 at 7:00 p.m.: Special Council meeting to address Emergency Assignment Class Regulation Amendments</p> <p>Wednesday and Thursday, June 7 & 8, 2023</p>	
	12. Acknowledgement of Outgoing Council members	
4:30 p.m.	13. Conclusion	

14. Information Items:

[Transparency and CNO's Reporting Obligations](#)

[Evaluating Temporary Class and Reinstatement Regulation Changes](#)

[Results of the 2023 Council elections](#)

Council is individually and collectively committed to regulating in the public interest according to the following principles:

Accountability

- We make decisions in the public interest
- We are responsible for our actions and processes
- We meet our legal and fiduciary duties as directors

Adaptability

- We anticipate and respond to changing expectations and emerging trends
- We address emerging risks and opportunities
- We anticipate and embrace opportunities for regulatory and governance innovation

Competence

- We make evidence-informed decisions
- We seek external expertise where needed
- We evaluate our individual and collective knowledge and skills to continuously improve our governance performance

Diversity

- Our decisions reflect diverse knowledge, perspectives, experiences and needs
- We seek varied stakeholder input to inform our decisions

Independence

- Our decisions address public interest as our paramount responsibility
- Our decisions are free of bias and special-interest perspectives

Integrity

- We participate actively and honestly in decision-making through respectful dialogue
- We foster a culture in which we say and do the right thing
- We build trust by acting ethically and following our governance principles

Transparency

- Our processes, decisions and the rationale for our decisions are accessible to the public
- We communicate in a way that allows the public to evaluate the effectiveness of our governance

Approved by Council, September 2016

	March 8 & 9	June 7 & 8	Sep. 27 & 28	Dec. 6 & 7
Regular Items	Minutes: Dec. Council	Minutes: March Council	Minutes: June Council Reports	Minutes: Sept. Council Reports
	Reports: <ul style="list-style-type: none"> CEO update Executive Committee Finance Committee 	Reports: <ul style="list-style-type: none"> 2022 Statutory Committee reports CEO update Executive Committee Finance Committee 	Reports: <ul style="list-style-type: none"> CEO update Executive Committee Finance Committee 	Reports: <ul style="list-style-type: none"> CEO update Executive Committee Finance Committee
Strategic Items	<ul style="list-style-type: none"> Fees By-Law Amendments, for publication Jurisprudence Exam Modernizing Practice Standards Quality Assurance Program Regulation Change: Emergency Assignment Class¹ Strategic Plan: Mid-Term Check In 	<ul style="list-style-type: none"> 2022 Annual Report 2022 Audited Financial Statements Evaluation of changes to Temporary Class & Reinstatements Fees By-Law amendments – final decision Modernizing Applicant Assessment Modernizing Practice Standards Nursing Education Program Approval Strategic Plan update 	<ul style="list-style-type: none"> Strategic Plan update 	<ul style="list-style-type: none"> 2024 Budget Strategic Plan update
Governance and Operations	<ul style="list-style-type: none"> Appointment of statutory committee chairs Board evaluation report & implementation approach Election of Executive <p>Nominating Committee Report:</p> <ul style="list-style-type: none"> Filling Council vacancy Statutory Committee appointments 	<p>Nominating Committee Report:</p> <ul style="list-style-type: none"> Appointment of standing committees 	Dates of Council meetings in 2024	
Professional Development (Pending Council approval)	Facilitated discussion – desired culture, team dynamics and governance principles	Orientation to Regulatory Governance at CNO	Diversity, Equity & Inclusion	November: Risk management and / or financial oversight

¹ Council will have a special meeting May 9 to make a final decision on changes to the Emergency Assignment Class regulation.

Team Norms

As members of Council, we are committed to:

- **Being engaged, participating in Council discussion and decision-making**
- **Acknowledging and building on each other's contributions**
- **Fostering consensus**
- **Being comfortable raising dissenting views, respecting dissenting views**
- **Supporting decisions made by Council**
- **Respecting each other and the agenda**
- **Avoiding side discussions or off-line debate**
- **Being succinct**
- **Being open-minded**
- **Being genuine**
- **Being fully attentive**
- **Being kind to each other**

Adopted by Council
September 2021



Decision Note – June 2022 Council

Closure of Council meeting

Contacts for Questions or More Information

Silvie Crawford, Executive Director and CEO

Decision for consideration

That the Council meeting be closed at 9:00 a.m. on Thursday, March 9, 2023, under Section 7(2)d of the *Health Professions Procedural Code* because personnel matters will be considered, and

That, in accordance with Section 7(3) of the *Health Professions Procedural Code*, Council orders that materials presented as part of the closed session not be made public.

Background

A closed session is being recommended for the above reason. This is in accordance with Section 7(2) of the *Health Professions Procedural Code*.

Attached, for your information, are the Accountabilities for Closed Sessions.



Accountabilities for Closed Sessions

Council Member Accountabilities

- Maintain strict confidentiality.
- Do not discuss the issue outside of the closed session, even with others who participate. This includes:
 - before the meeting,
 - during break, and
 - after the closed session.

Staff Accountabilities

- Maintain strict confidentiality
- Support Council decision-making (if relevant)
 - Provide staff resources to support decision-making.
 - Engage relevant external experts to attend meeting (e.g., legal counsel), where required.
 - Document closed session during meeting and prepare confidential appendix to minutes (where a formal decision is made).



Feb. 2011, Rev 2015 (Portal), Rev 2020 (Boardvantage & remote meeting)

Minutes

Present

N. Thick, Chair
A. Arkell (December 7)
T. Crowder
S. Douglas
R. Dunn
D. Edwards
T. Fukushima
Z. Hamza
T. Hands
N. Hillier

M. Hogard
C. Hourigan
A. Jahangir
R. Kaur
M. Krauter
S. Larmour
R. Lastimoso Jr.
S. Leduc
D. May
I. McKinnon

E. Mutia
I. McKinnon
F. Osime
J. Petersen
L. Poonasamy
M. E. Renwick
M. Sheculski
P. Sullivan-Taylor
D. Thompson

Regrets

P. Ankamah
J. Armitage

A. Arkell (December 8)
S. Eaton

K Gartshore
M. MacDougall

Guests

Jane Butterfield

Alicia Williams

Staff

V. Adetoye
F. Garvey
S. Crawford
J. Hofbauer, Recorder

C. Gora
E. Horlock
B. Knowles
K. McCarthy

S. Mills
A. M. Shin
C. Timmings

Land Acknowledgement

N. Thick shared a Land Acknowledgment.

Agenda

N. Thick noted that the agenda that had been circulated. No changes were proposed, and the agenda was approved on consent.

Minutes

Minutes of the Council meeting of September 27 and 28, 2022 had been circulated.

Motion 1

Moved by R. Kaur, seconded by M. Hogard,

That the minutes of the Council meeting of September 27 and 28, 2022 be approved as circulated.

CARRIED

Strategic Plan – 2021-2024

N. Thick highlighted the importance of Council's role in monitoring the implementation of the strategic plan. S. Crawford and S. Mills provided an update. Council was informed that a mid-term check in is planned for the March Council meeting.

Council provided feedback on

- the principles to guide the mid-term check
- current and emerging health care system issues that should inform the mid-term check and
- other opportunities to consider in the mid-term check.

In March, Council will have the opportunity to review the mid-term check on the Strategic Plan and consider how CNO is achieving its purpose, identify successes, lessons learnt and how CNO might further focus and refine its work given the changing environment.

Registration

It was noted that Council has been discussing and making changes to registration processes for over a year. A. Shin, Director, Professional Practice, highlighted some of the initiatives including the collaborative Supervised Practice Experience Partnership and recent changes to the Temporary Class and reinstatement processes.

A. McNabb, Manager, Modernization of Applicant Assessment, provided an update on modernization of applicant assessment processes, including accomplishments to date and work in progress related to education requirements and evidence of practice. Statistics were provided on the number of internationally educated nurses who have been registered through participation in the Supervised Practice Experience Partnership.

In September, Council had approved changes to the regulations related to the Temporary Class and to reinstatement. S. Vogler, Manager of Entry to Practice, provided an update to Council on implementation of the regulations, including statistics on the number of applicants eligible for the Temporary Class under the new regulations and the number registered. She noted that a learning module is available to nurses registered in the temporary class and their employers. She also informed Council on the number of former registrants who have reinstated under the revised reinstatement regulation.

E. Tilley, Manager of Regulatory Policy and Research highlighted the impact of the *Pandemic and Emergency Preparedness Act, 2022* on the *Regulated Health Professions Act*. It was flagged that effective January 1, 2023, CNO will need to accept new language proficiency tests

and there will be new timelines related to communication with, and decision-making about, applicants. Effective August 31, 2023, regulations regarding the Emergency Class need to be in place. E. Tilley highlighted the work in progress towards meeting the new legislative expectations.

Jurisprudence

It was noted that successful completion of the jurisprudence examination approved by Council is a requirement for registration. L. Mathias, Strategy Consultant highlighted the work being done to develop new jurisprudence examinations. It was identified that Council will be asked to approve new jurisprudence examinations in March.

Modernizing practice standards - Code of Conduct

N. Thick flagged the centrality of Practice standards to CNO's purpose. She noted that the standards outline the expectations for safe and ethical care. She noted that Council had received a decision note, including a final draft revised Code of Conduct.

C. Tancioco, Strategy Consultant provided a presentation, highlighting the process for developing and consulting on the revised Code and shared the feedback from the most recent consultation. She highlighted the plans for implementation of the Code, including delayed implementation to allow for communication and education.

The importance of CNO setting clear standards to guide practice, including addressing cultural humility and safety, was confirmed. It was noted that setting a future implementation date allows for education and system change.

Motion 2

Moved by R. Dunn, seconded by Z. Hamza,

That Council approve the draft *Code of Conduct*, as it appears in Attachment 1 of the decision note, as a practice standard of the profession of nursing, effective Monday, June 5th 2023.

CARRIED

Nursing education program approval

N. Thick noted that it is the role of Council to approve nursing programs. She flagged the potential for conflict of interest and no conflicts were declared.

Motion 3

Moved by D. Edwards, seconded by A. Jahangir,

That the comprehensive review status of the Ontario Tech University nursing programs be approved, as listed in Attachment 1 to the decision note.

CARRIED

Motion 4

Moved by J. Petersen, seconded by D. May,

That the preliminary review status of new nursing programs at Confederation College and Lambton College be approved, as listed in Attachment 2 to this decision note.

CARRIED

CEO Update

S. Crawford shared reflections on CNO's work and some emerging themes in the world of regulation.

Statistics on the registration of new nurses in 2022 were highlighted, including the registration of more than 1,000 new nurses through the Supervised Practice Experience Partnership. The work done by staff in enhancing regulatory processes and communication was reviewed.

Council was informed of the launch of annual renewal in November, noting the importance of nurses renewing their annual membership.

Council was updated on collaborative work, including:

- approval of new national Entry to Practice Competencies for Nurse Practitioners by the Canadian Council of Registered Nurse Regulators (CCRNRR)
- achievement of the first milestone in Nursys Canada. CNO and the British Columbia College of Nurses and Midwives can now share and review registration and disciplinary information about nurses registered in those two provinces using the Nursys application.

Council was updated on the work being done to support nurses in understanding their professional accountability, including the new Code of Conduct, ongoing enhancements to CNO's Quality Assurance Program and a new statement on the standard of care. It was confirmed that CNO will continue its collaborative work to support public safety.

Executive Committee

Council members had received draft minutes of the Executive Committee meeting of November 17, 2022. N. Thick noted that the focus of the meeting was on planning for the December Council meeting, including plans for a workshop sharing the results of the Council evaluation.

N. Thick noted the Executive serves as Council's governance committee. She flagged the importance of a complete and diverse Executive Committee, noted that CNO staff will be circulating a call for candidates for election to the Executive and encouraged members to consider the opportunity.

Thursday December 8, 2022

Quality Assurance Program

N. Thick noted that Quality Assurance (QA) is a proactive regulatory program, required in legislation. She noted that it supports nurses in maintaining and improving their competence by integrating learnings into their practice and is integral in ensuring the public receives safe, quality, and ethical care.

C. Mill, Manager, Practice Quality and A. Tong provided an overview on the current Quality Assurance Program and the plans for program transformation beginning in 2023. It was noted that CNO will be implementing a new learning management information platform for nurses participating in the QA Program, particularly those selected for the QA Assessment component of the program. It was confirmed that implementation of change will be managed, with a small selection for QA Assessment in 2023. Ongoing evaluation and feedback will support ongoing improvements to the program. Over time, the plans are to expand the selection for QA Assessment.

In March, staff will update Council with information on the plans to role out the new program and the framework for selecting nurses to participate in the QA Assessment component of the QA program.

Finance Committee

Council members had received a report of the Finance Committee meeting of November 17, 2022. R. Kaur Chaired the meeting and highlighted the report.

Financial Statements

Council had received the unaudited financial statements for the nine-months ended September 30, 2022. R. Kaur noted that the year-to-date surplus of \$4.2M is \$7.2M more than the budgeted deficit of \$3M. She reported that the Finance Committee had discussed the reasons for the variance from budget.

Motion 5

Moved by R. Kaur, seconded by N. Hillier,

That Council accept the unaudited financial statements for the nine months ended Sept 30, 2022

CARRIED

Sub-Committee on Compensation

R. Kaur noted that the Finance Committee had received a report from the Sub-Committee on Compensation. She highlighted advice by the Sub-Committee that the compensation program proposed for 2023 is congruent with:

- CNO's Compensation Principles and
- best practices in human resource management.

2023 Budget

R. Kaur noted that Council received the same budget package as the Finance Committee. She identified that the package is detailed and clearly explains how it is proposed that resources be allocated in 2023 and includes projections to 2026.

S. Mills provided an overview of the budget which includes resources to support ongoing operations, enhancements to key regulatory functions, and implementing the Strategic Plan. He flagged that the outcome of the 2023 budget and 2024 projection puts CNO below the minimum accumulated surplus benchmark of three months' operating expenses, and a fee increase may need to be considered for 2024.

R. Kaur assured Council that the Finance Committee did its due diligence and is confident that the proposed budget provides the resources CNO needs to meet its regulatory role, implement its strategic plan, and support its long-term financial viability. She noted that in February, the Finance Committee will review the unaudited year-end results and decide whether to recommend a fee increase to Council for 2024.

Motion 6

Moved by R. Kaur, seconded by D. Thompson,

That the 2023 operating and capital budgets be approved.

CARRIED

Board Evaluation

N. Thick noted Council's commitment to undertaking an evaluation of its effectiveness. She noted that Council approved its evaluation policy in September and had a professional development session in December to support further learning about evaluation and have preliminary discussion on the results of the evaluation.

J. Butterfield and A. Williams from Watson joined the meeting. They reviewed the work completed and identified that they will review the feedback from the workshop and identify priority areas for Council focus.

N. Thick noted the Executive Committee will be reviewing the report and the priorities identified by Council and will bring a strategic, focused approach to Council for review in March.

By-laws amendments related to statutory committees

Council received a discussion note about proposed by-law amendments to support statutory committee effectiveness. The by-laws, which will be considered by Council for decision in March, give Council the flexibility to add members to statutory committees, if needed, by removing the maximum membership in by-laws regarding committee structure.

It was noted the proposed amendments provide the flexibility to allow for change if needed. Council members did not identify any questions or further information needed for decision-making in March.

Dates of Council meetings

The Executive recommended dates for Council meetings in 2023.

Motion 7

Moved by A. Jahangir, seconded by E. Mutia,

That Council approve the following meeting dates for 2023:

- Wednesday and Thursday, September 27 and 28, 2023
- Wednesday and Thursday, December 6 and 7, 2023

CARRIED

Next meeting

Council will meet again on March 8 and 9, 2023. The meeting will be virtual.

Adjournment

At 2:00 p.m., it was

Motion 8

Moved by F. Osime, seconded by S. Leduc,

That Council adjourn.

CARRIED



Decision Note – March 2023 Council

Proposed Registration Regulation Changes

Contact for Questions or More Information

Erin Tilley, Manager of Regulatory Policy and Research

Decision for Consideration

That Council approve in principle amendments to Ontario Regulation [275/94](#) (General) under the *Nursing Act, 1991*, as shown in [attachment 1](#) to this decision note, and to direct circulation to members and other stakeholders for 60 days before being returned for Council consideration and approval.

Please see [attachment 1](#) for the redlined version showing the proposed regulation changes and [attachment 2](#) for a chart that provides the rationale for each change.


Public Interest

Section 2.1 of Schedule 2 of the *Regulated Health Professions Act, 1991* (RHPA) being the *Health Professions Procedural Code* (Code) states that: “It is the duty of the College to work in consultation with the Minister to ensure, as a matter of public interest, that the people of Ontario have access to adequate numbers of qualified, skilled and competent regulated health professionals” which includes in emergency situations.

It is the College of Nurses of Ontario’s (CNO’s) accountability to set requirements to ensure those entering the profession in Ontario have the knowledge, skill, and judgement to provide safe and competent patient care. This work aligns with CNO’s Strategic Plan, specifically the first strategic outcome: “Applicants for registration will experience processes that are evidence-informed, fair, inclusive, and effective, contributing to improved public access to safe nursing care”.

Regulation-Making Authority

Section 5 of Ontario Regulation [508/22](#) under the RHPA sets out the requirements that must be included in regulations under the *Nursing Act, 1991* related to establishing an Emergency Class of registration. Council is required to make such regulations establishing an Emergency Class pursuant to section 16.3 of the Code, which will come into force on a forthcoming date to be named by the Lieutenant Governor in Council.



The regulation-making authority is set out in paragraph k.3 of subsection 43(1) of the RHPA. The Lieutenant Governor in Council has final approval (with prior review of the Minister) respecting any regulation that Council may pass.

Background

Current State: Emergency Assignment Class

Regulation 275/94 under the *Nursing Act, 1991* outlines the certificates of registration that are available within the profession of nursing. One of these certificates is the Emergency Assignment Class (EAC). This class was initially proposed by CNO in 2010 to:

“simplify and expedite the provision of needed nurses in an emergency. This class of registration will only come into effect when the provincial government declares a state of emergency and asked the College to assist by issuing Emergency Class certificates. Emergency Class certificates will be subject to specific conditions and time-limited.”¹

CNO has used the EAC twice over the course of the COVID-19 pandemic. However, as per the expectations outlined below, changes are needed to regulations under the *Nursing Act, 1991* to comply with new government regulations.

For more information on CNO’s current EAC provisions, please refer to [attachment 3](#).

Direction from the Ministry of Health (MOH)

In April 2022, Bill 106, the *Pandemic and Emergency Preparedness Act, 2022* was approved by the Ontario Government. This Bill changed parts of legislation, including the RHPA, which is the legislation that governs all regulated health professions in Ontario.


On October 27, 2022, the Lieutenant Governor in Council approved a regulation made under the RHPA that, amongst other things, requires health regulatory Colleges to develop regulations creating an Emergency Class of registration.

As per the regulation under the RHPA, features of this class must include:

1. The specific emergency circumstances that will cause the class to be open for registration.
2. A specified time period of no more than a year after which the certificate of registration will expire but can be renewed for the same period of time with no limit on the number of renewals as long as the emergency circumstance persists.
3. Circumstances in which a member of the Emergency Class may apply for registration in another registration class and be exempt from at least some registration requirements that would ordinarily apply to that other class of registration.

In addition, with respect to item 3 above, the new regulation under the RHPA states Council can establish alternative requirements that must be met by the applicant.

¹ Retrieved from a past Council briefing note related to the initial proposal of the EAC.



Overview of Proposed Regulatory Changes

Here is a summary of the proposed regulatory changes under the *Nursing Act, 1991*:

- Changing the name from “Emergency Assignment Class” to “Emergency Class” to align language across provincial health profession regulators.
- Enabling a practicing member of the Emergency Class to transition to the Temporary Class. To be consistent with the Temporary Class, we are proposing to add the following to the Emergency Class certificate of registration:
 - Adding the successful completion of the jurisprudence exam as a registration requirement.
 - Allowing the applicant to have two exam attempts (two failures would mean the individual cannot apply to the Emergency Class) or for those in the Emergency Class, their certificate of registration would be revoked after two failures.
 - Adding terms, conditions, and limitations, such as the supervisory requirement.
- Amending the regulation to include an additional circumstance in which the class would be opened: the decision to open the class could be made by Council.
- Adding a provision to give Council the authority to determine when the class will end and providing 30 days to allow Emergency Class members to transition care of their patients and apply for the Temporary Class if they wish.
- Adding a provision to enable the Executive Director (ED) to revoke an Emergency Class certificate of registration if it is in the public interest (e.g., patient safety issue).
- Changes to include more inclusive language to align with CNO’s values on diversity, equity and inclusion (e.g., instead of “he or she”, we are proposing to revise to “the applicant”).


For more detailed information, please refer to attachment 2, which includes the rationale chart for each regulation addition and revision.

EAC Evaluation Survey and Lessons Learned

Following the first enactment of the EAC, CNO disseminated a survey invitation to 827 members who had registered in the EAC. In total, 156 members completed the survey. CNO also conducted an internal evaluation with CNO staff directly involved in enacting and implementing the EAC. The lessons learned from this evaluation informed the second enactment of the EAC and can inform future enactment of the Emergency Class. For example, we want to ensure broad communication with a variety of stakeholder groups to inform them about the class (e.g., not only to potential applicants but also to socialize the class with employers).

Literature Reviews and Regulatory Review

CNO has conducted past literature reviews and a review of other regulators in relation to entry exams. In terms of exam attempts, most other Canadian nursing regulators allow those in a time-limited class more than one attempt to complete the relevant nursing exam. Only four (LPNs in New Brunswick, Nova Scotia, and Newfoundland, and NPs in New Brunswick) revoke a certificate of registration after a single exam fail. Among the other schemes, seven allowed two attempts, eight allowed three attempts and six allowed unlimited attempts. The rationale for allowing multiple attempts is that failure to pass the exam may be attributed to factors unrelated to competence. Further, some literature suggests that score gain between the first and second exam attempt reflects an increase in ability, whereas pass rates drop considerably with subsequent attempts.



Also, in terms of the importance of the exam as it is linked to patient safety, several studies have investigated the correlation between national registration exam performance and patient safety. Studies show those who score lower on the exam are at greater risk of providing an unacceptable quality of patient care.² For example, they are subject to higher rates of complaints and reports with disciplinary action taken.

In relation to the Jurisprudence Exams, as described in the December 2022 Council briefing note, insights and evidence gathered from a jurisdictional scan (national and province-specific), literature review, and consultation with stakeholders and subject matter experts informed CNO's vision for a new approach. The new Jurisprudence Exams will consist of online learning modules and testing components designed to support applicant learning and assess knowledge attained.

Implementation

CNO is actively working to implement the proposed changes (e.g., operational and system changes) to prepare, should the changes be approved and take effect. Also, we continue to collaborate and engage with the MOH.

Next Steps

1. Subject to Council approval, the draft regulations will be circulated to registrants and other stakeholders over the 60-day consultation period (from March 8th to May 7th).
2. Following the 60-day consultation period, Council will meet again to review the consultation feedback and consider approval of the regulations. Subject to Council approval, the proposed regulations would be submitted to the Government.

Attachments

1. Redlined version showing the proposed regulation changes
2. A chart that provides for the rationale for each change
3. A description of CNO's current Emergency Assignment Class provisions

² Cuddy, M.M., Young, A., Gelman, A., Swanson, D., Johnson, D.A., Dillon, G.F., & Clauser, B.E. (2017). Exploring the relationships between USMLE performance and disciplinary action in practice: A validity study of score inferences from a licensure examination. *Academic Medicine*, 92(12), 1780-1785. DOI: 10.1097/ACM.0000000000001747; Kinney, C.L., Raddatz, M.M., Sliwa, J.A., Clark, G.S., & Robinson, L.R. (2019). Does performance on the American Board of Physical Medicine and Rehabilitation initial certification examinations predict future physician disciplinary actions? *American Journal of Physical Medicine & Rehabilitation*, 98(12), 1079-1083. DOI: 10.1097/PHM.0000000000001250; Norcini, J., Boulet, J.R., Opalek, A., & Dauphinee, W.D. (2014). The relationship between licensing examination performance and the outcomes of care by international medical school graduates. *Academic Medicine*, 89(8), 1157-62. doi: 10.1097/ACM.0000000000000310; Tamblyn, R., Abrahamowicz, M., Dauphinee, D., Wenghofer, E., Jacques, A., Klass, D., Smee, S., Blackmore, D., Winslade, N., Girard, N., Du Berger, R., Bartman, I., Buckeridge, D. L., & Hanley, J. A. (2007). Physician scores on a national clinical skills examination as predictors of complaints to medical regulatory authorities. *JAMA*, 298(9), 993-1001. <https://doi.org/10.1001/jama.298.9.993>; Wenghofer, E., Klass, D., Abrahamowicz, M., Dauphinee, D., Jacques, A., Smee, S., Blackmore, D., Winslade, N., Reidel, K., Bartman, I. & Tamblyn, R. (2009). Doctor scores on national qualifying examinations predict quality of care in future practice. *Medical Education*, 43(12), 1166-1173. <https://doi.org/10.1111/j.1365-2923.2009.03534.x>



Attachment 1

Redlined Version Showing the Proposed Regulation Changes

Nursing Act, 1991

ONTARIO REGULATION 275/94

GENERAL

Consolidation Period: From October 31, 2022 to the [e-Laws currency date](#).

Last amendment: [509/22](#).

Legislative History: 115/96, 39/98, [158/00](#), [212/00](#), [472/01](#), [264/04](#), [376/04](#), [406/04](#), [433/04](#), [22/06](#), [190/06](#), [387/06](#), [131/07](#), [433/07](#), [502/07](#), [410/08](#), [311/10](#), [387/11](#), [174/12](#), [175/12](#), [268/13](#), [CTR 15 JL 08 - 1](#), [462/16](#), [111/17](#), [473/19](#), [741/20](#), [308/22](#), [509/22](#).

This is the English version of a bilingual regulation.

...

PART II REGISTRATION

CERTIFICATES OF REGISTRATION

1. (1) The following are prescribed as classes of certificates of registration for registered nurses:

1. General.
2. Extended.
3. Temporary.
4. Special Assignment.
5. Emergency-**Assignment**.
6. Non-Practising. O. Reg. 175/12, s. 1.

(2) A registered nurse may not hold more than one class of certificate of registration as a registered nurse at one time. O. Reg. 175/12, s. 1.


1.1 (1) The following are prescribed as classes of certificates of registration for registered practical nurses:

1. General.
2. Temporary.
3. Special Assignment.
4. Emergency-**Assignment**.
5. Non-Practising. O. Reg. 175/12, s. 1.

(2) A registered practical nurse may not hold more than one class of certificate of registration as a registered practical nurse at one time. O. Reg. 175/12, s. 1.

1.2 (1) The following are defined as specialties for certificates for a member who is a registered nurse in the extended class:

1. Primary Health Care.
2. Paediatrics.
3. Adult.



4. Anaesthesia. O. Reg. 175/12, s. 1.

(2) A registered nurse in the extended class shall hold a certificate in a specialty mentioned in subsection (1). O. Reg. 175/12, s. 1.

(3) A registered nurse in the extended class who is issued a certificate in a specialty mentioned in subsection (1) may be issued additional specialty certificates if he or she meets all the requirements in this Regulation relating to those specialty certificates. O. Reg. 175/12, s. 1.

(4) For greater clarity, a specialty certificate defined under subsection (1) is not a class of certificate of registration. O. Reg. 175/12, s. 1.

APPLICATION FOR CERTIFICATE OF REGISTRATION

1.3 (1) A person may apply for a certificate of registration in any class by completing an application in the form provided by the Executive Director and submitting it along with any supporting documentation requested by the Executive Director and the applicable fees. O. Reg. 175/12, s. 1.


(2) If a person applies for an extended class certificate of registration, he or she must apply for a specialty certificate in at least one of the specialties of the extended class. O. Reg. 175/12, s. 1.

(3) A person who files an application for a certificate of registration may not make another application for the same class of certificate until the outstanding application has been finally disposed of. O. Reg. 175/12, s. 1.

REQUIREMENTS FOR ISSUANCE OF CERTIFICATE OF REGISTRATION, ANY CLASS

1.4 (1) The following are registration requirements for the issuance of a certificate of registration for any class:

1. The applicant must provide details to the Executive Director of any of the following that relate to the applicant at the time that the applicant submits the application, and of any of the following that come to relate to the applicant after the application is submitted and before a certificate of registration is issued:
 - i. A finding of guilt for any criminal offence, any offence relating to the use, possession or sale of drugs, any offence under the *Controlled Drugs and Substances Act* (Canada), or any other offence in relation to the practice of nursing or another profession in any jurisdiction.
 - ii. A finding of professional misconduct, incompetence, incapacity, professional negligence, malpractice or any similar finding against the applicant in relation to the practice of nursing or another profession in any jurisdiction.
 - iii. A current investigation, inquiry or proceeding for professional misconduct, incompetence or incapacity or any similar investigation or proceeding in relation to the practice of nursing or another profession in any jurisdiction.
 - iv. A current proceeding in respect of any offence in any jurisdiction.
 - v. A refusal to register the applicant to practise as a nurse or in another profession in any jurisdiction.
2. The applicant's past and present conduct, in the opinion of the Executive Director or a panel of the Registration Committee, must afford reasonable grounds for the belief that the applicant,
 - i. does not suffer from any physical or mental condition or disorder that could affect his or her ability to practise nursing in a safe manner,
 - ii. will practise nursing with decency, honesty and integrity and in accordance with the law,
 - iii. has sufficient knowledge, skill and judgment to competently engage in the practice of nursing authorized by the certificate of registration, and
 - iv. will display an appropriately professional attitude.
3. The applicant must have paid any fees required under the by-laws for the issuance of the certificate of registration. O. Reg. 175/12, s. 1.



(2) It is a registration requirement for the issuance of a certificate of registration for any class, other than the Emergency-Assignment and Non-Practising classes, that the applicant must be a Canadian citizen or permanent resident of Canada or must hold the appropriate authorization under the *Immigration and Refugee Protection Act (Canada)* to permit the applicant to engage in the practice of nursing in Ontario. O. Reg. 175/12, s. 1.

(3) The requirements under subsection (1) are non-exemptible. O. Reg. 175/12, s. 1.

(4) An applicant must meet all of the requirements for registration within two years from the day that he or she filed his or her application, but this does not prevent an applicant from filing a new application. O. Reg. 175/12, s. 1.

(5) An applicant shall be deemed not to have satisfied the requirements for the issuance of a certificate of registration of any class if the applicant makes a false or misleading statement or representation in his or her application or supporting documentation. O. Reg. 175/12, s. 1.

TERMS, ETC., OF EVERY CERTIFICATE


1.5 (1) Every certificate of registration is subject to the following terms, conditions and limitations:

1. The member shall provide to the Executive Director the details of any of the following that relate to the member and occur or arise on or after the day that the member was issued a certificate of registration:
 - i. A finding of guilt arising in any jurisdiction relating to any offence.
 - ii. A charge arising in any jurisdiction relating to any offence.
 - iii. A finding of professional misconduct, incompetence or incapacity or any similar finding, in relation to the practice of nursing or another profession in any jurisdiction.
 - iv. A current investigation, inquiry or proceeding for professional misconduct, incompetence or incapacity or any similar investigation or proceeding in relation to the practice of nursing or another profession in any jurisdiction.
2. The member shall, at the request of the Executive Director, provide information that is required pursuant to the Act, the *Regulated Health Professions Act, 1991*, regulations under those Acts or the by-laws in the form and manner requested by the Executive Director. O. Reg. 175/12, s. 1.

(2) Every certificate of registration, other than an Emergency-Assignment or Non-Practising certificate of registration, is subject to the following terms, conditions and limitations:

1. The member shall not engage in the practice of nursing unless the member is a Canadian citizen or permanent resident of Canada or has authorization under the *Immigration and Refugee Protection Act (Canada)* permitting the member to engage in the practice of nursing in Ontario.
2. The member shall immediately advise the Executive Director in writing in the event that the member ceases to be a Canadian citizen or permanent resident of Canada or to have authorization under the *Immigration and Refugee Protection Act (Canada)* permitting the member to engage in the practice of nursing in Ontario.
3. If a member to whom paragraph 2 applies subsequently obtains Canadian citizenship, becomes a permanent resident of Canada or attains authorization under the *Immigration and Refugee Protection Act (Canada)* permitting the member to engage in the practice of nursing in Ontario, he or she shall immediately advise the Executive Director in writing of that fact.
4. The member shall maintain professional liability protection in accordance with the requirements, if any, set out in the by-laws.
5. The member shall, at the request of the Executive Director, provide evidence satisfactory to the Executive Director that the member meets the condition required in paragraph 4, in the form and manner requested by the Executive Director. O. Reg. 175/12, s. 1.


(3) Every Emergency-Assignment certificate of registration is subject, in addition to the terms, conditions and limitations set out in subsection (1), to the following terms, conditions and limitations:

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1. The member shall maintain professional liability protection in accordance with the requirements, if any, set out in the by-laws.
 2. The member shall, at the request of the Executive Director, provide evidence satisfactory to the Executive Director that the member meets the condition required in paragraph 1, in the form and manner requested by the Executive Director. O. Reg. 175/12, s. 1.

GENERAL CERTIFICATES OF REGISTRATION — REGISTERED NURSE

2. (1) The following are additional requirements for the issuance of a certificate of registration as a registered nurse in the General class:

1. The applicant,
 - i. must have a minimum of a baccalaureate degree in nursing evidencing the successful completion of a program specifically designed to educate and train persons to be practising registered nurses,
 - A. awarded by a university in Canada as a result of successful completion of a program that was approved by Council or that was approved by a body approved by Council for that purpose,
 - B. awarded by a university as a result of successful completion of a program that was approved by Council or that was approved by a body approved by Council for that purpose, or
 - C. awarded by a college of applied arts and technology in Ontario as a result of successful completion of a program that was approved by Council or a body approved by Council for that purpose,
 - ii. must have a minimum of a baccalaureate degree in nursing evidencing the successful completion of a program specifically designed to educate and train persons to be practising registered nurses other than a program mentioned in subparagraph i, which program was approved by the Registration Committee as one whose graduates should possess knowledge, skill and judgment at least equivalent to those of current graduates of a program mentioned in sub-subparagraph i A or C, or
 - iii. must have successfully completed a program in nursing specifically designed to educate and train persons to be practising registered nurses, other than a program mentioned in subparagraph i or ii, and,
 - A. must have successfully completed a program that, at the time the applicant commenced it, was approved by Council as one whose graduates should possess knowledge, skill and judgment at least equivalent to those of current graduates of a program mentioned in sub-subparagraph i A or C, or
 - B. must have paid any fees required under the by-laws, undergone an evaluation approved by Council and satisfied the Executive Director or a panel of the Registration Committee that he or she has successfully completed further education or training or combination of education and training approved by the Registration Committee that was identified in the evaluation as being necessary to evidence that the applicant possesses knowledge, skill and judgment at least equivalent to those of current graduates of a program mentioned in sub-subparagraph i A or C.
2. The applicant must have successfully completed an examination for registration as a registered nurse at a time when that examination was approved by Council and at a time when he or she was eligible under section 9 to take that examination, or must have successfully completed an examination approved by Council for that purpose.
3. The applicant,
 - i. must have been awarded the degree mentioned in subparagraph 1 i or ii no more than three years before the day that the applicant met all other requirements for the issuance of the certificate of registration,
 - ii. must have successfully completed all requirements of one of sub-subparagraph 1 iii A or B no more than three years before the day that the applicant met all other requirements for the issuance of the certificate of registration,

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- iii. must demonstrate evidence of practice as a registered nurse no more than three years before the day on which the applicant met all other requirements for the issuance of the certificate of registration, or
 - iv. must have paid any fees required under the by-laws, undergone an evaluation approved by the Registration Committee at a time when the evaluation was approved by the Registration Committee and met requirements regarding additional training, experience, examinations or assessments specified by a panel of the Registration Committee within the period of time specified by the panel.
4. The applicant must, within five years before the day that the applicant is issued the certificate of registration, have successfully completed the examination in nursing jurisprudence that is approved by Council for applicants for the issuance of a certificate of registration as a registered nurse.
 5. The applicant must have demonstrated language proficiency and the ability to communicate and comprehend effectively, both orally and in writing, in either English or French at a date no more than two years before the day that he or she is issued the certificate of registration, or such longer period of time as specified by a panel of the Registration Committee, unless,
 - i. the applicant, on the day he or she submits the application, holds a certificate of registration as a registered nurse, other than a certificate in the Emergency ~~Assignment~~ or Non-Practising class, or
 - ii. the applicant previously held a certificate of registration as a registered nurse, other than a certificate in the Emergency ~~Assignment~~, retired or Non-Practising class and since the date that the applicant last held that certificate no more than two years or such longer period of time as specified by a panel of the Registration Committee has elapsed. O. Reg. 175/12, s. 1; O. Reg. 462/16, s. 1; O. Reg. 741/20, s. 1.

(2) The requirements in subparagraph 1 ii or iii of subsection (1) shall be deemed not to have been met if the nursing program which the applicant relies on to meet that requirement was not recognized or approved in the jurisdiction in which the program was taken as qualifying the applicant to practise as a registered nurse in that jurisdiction. O. Reg. 175/12, s. 1.

(3) The requirements in paragraphs 1 and 2 of subsection (1) do not apply to an applicant who previously held a certificate as a registered nurse in the General or extended class. O. Reg. 175/12, s. 1.

(4) An applicant is exempt from the requirements in paragraphs 1, 2 and 5 of subsection (1) if the applicant holds a certificate of registration in the extended class at the time that he or she applies for the issuance of a certificate of registration as a registered nurse in the General class. O. Reg. 175/12, s. 1.

(5) Subject to subsections (3) and (4) and section 2.1, the requirements in subsection (1) are non-exemptible. O. Reg. 175/12, s. 1.

MOBILITY WITHIN CANADA

2.1 (1) Where section 22.18 of the Health Professions Procedural Code applies to an applicant for a certificate of registration as a registered nurse in the General class, the requirements of paragraphs 1, 2 and 3 of subsection 2 (1) of this Regulation are deemed to be met by the applicant. O. Reg. 175/12, s. 1.

(2) Despite subsection (1), it is a non-exemptible requirement that an applicant referred to in subsection (1) provide, for each jurisdiction where the applicant holds an out-of-province certificate, a certificate, letter or other evidence satisfactory to the Executive Director or a panel of the Registration Committee confirming that the applicant is in good standing as a nurse in that jurisdiction. O. Reg. 175/12, s. 1.

(3) Without in any way limiting the generality of subsection (2), “good standing” shall include the fact that,

- (a) the applicant is not the subject of any discipline or fitness to practise order or of any proceeding or ongoing investigation or of any interim order or agreement as a result of a complaint, investigation or proceeding; and

(b) the applicant is in compliance with the continuing competency and quality assurance requirements of the regulatory authority that issued the applicant the out-of-province certificate as a registered nurse. O. Reg. 175/12, s. 1; O. Reg. 462/16, s. 2.

(4) An applicant referred to in subsection (1) is deemed to have met the requirements of paragraph 5 of subsection 2 (1) where the requirements for the issuance of the applicant's out-of-province certificate of registration included language proficiency requirements equivalent to those required by that paragraph. O. Reg. 175/12, s. 1.

(5) Despite subsection (1), a requirement set out in paragraph 1, 2 or 3 of subsection 2 (1) will continue to apply to an applicant where that requirement is a requirement described in subsection 22.18 (3) of the Health Professions Procedural Code. O. Reg. 175/12, s. 1.

(6) If an applicant to whom subsection (1) applies is unable to satisfy the Executive Director or a panel of the Registration Committee that the applicant practised the profession of nursing to the extent that would be permitted by a General certificate of registration as a registered nurse at any time in the three years immediately before the date of that applicant's application, the applicant must meet any further requirement to undertake, obtain or undergo material additional training, experience, examinations or assessments that may be specified by a panel of the Registration Committee. O. Reg. 175/12, s. 1.

TITLES — REGISTERED NURSE

2.2 (1) Subject to subsection (2), a registered nurse in the General class shall only use the title "Registered Nurse" or the abbreviation "RN" when practising as a nurse. O. Reg. 175/12, s. 1.

(2) If a member is a registered nurse in the General class and a registered practical nurse in the General class, he or she shall only use the title "Registered Practical Nurse" or the abbreviation "RPN" when practising the profession as a registered practical nurse. O. Reg. 175/12, s. 1.

GENERAL CERTIFICATES OF REGISTRATION — REGISTERED PRACTICAL NURSE

3. (1) The following are additional requirements for the issuance of a certificate of registration as a registered practical nurse in the General class:

1. The applicant,

i. must have a diploma in practical nursing evidencing the successful completion of a program specifically designed to educate and train persons to be practising registered practical nurses,

A. awarded by a College of Applied Arts and Technology in Ontario whose program was approved by Council or by a body approved by Council for that purpose, or


B. awarded as a result of successful completion of a program that was approved by Council or by a body approved by Council for that purpose,

ii. must have a diploma in practical nursing evidencing the successful completion of a program specifically designed to educate and train persons to be practising registered practical nurses, other than a program mentioned in subparagraph i, which program was approved by the Registration Committee as one whose graduates should possess knowledge, skill and judgment at least equivalent to those of current graduates of a program mentioned in sub-subparagraph i A,

iii. must have successfully completed a program in practical nursing specifically designed to educate and train persons to be practising registered practical nurses, other than a program mentioned in subparagraph i or ii, and,

A. must have successfully completed a program that, at the time the applicant commenced it, was approved by Council as one whose graduates should possess knowledge, skill and judgment at least equivalent to those of current graduates of a program mentioned in sub-subparagraph i A, or

B. must have paid any fees required under the by-laws, undergone an evaluation approved by Council and satisfied the Executive Director or a panel of the Registration Committee that he or she has successfully completed further education or training or combination of education and training approved by the Registration Committee that was identified in the evaluation as necessary to



evidence that the applicant possesses knowledge, skill and judgment at least equivalent to those of current graduates of a program mentioned in subparagraph i A.

- iv. must have satisfied the requirements of paragraph 1 of subsection 2 (1), or
 - v. must, if the applicant has not satisfied the requirements of paragraph 1 of subsection 2 (1), have successfully completed a program in nursing, specifically designed to educate and train persons to be practising registered nurses, must have paid any fees required under the by-laws, undergone an evaluation approved by Council and satisfied the Executive Director or a panel of the Registration Committee that he or she has successfully completed further education or training or combination of education and training approved by the Registration Committee that was identified in the evaluation as necessary to evidence that the applicant possesses knowledge, skill and judgment at least equivalent to those of current graduates of a program mentioned in subparagraph i A.
2. The applicant must have successfully completed an examination for registration as a registered practical nurse at a time when that examination was approved by Council and at a time when he or she was eligible under section 9 to take that examination, or must have successfully completed an examination approved by Council for that purpose.
 3. The applicant,
 - i. must have been awarded the diploma mentioned in subparagraph 1 i or ii no more than three years before the day that the applicant met all other requirements for the issuance of the certificate of registration,
 - ii. must have successfully completed all the requirements of subparagraph 1 iii, iv or v no more than three years before the day that the applicant met all other requirements for the issuance of the certificate of registration,
 - iii. must demonstrate evidence of practice as a registered practical nurse no more than three years before the day on which the applicant met all other requirements for the issuance of the certificate of registration, or
 - iv. must have paid any fees required under the by-laws, undergone an evaluation approved by the Registration Committee at a time when the evaluation was approved by the Registration Committee and met requirements regarding additional training, experience, examinations or assessments specified by a panel of the Registration Committee within the period of time specified by the panel.
 4. The applicant must, within five years before the day that the applicant is issued a certificate as a registered practical nurse, have successfully completed the examination in nursing jurisprudence that is approved by Council for applicants for the issuance of a certificate as a registered practical nurse.
 5. The applicant must have demonstrated language proficiency and the ability to communicate and comprehend effectively, both orally and in writing, in either English or French at a date no more than two years before the day that he or she is issued a certificate in the General class, or such longer period of time as specified by a panel of the Registration Committee, unless,
 - i. the applicant, on the day he or she submits the application, holds a certificate of registration as a registered practical nurse, other than a certificate in the Emergency **Assignment** or Non-Practising class, or
 - ii. the applicant previously held a certificate of registration as a registered practical nurse, other than a certificate in the Emergency **Assignment**, retired or Non-Practising class and since the last date that the applicant held that certificate no more than two years or such longer period of time as specified by a panel of the Registration Committee has elapsed. O. Reg. 175/12, s. 1; O. Reg. 462/16, s. 3 (1).
- (2) The requirements of subparagraph 1 ii, iii or v of subsection (1) shall be deemed not to have been met where the nursing program which the applicant relies on to meet that requirement was not recognized or approved in the jurisdiction in which the program was taken as qualifying the applicant to practise as a registered practical nurse in that jurisdiction. O. Reg. 175/12, s. 1.

(3) The requirements in paragraphs 1 and 2 of subsection (1) do not apply to an applicant who previously held a certificate as a registered practical nurse in the General class. O. Reg. 175/12, s. 1.

(4) Subject to subsection (3) and section 3.1, the requirements in subsection (1) are non-exemptible. O. Reg. 175/12, s. 1; O. Reg. 462/16, s. 3 (2).

MOBILITY WITHIN CANADA

3.1 (1) Where section 22.18 of the Health Professions Procedural Code applies to an applicant for a certificate of registration as a registered practical nurse in the General class, the requirements of paragraphs 1, 2 and 3 of subsection 3 (1) of this Regulation are deemed to be met by the applicant. O. Reg. 175/12, s. 1.

(2) Despite subsection (1), it is a non-exemptible requirement that an applicant referred to in subsection (1) provide, for each jurisdiction where the applicant holds an out-of-province certificate, a certificate, letter or other evidence satisfactory to the Executive Director or a panel of the Registration Committee confirming that the applicant is in good standing as a nurse in that jurisdiction. O. Reg. 175/12, s. 1.

(3) Without in any way limiting the generality of subsection (2), “good standing” shall include the fact that,

- (a) the applicant is not the subject of any discipline or fitness to practise order or of any proceeding or ongoing investigation or of any interim order or agreement as a result of a complaint, investigation or proceeding; and
- (b) the applicant is in compliance with the continuing competency and quality assurance requirements of the regulatory authority that issued the applicant the out-of-province certificate as a registered practical nurse. O. Reg. 175/12, s. 1; O. Reg. 462/16, s. 4.

(4) An applicant referred to in subsection (1) is deemed to have met the requirements of paragraph 5 of subsection 3 (1) where the requirements for the issuance of the applicant’s out-of-province certificate of registration included language proficiency requirements equivalent to those required by that paragraph. O. Reg. 175/12, s. 1.

(5) Despite subsection (1), a requirement set out in paragraph 1, 2 or 3 of subsection 3 (1) will apply to an applicant if that requirement is a requirement described in subsection 22.18 (3) of the Health Professions Procedural Code. O. Reg. 175/12, s. 1.

(6) If an applicant to whom subsection (1) applies is unable to satisfy the Executive Director or a panel of the Registration Committee that the applicant practised the profession of nursing to the extent that would be permitted by a General certificate of registration as a registered practical nurse at any time in the three years immediately before the date of that applicant’s application, the applicant must meet any further requirement to undertake, obtain or undergo material additional training, experience, examinations or assessments that may be specified by a panel of the Registration Committee. O. Reg. 175/12, s. 1.

TITLES — REGISTERED PRACTICAL NURSES

3.2 (1) Subject to subsections (2) and (3), a registered practical nurse in the General class shall use only the title “Registered Practical Nurse” or the abbreviation “RPN” when practising as a nurse. O. Reg. 175/12, s. 1.


(2) If a member is a registered practical nurse in the General class and a registered nurse in the General class, he or she shall use only the title “Registered Nurse” or the abbreviation “RN” when practising the profession as a registered nurse. O. Reg. 175/12, s. 1.

(3) If a member is a registered practical nurse in the General class and a registered nurse in the extended class, he or she shall use only the title “Registered Nurse Extended Class” or “Nurse Practitioner” and the abbreviation “RN(EC)” or “NP” when practising the profession as a registered nurse in the extended class. O. Reg. 175/12, s. 1.

EXTENDED CERTIFICATES OF REGISTRATION

4. (1) The following are additional requirements for the issuance of a certificate of registration as a registered nurse in the extended class:

1. The applicant,

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- i. must be or have been registered as a registered nurse in the General class by the College,
 - ii. must meet the registration requirements as a registered nurse in the General class set out in paragraphs 1 and 2 of subsection 2 (1), or
 - iii. must be or have been registered as a registered nurse by the health regulatory authority in a province or territory of Canada, in one of the states of the United States of America or in another jurisdiction approved by Council.
2. The applicant,
- i. must have graduated from an Ontario university nursing program specifically designed to educate and train a registered nurse to practise in the specialty for which he or she applied in the extended class and which program was approved by Council or a body approved by Council for that purpose,
 - ii. must have graduated from a university nursing program specifically designed to educate and train a registered nurse to practise in the specialty for which he or she applied in the extended class and which program was approved by Council or a body approved by Council for that purpose,
 - iii. must have graduated from a university nursing program specifically designed to educate and train a registered nurse to practise in the specialty for which he or she applied in the extended class, other than a program mentioned in subparagraph i or ii, which program was approved by the Registration Committee as one whose graduates should possess knowledge, skill and judgment at least equivalent to those of current graduates of a program mentioned in subparagraph i, or
 - iv. must have graduated from a program in nursing specifically designed to educate and train a registered nurse to practise in the specialty for which he or she applied in the extended class other than a program mentioned in subparagraph i, ii or iii, and,
 - A. must have successfully completed a program approved by Council as one whose graduates should possess knowledge, skill and judgment at least equivalent to current graduates of a program mentioned in subparagraph i, or
 - B. must have paid any fees required under the by-laws, have undergone an evaluation approved by Council and satisfied the Executive Director or a panel of the Registration Committee that he or she has successfully completed any further education or training or combination of education and training approved by the Registration Committee that was identified by the evaluation as being necessary to evidence that the applicant possesses knowledge, skill and judgment at least equivalent to those of current graduates of a program mentioned in subparagraph i.
3. The applicant must have successfully completed an examination in that specialty in the extended class for which he or she applied at a time when that examination was approved by Council and at a time when he or she was eligible under section 9.1 to take that examination, or must have successfully completed an examination approved by Council for that purpose.
4. The applicant,
- i. must have graduated from a university nursing program referred to in subparagraph 2 i, ii or iii no more than three years before the day that he or she met all other requirements for the issuance of a certificate as a registered nurse in the extended class,
 - ii. must have successfully completed all the requirements of one of sub-subparagraph 2 iv A or B no more than three years before the day that he or she met all other requirements for the issuance of a certificate as a registered nurse in the extended class,
 - iii. must demonstrate evidence of practice as a registered nurse no more than three years before the day on which the applicant met all other requirements for the issuance of a certificate as a registered nurse in the extended class, and in such a case the practice must include,

- A. clinical practice within each specialty in the extended class for which the applicant applied, and
 - B. a nursing role within that specialty that required him or her to use, in the treatment of patients, advanced knowledge and decision-making skill in assessment, diagnosis and therapeutics, or
- iv. must have paid any fees required under the by-laws, undergone an evaluation approved by the Registration Committee at a time when that evaluation was approved by the Registration Committee and met requirements regarding additional training, experience, examinations or assessments specified by a panel of the Registration Committee within the period of time specified by the panel.
5. The applicant must, within five years before the day that the applicant is issued a certificate as a registered nurse in the extended class, have successfully completed the examination in nursing jurisprudence that is approved by Council for applicants for the issuance of a certificate as a registered nurse in the extended class.
6. The applicant must have demonstrated language proficiency and the ability to communicate and comprehend effectively, both orally and in writing, in either English or French at a date no more than two years before the day that he or she is issued a certificate in the extended class, or such longer period of time as specified by a panel of the Registration Committee, unless,
- i. the applicant, on the day that he or she submits the application, holds a certificate of registration issued by the College, other than an Emergency ~~Assignment~~ or Non-Practising class, or
 - ii. the applicant previously held a certificate of registration, other than an Emergency ~~Assignment~~, retired or Non-Practising class, and no more than two years has elapsed since the date that the applicant last held that certificate or such longer period of time as specified by a panel of the Registration Committee. O. Reg. 175/12, s. 1; O. Reg. 462/16, s. 5 (1).

(2) The requirements of subparagraph 2 iii or iv of subsection (1) shall be deemed not to have been met where the nursing program which the applicant relies on to meet that requirement was not recognized or approved in the jurisdiction in which the program was taken as qualifying the applicant to practise as a registered nurse or a registered nurse in the extended class in that jurisdiction. O. Reg. 175/12, s. 1.

(3) An applicant is deemed to have met the requirements of subparagraph 2 i of subsection (1) if he or she,

- (a) was enrolled before December 31, 2011, in an Ontario university program designed to educate and train registered nurses to practise the specialty for which the applicant applied in the extended class that was approved by the Council of Ontario University Programs in Nursing and the Senate or Governing Council of the Ontario university that offered the program; and

- (b) graduated after December 31, 2011 from the program referred to in clause (a). O. Reg. 175/12, s. 1; O. Reg. 462/16, s. 5 (2).


(4) The requirements in paragraphs 1, 2 and 3 of subsection (1) do not apply with respect to an applicant who previously held an extended class certificate of registration as a registered nurse. O. Reg. 175/12, s. 1.

(5) Subject to subsections (3) and (4) and section 4.1, the requirements of subsection (1) are non-exemptible. O. Reg. 175/12, s. 1.

MOBILITY WITHIN CANADA

4.1 (1) Where section 22.18 of the Health Professions Procedural Code applies to an applicant for a certificate of registration as a registered nurse in the extended class, the requirements of paragraphs 1, 2, 3 and 4 of subsection 4 (1) of this Regulation are deemed to be met by the applicant. O. Reg. 175/12, s. 1.

(2) Despite subsection (1), it is a non-exemptible requirement that an applicant referred to in subsection (1) provide, for each jurisdiction where the applicant holds an out-of-province certificate, a certificate, letter or other evidence satisfactory to the Executive Director or a panel



of the Registration Committee confirming that the applicant is in good standing as a nurse in that jurisdiction. O. Reg. 175/12, s. 1.

(3) Without in any way limiting the generality of subsection (2), “good standing” shall include the fact that,

- (a) the applicant is not the subject of any discipline or fitness to practise order or of any proceeding or ongoing investigation or of any interim order or agreement as a result of a complaint, investigation or proceeding; and
- (b) the applicant is in compliance with the continuing competency and quality assurance requirements of the regulatory authority that issued the applicant the out-of-province certificate as a registered nurse in the extended class. O. Reg. 175/12, s. 1; O. Reg. 462/16, s. 6.

(4) An applicant referred to in subsection (1) is deemed to have met the requirement of paragraph 6 of subsection 4 (1) where the requirements for the issuance of the applicant’s out-of-province certificate of registration included language proficiency requirements equivalent to those required by that paragraph. O. Reg. 175/12, s. 1.

(5) Despite subsection (1), a requirement set out in paragraph 1, 2, 3 or 4 of subsection 4 (1) will continue to apply to an applicant where that requirement is a requirement described in subsection 22.18 (3) of the Health Professions Procedural Code. O. Reg. 175/12, s. 1.

(6) If an applicant to whom subsection (1) applies is unable to satisfy the Executive Director or a panel of the Registration Committee that the applicant practised the profession of nursing to the extent that would be permitted by an extended class certificate of registration at any time in the three years immediately before the date of that applicant’s application, the applicant must meet any further requirement to undertake, obtain or undergo material additional training, experience, examinations or assessments that may be specified by a panel of the Registration Committee. O. Reg. 175/12, s. 1.

TITLES

4.2 (1) Subject to subsections (2), (3), (4) and (5) and 3.2 (3), a registered nurse in the extended class shall use the title “Nurse Practitioner” or the abbreviation “NP” or the title “Registered Nurse Extended Class” or the abbreviation “RN(EC)” when practising as a nurse. O. Reg. 175/12, s. 1.

(2) A member holding a primary health care specialty certificate may use the title “Nurse Practitioner — Primary Health Care” or the abbreviation “NP — PHC” when practising in that role. O. Reg. 175/12, s. 1.

(3) A member holding a paediatrics specialty certificate may use the title “Nurse Practitioner — Paediatrics” or the abbreviation “NP — Paediatrics” when practising in that role. O. Reg. 175/12, s. 1.

(4) A member holding an adult specialty certificate may use the title “Nurse Practitioner — Adult” or the abbreviation “NP — Adult” when practising in that role. O. Reg. 175/12, s. 1.

(5) A member holding an anaesthesia specialty certificate may use the title “Nurse Practitioner — Anaesthesia” or the abbreviation “NP — Anaesthesia” when practising in that role. O. Reg. 175/12, s. 1.


(6) Except as permitted by the Act or this Regulation, no other title, designation, variation, abbreviation or an equivalent in another language shall be used by a registered nurse in the extended class. O. Reg. 175/12, s. 1.

(7) No member shall use the title “Nurse Practitioner” or any variation or abbreviation thereof, or the designation “Registered Nurse Extended Class” or any variation or abbreviation thereof, unless the member holds an extended class certificate of registration. O. Reg. 175/12, s. 1.

(8) No member shall refer to himself or herself as a specialist in any specialty of the extended class unless the member holds a specialty certificate in that specialty. O. Reg. 175/12, s. 1.

TEMPORARY CERTIFICATES OF REGISTRATION

5. (1) The following are additional requirements for the issuance of a certificate of registration in the Temporary class:

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1. The applicant must not have previously held,
 - i. a Temporary certificate of registration as a registered nurse, in the case of a registered nurse applicant, or
 - ii. a Temporary certificate of registration as a registered practical nurse, in the case of a registered practical nurse applicant.
 2. REVOKED: O. Reg. 509/22, s. 1 (1).
 3. The applicant must not have twice failed,
 - i. an examination mentioned in paragraph 2 of subsection 2 (1), in the case of a registered nurse applicant, or
 - ii. an examination mentioned in paragraph 2 of subsection 3 (1), in the case of a registered practical nurse applicant.
 4. The applicant must have a written offer of employment with an Ontario facility described in Schedule 1, or approved by a panel of the Registration Committee,
 - i. as a registered nurse, in the case of a registered nurse applicant, or
 - ii. as a registered practical nurse, in the case of a registered practical nurse applicant.
 5. The applicant, within five years before the day that he or she is issued a Temporary certificate, must have successfully completed the examination in nursing jurisprudence approved by Council for,
 - i. a registered nurse, in the case of a registered nurse applicant, or
 - ii. a registered practical nurse, in the case of a registered practical nurse applicant.
 6. The applicant must have demonstrated language proficiency and the ability to communicate and comprehend effectively, both orally and in writing, in either English or French within two years before the issuance of the certificate or such longer period of time as approved by a panel of the Registration Committee.
 7. The applicant must have successfully completed a nursing program that was, at the time the applicant completed the program, recognized or approved in the jurisdiction in which the program was taken as qualifying the applicant,
 - i. to practise as a registered nurse in that jurisdiction, in the case of an applicant for a Temporary certificate of registration as a registered nurse, or
 - ii. to practise as a registered practical nurse in that jurisdiction, in the case of an applicant for a Temporary certificate of registration as a registered practical nurse.
 8. The applicant must have successfully completed the educational requirements set out in paragraph 7 of this subsection or in paragraph 1 of subsection 2 (1) or paragraph 1 of subsection 3 (1), as applicable, within three years before the day on which the applicant met all other requirements for the issuance of a Temporary certificate unless,
 - i. the applicant demonstrates evidence of practice as a registered nurse or registered practical nurse, as applicable, no more than three years before the day on which the applicant met all other requirements for the issuance of a Temporary certificate, or
 - ii. the applicant pays any fees required under the by-laws, undergoes an evaluation approved by the Registration Committee at a time when that evaluation was approved by the Registration Committee, and meets requirements regarding additional training, experience, examinations or assessments specified by a panel of the Registration Committee, within three years before the day on which the applicant met all other requirements for the issuance of a Temporary certificate. O. Reg. 175/12, s. 1; O. Reg. 509/22, s. 1 (1-3).
- (2), (3) REVOKED: O. Reg. 509/22, s. 1 (4).
- (4) Subject to [subsection \(5\) and](#) section 5.2, the requirements of subsection (1) are non-exemptible. O. Reg. 175/12, s. 1.

(5) A member who holds an Emergency certificate of registration who is practicing at the time of applying for a Temporary certificate of registration is deemed to have met the requirements in paragraphs 5, 6, 7 and 8 of subsection (1).

i. as a registered nurse if the member holds an Emergency certificate of registration as a registered nurse, or


ii. as a registered practical nurse if the member holds an Emergency certificate of registration as a registered practical nurse.

5.1 (1) The following are terms, conditions and limitations of a Temporary certificate of registration:

1. The member shall practise the profession only within the facility mentioned in paragraph 4 of subsection 5 (1) and only within the scope of his or her employment with that facility.
2. The member's practice must be ~~monitored and directed~~ supervised by a member of the College holding a General or extended class certificate of registration.
3. The member shall not perform a controlled or authorized act, unless the act is ordered,
 - i. pursuant to clause 5 (1) (b) of the Act, or
 - ii. by a registered nurse in the General class.
4. The member shall not supervise, monitor or direct the performance of a controlled or authorized act or the practice of another member in any class.
5. The member shall not accept the delegation of a controlled or authorized act from another member or any other person.
6. The member shall not delegate to another member or any other person the authority to perform a controlled or authorized act.
7. The member shall at all times when providing nursing services identify himself or herself as a Temporary member.
8. The member shall be restricted to the use of the following title:
 - i. in the case of the holder of a Temporary certificate of registration as a registered nurse, "Registered Nurse (Temporary)" or "RN (Temp)", or
 - ii. in the case of the holder of a Temporary certificate of registration as a registered practical nurse, "Registered Practical Nurse (Temporary)" or "RPN (Temp)". O. Reg. 175/12, s. 1.

(2) A member's Temporary certificate of registration is automatically revoked on the occurrence of one of the following events, whichever occurs first:

1. Unless extended under subsection (2.1),
 - i. where the Temporary certificate of registration was issued on or after October 31, 2022, receipt of notification from the Executive Director of the expiry of a period of time from the date the certificate was issued that was determined, prior to the issuance of the certificate by the Executive Director, to be reasonably sufficient to allow the applicant to meet all of the educational and examination requirements to obtain a General class certificate, as long as the date determined by the Executive Director is not less than six months or more than 24 months from the date of issuance of the certificate, or
 - ii. where the Temporary certificate of registration was issued before October 31, 2022, receipt of notification from the Executive Director of the expiry of the certificate, which notification shall not be provided less than six months or more than 24 months from the date of issuance of the certificate.
2. The issuance of a General class certificate of registration,
 - i. as a registered nurse, in the case of a member holding a Temporary certificate of registration as a registered nurse, or
 - ii. as a registered practical nurse, in the case of a member holding a Temporary certificate of registration as a registered practical nurse.
3. Receipt of notification of the failure for the second time of an examination referred to in,

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- i. paragraph 2 of subsection 2 (1), in the case of a member holding a Temporary certificate of registration as a registered nurse, or
 - ii. paragraph 2 of subsection 3 (1), in the case of a member holding a Temporary certificate of registration as a registered practical nurse.
4. The expiry of 30 days after receipt of notification from the College that the member has met all of the educational and examination requirements for the issuance of a General class certificate of registration,
- i. as a registered nurse, in the case of a member holding a Temporary certificate of registration as a registered nurse, or
 - ii. as a registered practical nurse, in the case of a member holding a Temporary certificate of registration as a registered practical nurse. O. Reg. 175/12, s. 1; O. Reg. 462/16, s. 8; O. Reg. 509/22, s. 2 (1-3).

(2.1) The Executive Director may extend the expiry date of a Temporary certificate of registration on no more than two occasions, with each extension not to exceed six months, if the Executive Director is satisfied that the member has made reasonable efforts to meet all of the educational and examination requirements to obtain a General certificate. O. Reg. 509/22, s. 2 (4).

(3) Where a member holding a Temporary certificate of registration obtains alternate or additional employment as a nurse in the same class for which the Temporary certificate of registration was issued, the member may only practise the profession under that employment if,

- (a) the employment is with an Ontario facility that is described in Schedule 1 or approved by a panel of the Registration Committee; and
- (b) the member has first filed with the College a written offer of employment from that facility. O. Reg. 175/12, s. 1.

MOBILITY WITHIN CANADA

5.2 (1) Where section 22.18 of the Health Professions Procedural Code applies to an applicant for a certificate of registration in the Temporary class, the requirements of paragraphs 2 and 7 of subsection 5 (1) of this Regulation are deemed to be met by the applicant. O. Reg. 175/12, s. 1.

(2) Despite subsection (1), it is a non-exemptible requirement that an applicant referred to in subsection (1) provide, for each jurisdiction where the applicant holds an out-of-province certificate, a certificate, letter or other evidence satisfactory to the Executive Director or a panel of the Registration Committee confirming that the applicant is in good standing as a nurse in every jurisdiction where the applicant holds an out-of-province certificate. O. Reg. 175/12, s. 1.


(3) Without in any way limiting the generality of subsection (2), “good standing” shall include the fact that,

- (a) the applicant is not the subject of any discipline or fitness to practise order or any proceeding or ongoing investigation or any interim order or agreement as a result of a complaint, investigation or proceeding; and
- (b) the applicant is in compliance with the continuing competency and quality assurance requirements of the regulatory authority that issued the applicant the out-of-province certificate as a registered nurse in the case of an application for a Temporary certificate as a registered nurse, or as a registered practical nurse in the case of an application for a Temporary certificate as a registered practical nurse. O. Reg. 175/12, s. 1.

(4) An applicant referred to in subsection (1) is deemed to have met the requirements of paragraph 6 of subsection 5 (1) where the requirements for the issuance of the applicant’s out-of-province certificate included language proficiency requirements equivalent to those required by that paragraph. O. Reg. 175/12, s. 1.

(5) Despite subsection (1), a requirement set out in paragraph 2 or 7 of subsection 5 (1) will continue to apply to an applicant where that requirement is a requirement described in subsection 22.18 (3) of the Health Professions Procedural Code. O. Reg. 175/12, s. 1.

(6) If an applicant to whom subsection (1) applies is unable to satisfy the Executive Director or a panel of the Registration Committee that the applicant practised the profession of nursing to the extent that would be permitted by a Temporary certificate of registration at any time in the three



years immediately before the date of that applicant's application, the applicant must meet any further requirement to undertake, obtain or undergo material additional training, experience, examinations or assessments that may be specified by a panel of the Registration Committee. O. Reg. 175/12, s. 1; O. Reg. 462/16, s. 9.

SPECIAL ASSIGNMENT CERTIFICATES OF REGISTRATION


6. (1) The following are additional requirements for the issuance of a certificate of registration as a registered nurse in the Special Assignment class:


1. The applicant must have successfully completed the examination in nursing jurisprudence approved by Council for applicants for a General class certificate of registration as a registered nurse within five years before the day that he or she is issued a certificate as a registered nurse in the Special Assignment class.
2. The applicant must have demonstrated language proficiency and the ability to communicate and comprehend effectively, both orally and in writing, in either English or French within two years before the issuance of the certificate or such longer time as may be specified by a panel of the Registration Committee.
3. The applicant must have successfully completed a nursing program that was, at the time the applicant completed the program, recognized or approved in the jurisdiction in which the program was taken as qualifying the applicant to practise as a registered nurse in that jurisdiction.
4. The applicant,
 - i. must have met the program requirement mentioned in paragraph 3 within three years before the day on which the applicant met all other requirements for the issuance of a Special Assignment class certificate as a registered nurse,
 - ii. must demonstrate evidence of practice as a registered nurse no more than three years before the day on which the applicant met all other requirements for the issuance of a Special Assignment class certificate of registration as a registered nurse, or
 - iii. must have paid any fees required under the by-laws, undergone an evaluation approved by the Registration Committee when that evaluation was approved by the Registration Committee and met requirements regarding additional training, experience, examinations or assessments specified by a panel of the Registration Committee within three years before the day on which the applicant met all other requirements for the issuance of a Special Assignment class of certificate of registration as a registered nurse.
5. The applicant must not have been previously registered with the College as a registered nurse except as the holder of a Special Assignment or Emergency ~~Assignment~~ class certificate.
6. The applicant must have an appointment or special assignment as a registered nurse with an Ontario facility described in Schedule 1 or another assignment approved by a panel of the Registration Committee.
7. The applicant must not have previously held a Special Assignment certificate for the same assignment or appointment. O. Reg. 175/12, s. 1.

(2) Subject to section 6.1, the requirements of subsection (1) are non-exemptible. O. Reg. 175/12, s. 1.

(3) The following are additional registration requirements for the issuance of a certificate as a registered practical nurse in the Special Assignment class:

1. The applicant must have successfully completed the examination in nursing jurisprudence approved by Council for applicants for a General class certificate of registration as a registered practical nurse within five years before the day that he or she is issued a certificate as a registered practical nurse in the Special Assignment class.
2. The applicant must have demonstrated language proficiency and the ability to communicate and comprehend effectively, both orally and in writing, in either English or French at a date no more than two years before the day that he or she is issued the certificate or such longer time as may be specified by a panel of the Registration Committee.

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3. The applicant must have successfully completed a nursing program that was, at the time the applicant completed the program, recognized or approved in the jurisdiction in which the program was taken as qualifying the applicant to practise as a registered practical nurse in that jurisdiction.
 4. The applicant,
 - i. must have met the program requirement mentioned in paragraph 3 within three years before the day on which the applicant met all other requirements for the issuance of a certificate as a registered practical nurse in the Special Assignment class,
 - ii. must demonstrate evidence of practice as a registered practical nurse no more than three years before the day on which the applicant met all other requirements for the issuance of a certificate as a registered practical nurse in the Special Assignment class, or
 - iii. must have paid any fees required under the by-laws, undergone an evaluation approved by the Registration Committee at a time when that evaluation was approved by the Registration Committee and met requirements regarding additional training, experience, examinations or assessments specified by a panel of the Registration Committee within three years before the day on which the applicant met all other requirements for the issuance of the certificate of registration.
 5. The applicant must not have been previously registered with the College as a registered practical nurse except as the holder of a Special Assignment or Emergency-Assignment class certificate.
 6. The applicant must have an appointment or special assignment as a registered practical nurse with an Ontario facility described in Schedule 1 or another assignment approved by a panel of the Registration Committee.
 7. The applicant must not have previously held a Special Assignment certificate for the same assignment or appointment. O. Reg. 175/12, s. 1.
- (4) Subject to section 6.2, the requirements of subsection (3) are non-exemptible. O. Reg. 175/12, s. 1.
- (5) The following are terms, conditions and limitations of a Special Assignment certificate of registration:
1. The member shall practise the profession only within the scope of his or her appointment or special assignment and only within the facility named in the certificate.
 2. The member's practice must be ~~monitored and directed~~ supervised by a member of the College holding a General or extended class certificate of registration.
 3. The member shall not perform a controlled or authorized act, including one which is delegated to him or her, unless the act is ordered,
 - i. pursuant to clause 5 (1) (b) of the Act, or
 - ii. by a registered nurse in the General class.
 4. The member shall not supervise, monitor or direct the performance of a controlled or authorized act or the practice of another member in any class.
 5. The member shall not delegate to another member or any other person the authority to perform a controlled or authorized act.
 6. The member shall at all times when providing nursing services identify himself or herself as a Special Assignment member.
 7. The member shall be restricted to the use of the following title:
 - i. in the case of the holder of a Special Assignment certificate of registration as a registered nurse, "Registered Nurse (Special Assignment)" or "RN (Spec. Assign.)", or
 - ii. in the case of a holder of a Special Assignment certificate of registration as a registered practical nurse, "Registered Practical Nurse (Special Assignment)" or "RPN (Spec. Assign.)". O. Reg. 175/12, s. 1.



(6) A Special Assignment certificate of registration is automatically revoked on the occurrence of one of the following events, whichever occurs first:

1. The date specified in the certificate or, if no date is specified, the day that is one year from the date the member was issued the certificate.
2. The last day of the appointment or Special Assignment. O. Reg. 175/12, s. 1.

(7) If a member who holds a Special Assignment certificate of registration does not receive a certificate of another class before the revocation of the Special Assignment certificate, he or she shall be deemed to have resigned as a member at the end of the last day the Special Assignment certificate is valid. O. Reg. 175/12, s. 1.

LABOUR MOBILITY — SPECIAL ASSIGNMENT CLASS

6.1 (1) Where section 22.18 of the Health Professions Procedural Code applies to an applicant for a Special Assignment certificate of registration as a registered nurse, the requirements of paragraphs 3 and 4 of subsection 6 (1) of this Regulation are deemed to be met by the applicant. O. Reg. 175/12, s. 1.

(2) Despite subsection (1), it is a non-exemptible requirement that an applicant referred to in subsection (1) provide, for each jurisdiction where the applicant holds an out-of-province certificate, a certificate, letter or other evidence satisfactory to the Executive Director or a panel of the Registration Committee confirming that the applicant is in good standing as a nurse in that jurisdiction. O. Reg. 175/12, s. 1.

(3) Without in any way limiting the generality of subsection (2), “good standing” shall include the fact that,

- (a) the applicant is not the subject of any discipline or fitness to practise order or of any proceeding or ongoing investigation or of any interim order or agreement as a result of a complaint, investigation or proceeding; and
- (b) the applicant has complied with continuing competency and quality assurance requirements of the regulatory authority that issued the applicant the out-of-province Special Assignment certificate as a registered nurse. O. Reg. 175/12, s. 1.

(4) An applicant referred to in subsection (1) is deemed to have met the requirement of paragraph 2 of subsection 6 (1) where the requirements for the issuance of the applicant’s out-of-province certificate of registration included language proficiency requirements equivalent to those required by that paragraph. O. Reg. 175/12, s. 1.

(5) Despite subsection (1), a requirement set out in paragraphs 3 and 4 of subsection 6 (1) will apply to an applicant if that requirement is a requirement described in subsection 22.18 (3) of the Health Professions Procedural Code. O. Reg. 175/12, s. 1.

(6) If an applicant to whom subsection (1) applies is unable to satisfy the Executive Director or a panel of the Registration Committee that the applicant practised the profession of nursing to the extent that would be permitted by a Special Assignment certificate of registration as a registered nurse at any time in the three years immediately before the date of that applicant’s application, the applicant must meet any further requirement to undertake, obtain or undergo material additional training, experience, examinations or assessments that may be specified by a panel of the Registration Committee. O. Reg. 175/12, s. 1.

6.2 (1) Where section 22.18 of the Health Professions Procedural Code applies to an applicant for a Special Assignment certificate of registration as a registered practical nurse, the requirements of paragraphs 3 and 4 of subsection 6 (3) of this Regulation are deemed to be met by the applicant. O. Reg. 175/12, s. 1.

(2) Despite subsection (1), it is a non-exemptible requirement that an applicant referred to in subsection (1) provide, for each jurisdiction where the applicant holds an out-of-province certificate, a certificate, letter or other evidence satisfactory to the Executive Director or a panel of the Registration Committee confirming that the applicant is in good standing as a nurse in that jurisdiction. O. Reg. 175/12, s. 1.

(3) Without in any way limiting the generality of subsection (2), “good standing” shall include the fact that,

- (a) the applicant is not the subject of any discipline or fitness to practise order or of any proceeding or ongoing investigation or of any interim order or agreement as a result of a complaint, investigation or proceeding; and
 - (b) the applicant is in compliance with the continuing competency and quality assurance requirements of the regulatory authority that issued the applicant the out-of-province Special Assignment certificate as a registered practical nurse. O. Reg. 175/12, s. 1.
- (4) An applicant referred to in subsection (1) is deemed to have met the requirement of paragraph 2 of subsection 6 (3) where the requirements for the issuance of the applicant's out-of-province certificate of registration included language proficiency requirements equivalent to those required by that paragraph. O. Reg. 175/12, s. 1.
- (5) Despite subsection (1), a requirement set out in paragraphs 3 and 4 of subsection 6 (3) will apply to an applicant if that requirement is a requirement described in subsection 22.18 (3) of the Health Professions Procedural Code. O. Reg. 175/12, s. 1.
- (6) If an applicant to whom subsection (1) applies is unable to satisfy the Executive Director or a panel of the Registration Committee that the applicant practised the profession of nursing to the extent that would be permitted by a Special Assignment certificate of registration as a registered practical nurse at any time in the three years immediately before the date of that applicant's application, the applicant must meet any further requirement to undertake, obtain or undergo material additional training, experience, examinations or assessments that may be specified by a panel of the Registration Committee. O. Reg. 175/12, s. 1.

EMERGENCY-~~ASSIGNMENT~~ CERTIFICATES OF REGISTRATION

7. (1) The following are additional requirements for the issuance of a certificate as a registered nurse in the Emergency-~~Assignment~~ class:

1. The Government of Ontario has requested or Council has determined that it is in the ~~College assist it by issuing~~ public interest to issue Emergency ~~Assignment~~ certificates of registration to qualified applicants to address emergency circumstances.
2. The applicant must satisfy the Executive Director that ~~he or she~~ the applicant has language proficiency, in either English or French, to be able to communicate and comprehend effectively, both orally and in writing.
3. The applicant must have successfully completed a nursing program that was, at the time the applicant completed the program, recognized or approved in the jurisdiction in which the program was taken as qualifying the applicant to practise as a registered nurse in that jurisdiction.
4. The applicant must satisfy the Executive Director that ~~he or she~~ the applicant practised as a registered nurse within three years before the day on which the applicant met all other requirements for the issuance of the certificate of registration. O. Reg. 175/12, s. 1.

5. The applicant must have successfully completed the examination in nursing jurisprudence approved by Council for a registered nurse, within five years before the day the applicant is issued an Emergency certificate.

6. The applicant must not have twice failed an examination mentioned in paragraph 2 of subsection 2 (1).

(2) The requirements of subsection (1) are non-exemptible. O. Reg. 175/12, s. 1.

(3) The following are additional requirements for the issuance of a certificate of registration as a registered practical nurse in the Emergency-~~Assignment~~ class:

1. The Government of Ontario has requested or Council has determined that it is in the ~~College assist it by issuing~~ public interest to issue Emergency ~~Assignment class~~ certificates of registration to qualified applicants to address emergency circumstances.
2. The applicant must satisfy the Executive Director that ~~he or she~~ the applicant has language proficiency, in either English or French, to be able to communicate and comprehend effectively, both orally and in writing.
3. The applicant must have successfully completed a nursing program that was, at the time the applicant completed the program, recognized or approved in the jurisdiction in which the

program was taken as qualifying the applicant to practise as a registered practical nurse in that jurisdiction.

4. The applicant must satisfy the Executive Director that ~~he or she~~ the applicant practised as a registered practical nurse within three years before the day on which the applicant met all other requirements for the issuance of the certificate of registration. O. Reg. 175/12, s. 1.

5. The applicant must have successfully completed the examination in nursing jurisprudence approved by Council for a registered practical nurse, within five years before the day the applicant is issued an Emergency certificate.

6. The applicant must not have twice failed an examination mentioned in paragraph 2 of subsection 3 (1).

- (4) The requirements of subsection (3) are non-exemptible. O. Reg. 175/12, s. 1.

(5) Every certificate of registration in the Emergency ~~Assignment~~ class is subject to the following terms, conditions and limitations:

1. The member ~~shall practise the profession only within the scope of his or her Emergency Assignment's practice must be supervised by a member of the College holding a General or extended class certificate of registration.~~

2. The member shall at all times when providing nursing services identify ~~himself or herself~~ themselves as an Emergency ~~Assignment~~ member.

3. The member shall not perform a controlled or authorized act, unless the act is ordered,
i. pursuant to clause 5 (1) (b) of the Act, or
ii. by a registered nurse in the General class.

4. The member shall not supervise, monitor or direct the performance of a controlled or authorized act or the practice of another member in any class.

5. The member shall not accept the delegation of a controlled or authorized act from another member or any other person.

6. The member shall not delegate to another member or any other person the authority to perform a controlled or authorized act.

7. The member shall be restricted to the use of the following title:

- i. in the case of a member holding an Emergency ~~Assignment~~ certificate of registration as a registered nurse, "Registered Nurse (Emergency ~~Assignment~~)" or "~~RN (Emerg. Assign.)~~", or

- ii. in the case of a member holding an Emergency ~~Assignment~~ certificate of registration as a registered practical nurse, "Registered Practical Nurse (Emergency ~~Assignment~~)" or "~~RPN (Emerg. Assign.)~~". O. Reg. 175/12, s. 1.

(6) An Emergency ~~Assignment~~ certificate of registration is automatically revoked on the occurrence of the earlier of one of the following events:

1. 30 days after receipt of notice of the Council's determination that the emergency circumstances have ended.

2. The expiry of 60 days from the date the certificate was issued, unless the Executive Director extends the certificate for one or more extensions under subsection (7).

~~23.~~ The date to which the Executive Director extended the certificate under subsection (7).

~~34.~~ Receipt of notification of the failure for the second time of an examination referred to in,
i. paragraph 2 of subsection 2 (1), in the case of a member holding an Emergency certificate of registration as a registered nurse, or

ii. paragraph 2 of subsection 3 (1), in the case of a member holding an Emergency certificate of registration as a registered practical nurse.

5. The issuance of a General, extended, Temporary or Special Assignment class certificate of registration as a registered nurse or a General, Temporary or Special Assignment certificate of registration as a registered practical nurse.

46. The date ~~that~~on which the Executive Director revokes the certificate under subsection (8). O. Reg. 175/12, s. 1.

(7) The Executive Director may extend an Emergency-~~Assignment~~ certificate of registration for one or more periods, each of which is not to exceed 60 days, if, in the opinion of the Executive Director, it is advisable or necessary to do so, provided Council has not determined the emergency circumstances have ended. O. Reg. 175/12, s. 1.

(8) The Executive Director may revoke an Emergency certificate of registration if, in the opinion of the Executive Director, it is in the public interest to do so.

NON-PRACTISING CERTIFICATES OF REGISTRATION

8. (1) The following are additional requirements for the issuance of a certificate of registration as a registered nurse in the Non-Practising class:

1. The applicant must be a member of the College holding a General or extended class certificate of registration as a registered nurse or have previously been a member of the College holding a General or extended class certificate of registration as a registered nurse.
2. The applicant must not be in default of payment of fees, penalties or any other amount owing to the College on the date of the issuance of the certificate. O. Reg. 175/12, s. 1.

(2) The requirements of subsection (1) are non-exemptible. O. Reg. 175/12, s. 1.

(3) The following are additional requirements for the issuance of a certificate of registration as a registered practical nurse in the Non-Practising class:

1. The applicant must be a member of the College holding a General class certificate of registration as a registered practical nurse or have previously been a member of the College holding a General class certificate of registration as a registered practical nurse.
2. The applicant must not be in default of payment fees, penalties or any other amount owing to the College on the date of the issuance of the certificate. O. Reg. 175/12, s. 1.

(4) The requirements of subsection (3) are non-exemptible. O. Reg. 175/12, s. 1.

(5) Subject to subsection (6), every Non-Practising class certificate of registration is subject to the following terms, conditions and limitations:

1. The member shall not engage in the practice of nursing in Ontario.
2. The member shall not hold himself or herself out as a person qualified to practise in Ontario as a nurse, nurse practitioner, registered nurse, practical nurse, registered practical nurse, or in any specialty of nursing.
3. The member shall be restricted to the use of the following title:
 - i. in the case of a holder of a Non-Practising class certificate of registration as a registered nurse, "Registered Nurse, Non-Practising", or "RN Non-Practising", or
 - ii. in the case of a holder of a Non-Practising class certificate of registration as a registered practical nurse, "Registered Practical Nurse, Non-Practising" or "RPN Non-Practising". O. Reg. 175/12, s. 1; O. Reg. 462/16, s. 10.

(6) A member holding a Non-Practising class certificate of registration shall not be considered to be in breach of paragraph 1 of subsection (5) if,

- (a) the member is engaged in continuing education or remediation directed by a committee or a panel of a committee of the College, approved by the Executive Director or as required to obtain the reinstatement of a General or extended class certificate of registration which he or she formerly held; and
- (b) the member maintains professional liability protection in accordance with the requirements, if any, set out in the by-laws for a member holding the class of certificate for which he or she is seeking reinstatement. O. Reg. 175/12, s. 1.

(7) All certificates of registration held by the member shall be revoked automatically at the time that the member is issued a certificate of registration as a registered nurse or registered practical nurse in the Non-Practising class. O. Reg. 175/12, s. 1.

EXAMINATIONS

8.1 (1) Where Council approves an examination for the purpose of paragraph 2 of subsection 2 (1) or 3 (1) or paragraph 3 of subsection 4 (1), Council shall determine whether the examination is one for which applicants shall be permitted an unlimited number of attempts to successfully complete that examination or whether the examination is one for which there shall be a limited number of attempts to successfully complete that examination. O. Reg. 462/16, s. 11.

(2) Subject to subsection (3), where Council determines that an examination is one for which there shall be a limited number of attempts, Council shall determine the maximum number of attempts which an applicant shall be permitted to successfully complete that examination. O. Reg. 462/16, s. 11.

(3) Where Council makes a determination under subsection (2), it shall provide for at least three attempts to successfully complete that examination. O. Reg. 462/16, s. 11.

(4) Where Council approved an examination before December 16, 2016, Council shall make a determination as to whether the examination is one for which applicants shall be permitted an unlimited number of attempts to successfully complete that examination or whether the examination is one for which there shall be a limited number of attempts to successfully complete that examination. O. Reg. 462/16, s. 11.

(5) If Council fails to determine the maximum number of attempts applicable to an examination under subsection (2) or (4), Council shall be deemed to have determined that an applicant shall be permitted a maximum of three attempts to successfully complete that examination. O. Reg. 462/16, s. 11.

(6) Nothing in this section shall prevent Council from subsequently determining the maximum number of attempts applicable to an examination under subsection (2). O. Reg. 462/16, s. 11.

EXAMINATIONS — GENERAL CLASS

9. (1) The College shall ensure that an examination that is a requirement for a General class certificate of registration for a registered nurse in the General class or a registered practical nurse in the General class is held at least once every six months. O. Reg. 175/12, s. 1.

(2) An applicant who meets the following requirements is eligible to attempt an examination referred to in paragraph 2 of subsection 2 (1) for a General certificate of registration as a registered nurse:

1. The person must file a completed examination application form.
2. The person must pay the required examination fee.
3. The person must meet the requirement of paragraph 1 of subsection 2 (1).
4. In respect of an examination for which Council has determined there shall be a limited number of attempts, the person must not have exhausted, after having met the requirement of paragraph 1 of subsection 2 (1), all of the attempts which Council determined were allowable for the applicant to successfully complete that examination. O. Reg. 462/16, s. 12.

(3) An applicant who meets the following requirements is eligible to attempt an examination referred to in paragraph 2 of subsection 3 (1) for a General certificate of registration as a registered practical nurse:

1. The person must file a completed examination application form.
2. The person must pay the required examination fee.
3. The person must meet the requirement of paragraph 1 of subsection 3 (1).
4. In respect of an examination for which Council has determined there shall be a limited number of attempts, the person must not have exhausted, after having met the requirement of paragraph 1 of subsection 3 (1), all of the attempts which Council determined were allowable for the applicant to successfully complete that examination. O. Reg. 462/16, s. 12.

(4)-(7) REVOKED: O. Reg. 462/16, s. 12.

EXAMINATIONS — EXTENDED CLASS

9.1 (1) The College shall ensure that an examination in each of the specialties that is a requirement for an extended class certificate of registration, other than anaesthesia, is available at least once every year. O. Reg. 175/12, s. 1.

(2) An applicant who meets the following requirements is eligible to attempt an examination referred to in paragraph 3 of subsection 4 (1) for an extended certificate of registration as a registered nurse:

1. The person must file a completed examination application form.
2. The person must pay the required examination fee.
3. The person must meet the requirements of paragraph 1 of subsection 4 (1).
4. The person must meet the requirements of paragraph 2 of subsection 4 (1) for that specialty to which the examination relates.
5. In respect of an examination for which Council has determined there shall be a limited number of attempts, the person must not have exhausted, after having met the requirements of paragraphs 1 and 2 of subsection 4 (1), all of the attempts which Council determined were allowable for the applicant to successfully complete that examination. O. Reg. 462/16, s. 13.

(3), (4) REVOKED: O. Reg. 462/16, s. 13.

RESIGNATION

10. (1) A member may resign as a member of the College by giving written notice to the College. O. Reg. 175/12, s. 1.

(2) A resignation under this section is effective on the date set out in the resignation or on the date it is received by the College, whichever is later. O. Reg. 175/12, s. 1.

(3) A resignation under subsection (1) automatically revokes the certificate or certificates of registration and any specialty certificates to which it applies at the time the resignation becomes effective. O. Reg. 175/12, s. 1.

SUSPENSION FOR FAILURE TO PROVIDE INFORMATION

10.1 (1) If a member fails to provide to the College information about the member in the manner and form required under the by-laws, the Executive Director shall give the member notice of intention to suspend the member and may suspend one or more of the member's certificates of registration for failure to provide the information where at least 30 days have passed after notice is given. O. Reg. 175/12, s. 1.

(2) Where the Executive Director suspends a member's certificate of registration under subsection (1), the Executive Director shall lift the suspension upon being satisfied that the required information has been filed with the College and that any fees required under the by-laws for the lifting of that suspension have been paid. O. Reg. 175/12, s. 1.

SUSPENSION FOR FAILURE TO PROVIDE EVIDENCE OF PROFESSIONAL LIABILITY PROTECTION

10.2 (1) If the Executive Director requests evidence that the member holds professional liability protection in accordance with the requirements, if any, set out in the by-laws and the member fails to provide that evidence within 14 days of having been requested to do so or such longer period as is specified by the Executive Director, the Executive Director shall give the member notice of intention to suspend the member and may suspend the member's certificate of registration for failure to provide the evidence where at least 30 days have passed after notice is given. O. Reg. 175/12, s. 1.

(2) If a member holds more than one certificate of registration, a suspension mentioned in subsection (1) applies only to the certificate or certificates in respect of which notice was given. O. Reg. 175/12, s. 1.

(3) Where the Executive Director suspends the member's certificate of registration under subsection (1), the Executive Director shall lift that suspension upon being satisfied that the member holds professional liability protection in accordance with the requirements, if any, set out in the by-laws and that any fees required under the by-laws for the lifting of that suspension have been paid. O. Reg. 175/12, s. 1.

LIFTING OF CERTAIN SUSPENSIONS

10.3 Where the Executive Director suspended a certificate of registration pursuant to section 24 of the Health Professions Procedural Code, the Executive Director shall lift the suspension upon being satisfied that,

- (a) all amounts owing to the College at the time of the suspension have been paid; and
- (b) any fees required under the by-laws for the lifting of the suspension have been paid. O. Reg. 175/12, s. 1.

REVOCAION

10.4 (1) The Executive Director shall revoke the certificate of registration of a member where,

- (a) his or her certificate of registration was suspended pursuant to section 24 of the Health Professions Procedural Code and that suspension continued for at least 30 days; or
- (b) his or her certificate of registration was suspended pursuant to subsection 10.1 (1) or 10.2 (1) of this Regulation and the suspension continued for at least 30 days. O. Reg. 175/12, s. 1.

(2) The Executive Director may revoke a certificate of registration of a member if the member has more than one certificate of registration and gives written notice to the College asking that one of his or her certificates of registration be revoked. O. Reg. 175/12, s. 1.

(3) All specialty certificates are revoked at the time that a member's extended class certificate of registration is revoked. O. Reg. 175/12, s. 1.

(4) The Executive Director shall revoke a specialty certificate of a registered nurse in the extended class if he or she gives written notice to the College asking that his or her specialty certificate be revoked. O. Reg. 175/12, s. 1.

REINSTATEMENT, ON APPLICATION

10.5 (1) A former member who held a General certificate of registration as a registered nurse or registered practical nurse or an extended certificate of registration as a registered nurse, and who resigned pursuant to section 10 or whose certificate was revoked pursuant to section 10.4 or a predecessor to one of those provisions may apply for the reinstatement of his or her certificate of registration by submitting a completed application to the Executive Director in the form provided by the Executive Director. O. Reg. 175/12, s. 1.


(2) A former member who applies for reinstatement of a certificate of registration as a registered nurse in the extended class under subsection (1) shall also apply for reinstatement of one or more specialty certificates that he or she previously held. O. Reg. 175/12, s. 1.

(3) Subject to subsection (4), the Executive Director may reinstate the former member's certificate of registration if,

- (a) the Executive Director is satisfied that the former member has corrected the deficiency or deficiencies that provided the grounds for the revocation of the former member's certificate pursuant to section 10.4, if applicable;
- (b) the application for reinstatement was submitted to the Executive Director within three years of the date on which the former member's certificate of registration was revoked;
- (c) the former member has paid,
 - (i) the reinstatement fees required under the by-laws,
 - (ii) any other applicable fees required under the by-laws,
 - (iii) any other money otherwise owed by the former member to the College at the date the application for reinstatement is submitted, including, without limitation, any costs or expenses ordered to be paid under section 53.1 of the Health Professions Procedural Code, any costs awarded to the College by a court and any amount owing to the College under a by-law or former regulation made under the Act; and

(d) the former member,

- (i) satisfies the Executive Director that he or she completed all education, experience and training requirements for the issuance of the certificate of registration that is the subject



of the application for reinstatement within the three years immediately preceding the date on which the applicant satisfied all other requirements for reinstatement, or


- (ii) demonstrates evidence of practice within the three years immediately preceding the date on which the applicant satisfied all other requirements for reinstatement,
 - (A) as a registered nurse, if he or she is applying for reinstatement of a General certificate of registration as a registered nurse,
 - (B) as a registered practical nurse, if he or she is applying for reinstatement of a General certificate of registration as a registered practical nurse, or
 - (C) as a registered nurse in the extended class, if he or she is applying for reinstatement of an extended certificate of registration as a registered nurse and in such a case the practice must include,
 - (1) clinical practice within each specialty in the extended class for which the former member is seeking reinstatement, and
 - (2) a nursing role within that specialty that required him or her to use, in the treatment of patients, advanced knowledge and decision-making skill in assessment, diagnosis and therapeutics. O. Reg. 175/12, s. 1.
- (4) A former member is ineligible for reinstatement under subsection (3) if he or she,
 - (a) was, after he or she ceased to be a member, found guilty of any criminal offence in any jurisdiction or of any offence involving the use, possession or sale of drugs in any jurisdiction;
 - (b) was, after he or she ceased to be a member, found guilty of any offence in any jurisdiction relating to the practice of nursing or any other profession;
 - (c) has been the subject of an inquiry or investigation by the Executive Director that was not completed on its merits prior to the time that the applicant ceased being a member or that resulted in the member's resignation;
 - (d) was, at the time he or she ceased to be a member, the subject of an outstanding order of a Committee or of a panel of a Committee or a Board of Inquiry of the College;
 - (e) was, at the time he or she ceased to be a member, in breach of an order of a Committee or of a panel of a Committee or a Board of Inquiry of the College;
 - (f) was, prior to the time he or she ceased to be a member, selected or directed to undergo an assessment or reassessment under the College's Quality Assurance Program unless the assessment or reassessment was completed and any continuing education or remedial program required by a panel of the Quality Assurance Committee was completed before the time he or she ceased to be a member;
 - (g) was, at the time he or she ceased to be a member, in breach of any written agreement with or undertaking provided to the College;
 - (h) was, after he or she ceased to be a member, refused registration in any jurisdiction either in nursing or any other profession; or
 - (i) was, after he or she ceased to be a member, the subject of a finding of professional negligence or malpractice in any jurisdiction in relation to nursing or any other profession. O. Reg. 175/12, s. 1.

REINSTATEMENT, NON-PRACTISING

10.6 (1) A member holding a Non-Practising certificate of registration may apply for reinstatement of the General certificate of registration as a registered nurse or registered practical nurse or the extended certificate of registration as a registered nurse that he or she previously held by submitting a completed application to the Executive Director in the form provided by the Executive Director. O. Reg. 175/12, s. 1.

(2) A member who applies for reinstatement of a certificate of registration as a registered nurse in the extended class under subsection (1) shall also apply for reinstatement of one or more specialty certificates that he or she previously held. O. Reg. 175/12, s. 1.

(3) Subject to subsection (4), the Executive Director may reinstate the member's certificate of registration if,

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- (a) the member has paid,
 - (i) the reinstatement fees required under the by-laws, and
 - (ii) any other applicable fees required under the by-laws;
 - (b) the member demonstrates evidence of practice within the three years immediately preceding the date on which the applicant satisfies all other requirements for reinstatement,
 - (i) as a registered nurse, if he or she is applying for reinstatement of a General certificate of registration as a registered nurse,
 - (ii) as a registered practical nurse, if he or she is applying for reinstatement of a General certificate of registration as a registered practical nurse, or
 - (iii) as a registered nurse in the extended class if he or she is applying for reinstatement of an extended certificate of registration as a registered nurse, and in such a case the practice must have included,
 - (A) clinical practice within each specialty in the extended class for which the member is seeking reinstatement, and
 - (B) a nursing role within that specialty that required him or her to use, in the treatment of patients, advanced knowledge and decision-making skill in assessment, diagnosis and therapeutics;
 - (c) the member demonstrates language proficiency and the ability to communicate and comprehend effectively, both orally and in writing, in either English or French, unless the member held a certificate of registration, other than an Emergency-Assignment, retired or Non-Practising certificate of registration, less than two years before applying for reinstatement or within such longer period as specified by the Executive Director; and
 - (d) the member successfully completed the examination in nursing jurisprudence approved by Council for applicants for the issuance of the class of certificate for which he or she is seeking reinstatement within five years before the date on which the member met all of the other requirements for reinstatement, unless the member held a certificate of registration, other than an Emergency-Assignment, retired or Non-Practising certificate of registration, less than five years before applying for reinstatement. O. Reg. 175/12, s. 1.
- (4) A member is ineligible for reinstatement under subsection (3) if any of the provisions set out in clauses 10.5 (4) (a) to (i), with necessary modifications, apply to the member. O. Reg. 175/12, s. 1.


REINSTATEMENT, EXTENDED CLASS

10.7 (1) A member who holds a General certificate of registration as a registered nurse and who formerly held an extended certificate of registration as a registered nurse may apply for the reinstatement of his or her extended certificate of registration by submitting a completed application to the Executive Director in the form provided by the Executive Director. O. Reg. 175/12, s. 1.

(2) A member who applies for reinstatement of a certificate of registration as a registered nurse in the extended class under subsection (1) shall also apply for reinstatement of one or more specialty certificates that he or she previously held. O. Reg. 175/12, s. 1.

(3) The Executive Director may reinstate the member's extended certificate of registration and one or more specialty certificates previously held by the member if,

- (a) the member has paid,
 - (i) the reinstatement fees required under the by-laws, and
 - (ii) any other applicable fees required under the by-laws;
- (b) the member demonstrates evidence of practice as a registered nurse in the extended class within the three years immediately preceding the date on which the applicant satisfied all other requirements for reinstatement, and in such a case the practice must have included,
 - (i) clinical practice within each specialty in the extended class for which the member is seeking reinstatement, and

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- (ii) a nursing role within that specialty that required him or her to use, in the treatment of patients, advanced knowledge and decision-making skill in assessment, diagnosis and therapeutics; and
 - (c) the member successfully completed the examination in nursing jurisprudence approved by Council for applicants for the issuance of an extended certificate of registration within five years before the date on which the member met all of the other requirements for reinstatement, unless the member held an extended class certificate of registration as a registered nurse less than five years before applying for reinstatement. O. Reg. 175/12, s. 1; O. Reg. 462/16, s. 14.

EXTENSIONS

10.7.1 The Executive Director may extend the three-year period referred to in clause 10.5 (3) (b), subclause 10.5 (3) (d) (ii), clause 10.6 (3) (b) or clause 10.7 (3) (b) if the member or former member satisfies the Executive Director that the member or former member is safe and competent to engage in the practice of nursing. O. Reg. 509/22, s. 3.

REINSTATEMENT, PURSUANT TO ORDER

10.8 (1) If a former member's certificate of registration is ordered to be reinstated by a panel of the Discipline Committee or of the Fitness to Practise Committee, the Executive Director shall reinstate the certificate of registration upon payment of,

- (a) the reinstatement fee required under the by-laws; and
- (b) any other applicable fees required under the by-laws. O. Reg. 175/12, s. 1.

(2) If a former member's extended class certificate of registration is reinstated under subsection (1), any specialty certificate that he or she held shall be reinstated unless otherwise ordered. O. Reg. 175/12, s. 1; O. Reg. 462/16, s. 15.

TERMS, ETC.

10.9 (1) The Executive Director may impose on a member's certificate of registration that is reinstated under this Regulation any terms, conditions or limitations that were imposed on the member's previously held certificate of registration. O. Reg. 175/12, s. 1.

(2) Nothing in sections 10.5, 10.6 or 10.7 prevents a member or former member from making an application for a new certificate of registration. O. Reg. 175/12, s. 1.


(3) An applicant for reinstatement under sections 10.5, 10.6 or 10.7 must meet all the requirements for reinstatement within two years of the date of filing his or her completed application to the Executive Director, but this does not prevent the member or former member from filing a new application for reinstatement. O. Reg. 175/12, s. 1.

(4) An applicant for reinstatement under sections 10.5, 10.6 or 10.7 shall be deemed not to have satisfied the requirements for reinstatement if he or she makes a false or misleading statement or representation in the application or supporting documents. O. Reg. 175/12, s. 1.

DECLARATION

11. (1) Every member holding a General or extended certificate of registration shall make a declaration, at the request of the Executive Director or at the time he or she pays the annual membership fee required under the by-laws, about whether the member has engaged in the practice of nursing during the previous three years,

- (a) as a registered nurse in the General class, if he or she holds that certificate;
- (b) as a registered practical nurse in the General class, if he or she holds that certificate; or
- (c) as a registered nurse in the extended class, if he or she holds that certificate, and such a member must also declare whether that practice included,
 - (i) clinical practice within each specialty in the extended class for which the member holds a specialty certificate, and
 - (ii) a nursing role within that specialty that required him or her to use, in the treatment of patients, advanced knowledge and decision-making skill in assessment, diagnosis and therapeutics. O. Reg. 175/12, s. 1; O. Reg. 462/16, s. 16.



(2) If a member mentioned in clause (1) (a), (b) or (c) declares that he or she has not engaged in the practice of nursing during the previous three years, all of the member's certificates of registration shall be revoked. O. Reg. 175/12, s. 1; O. Reg. 462/16, s. 16.

(3) If a member mentioned in clause (1) (c) declares that he or she has engaged in the practice of nursing during the previous three years but has not practised in any specialty for which the member holds a specialty certificate,

(a) the member is deemed to have met all the requirements for the issuance of a certificate of registration as a registered nurse in the General class and the Executive Director shall issue that certificate to the member; and

(b) the extended class certificate of registration that the member previously held, along with all of the specialty certificates that the member held, shall be revoked. O. Reg. 175/12, s. 1; O. Reg. 462/16, s. 16.

(4) If a member who is a registered nurse in the General class and a registered practical nurse in the General class declares that he or she has not practised as a registered nurse during the previous three years, but has practised as a registered practical nurse, the member's General certificate of registration as a registered nurse shall be revoked. O. Reg. 175/12, s. 1; O. Reg. 462/16, s. 16.

(5) If a member who is a registered nurse in the General class and a registered practical nurse in the General class declares that he or she has not practised as a registered practical nurse during the previous three years, the member's General certificate of registration as a registered practical nurse shall be revoked. O. Reg. 175/12, s. 1; O. Reg. 462/16, s. 16.

(6) If a member who is a registered nurse in the extended class and a registered practical nurse in the General class declares that he or she has not practised as a registered practical nurse during the previous three years, the member's General certificate of registration as a registered practical nurse shall be revoked. O. Reg. 175/12, s. 1; O. Reg. 462/16, s. 16.

(7) If a member who is a registered nurse in the extended class and a registered practical nurse in the General class declares that he or she has not practised in any of the specialties related to his or her extended certificate during the previous three years, the member's extended certificate of registration, along with all the specialty certificates, shall be revoked. O. Reg. 175/12, s. 1; O. Reg. 462/16, s. 16.

(8) If a member who is a registered nurse in the extended class declares that he or she practised as a nurse during the previous three years in one or more of the specialties related to his or her extended certificate, but did not practise in one or more of the other specialties related to his or her extended certificate, the one or more specialty certificates in which the member did not practise during the previous three years shall be revoked. O. Reg. 175/12, s. 1; O. Reg. 462/16, s. 16.

(9) At the request of the Executive Director, a member who makes a declaration under subsection (1) shall provide evidence that, in the opinion of the Executive Director, is satisfactory to support the declaration, within 14 days, or such longer period as approved by the Executive Director. O. Reg. 175/12, s. 1.

TRANSITION

12. (1) A member holding a retired certificate of registration as a registered nurse immediately before January 1, 2013 shall be deemed to be the holder of a Non-Practising certificate of registration as a registered nurse. O. Reg. 175/12, s. 1.

(2) A member holding a retired certificate of registration as a registered practical nurse immediately before January 1, 2013 shall be deemed to be the holder of a Non-Practising certificate of registration as a registered practical nurse. O. Reg. 175/12, s. 1.

12.1 Subject to section 12, every certificate of registration that was in existence immediately before January 1, 2013 is continued as the equivalent certificate of registration under this Regulation and is subject to any terms, conditions and limitations imposed on the certificate of registration. O. Reg. 175/12, s. 1.

12.2 If a certificate of registration of a former member was suspended for failure to pay a fee required under the by-laws or any previous legislation before January 1, 2013 and that suspension

was in effect immediately before January 1, 2013, that certificate shall be deemed to be revoked 30 days after January 1, 2013. O. Reg. 175/12, s. 1.

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SCHEDULE 1

Boards under the *Education Act*

Boards of Health under the *Health Protection and Promotion Act*

Independent Health Facilities under the *Independent Health Facilities Act*

Long-Term Care Homes under the *Fixing Long-Term Care Act, 2021*

Psychiatric Facilities under the *Mental Health Act*

Hospitals under the *Public Hospitals Act*

Agencies, Boards and Commissions as defined by the Government of Ontario

Institutions funded by the Minister of Health and Long-Term Care as Community Health Centres (CHCs), Nurse Practitioner-Led Clinics (NPLCs) or Family Health Teams, and physicians funded by Ministry of Health and Long-Term Care primary care alternate payment plan agreements

Post Secondary Educational Institutions

O. Reg. 175/12, s. 2; O. Reg. 308/22, s. 1.

SCHEDULES 2, 3 REVOKED: O. Reg. 387/11, s. 2.

Legend:
<u>Insertion</u>
Deletion

Attachment 2

Rationale Chart

Suggested Amendment	Reason for Change
<p>Several provisions throughout the registration regulation make a change from “Emergency Assignment” Class to “Emergency” Class (Emergency Assignment):</p> <ul style="list-style-type: none"> • Subsection 1(1), paragraph 5 • Subsection 1.1(1), paragraph 4 • Subsection 1.4(2) • Subsection 1.5(2) • Subsection 1.5(3) • Subsection 2(1), paragraph 5 (i) and (ii) • Subsection 3(1), paragraph 5 (i) and (ii) • Subsection 4(1), paragraph 6 (i) and (ii) • Subsection 6(1), paragraph 5 • Subsection 6(3), paragraph 5 • Heading before section 7 • Subsection 7(1) • Subsection 7(3) • Subsection 7(5) • Subsection 7(6) • Subsection 7(7) • Subsection 10.6(3), paragraph c • Subsection 10.6(3), paragraph d 	<p>As per the regulation under the <i>Regulated Health Professions Act (RHPA)</i>, this class, for all health regulators in Ontario, shall be the “Emergency Class”.</p>
<p>These paragraphs relate to the Temporary Class.</p> <p>5(4) Subject to subsection (5) and section 5.2, the requirements of subsection (1) are non-exemptible.</p> <p>(5) A member who holds an Emergency certificate of registration who is practicing at the time of applying for a Temporary certificate of registration is deemed to have met the requirements in paragraphs 5, 6, 7 and 8 of subsection (1)</p> <p>i. as a registered nurse if the member holds an Emergency certificate of registration as a registered nurse, or</p> <p>ii. as a registered practical nurse if the member holds an Emergency certificate of registration as a registered practical nurse.</p>	<p>This enables a registrant of the Emergency Class to transition to the Temporary Class.</p> <p>Registrants meet specific requirements to enter the Emergency Class. They do not need to meet these again when transitioning to the Temporary Class (e.g., jurisprudence exam and program requirement). In addition, as a practicing registrant, recent practice and language proficiency are met.</p>
<p>5.1(1) 2. The member’s practice must be monitored and directed supervised by a</p>	<p>New clear language proposed.</p>

Suggested Amendment	Reason for Change
<p>member of the College holding a General or extended class certificate of registration.</p>	<p>“Supervised” is the language in the proposed regulation for the Emergency Class. For consistency, CNO proposes amending the reference “monitored and directed” with respect to the Temporary Class and Special Assignment Class to “supervised”.</p>
<p>6(5) 2. The member’s practice must be monitored and directed <u>supervised</u> by a member of the College holding a General or extended class certificate of registration.</p>	
<p>These paragraphs [subsection 7(1)] relate to RN applicants to the Emergency Class.</p> <p>7(1) 1. The Government of Ontario has requested <u>or Council has determined</u> that <u>it is in the College assist it by issuing public interest to issue</u> Emergency Assignment certificates of registration to qualified applicants <u>to address emergency circumstances</u>.</p>	<p>As per the regulation under the RHPA, there is an expectation to include the circumstances in which the Emergency Class would open. This change provides an additional option to open the class: that Council can make this determination. It is intentionally broad given that future emergency circumstances are unknown.</p>
<p>7(1) 2. The applicant must satisfy the Executive Director that he or she <u>the applicant</u> has language proficiency, in either English or French, to be able to communicate and comprehend effectively, both orally and in writing.</p>	<p>“The applicant” is inclusive language.</p>
<p>7(1) 4. The applicant must satisfy the Executive Director that he or she <u>the applicant</u> practised as a registered nurse within three years before the day on which the applicant met all other requirements for the issuance of the certificate of registration.</p>	
<p>7(1) <u>5. The applicant must have successfully completed the examination in nursing jurisprudence approved by Council for a registered nurse, within five years before the day the applicant is issued an Emergency certificate.</u></p>	
<p>7(1) <u>6. The applicant must not have twice failed an examination mentioned in paragraph 2 of subsection 2 (1).</u></p>	<p>Jurisprudence tests knowledge in relation to Ontario laws and standards of practice, which supports safe nursing care. The exam is available online 24/7.</p> <p>This addition also facilitates the transition of an Emergency Class registrant to the Temporary Class given this is a requirement for the Temporary Class.</p> <p>A nursing registration exam tests if applicants meet Canadian entry-to-practice competencies. Entry-to-practice competencies are the foundation for safe nursing practice across Canada and serve as the benchmark for the knowledge, skill, and judgment an individual must demonstrate for safe practice.</p>



Suggested Amendment	Reason for Change
	<p>If someone is not successful on the exam, this is an indication that they may pose a risk to patient safety (e.g., they may have learning needs that have to be met to practice safely).</p> <p>The rationale for allowing two exam attempts is that failure to pass the exam may be attributed to factors unrelated to competence (e.g., test anxiety).</p> <p>This proposed change aligns with Temporary Class requirements.</p>
<p>These paragraphs [subsection 7(3)] relate to RPN applicants to the Emergency Class.</p> <p>7(3) 1. The Government of Ontario has requested <u>or Council has determined</u> that <u>it is in the College assist it by issuing public interest to issue Emergency Assignment class certificates of registration to qualified applicants <u>to address emergency circumstances</u>.</u></p>	<p>As per the regulation under the RHPA, there is an expectation to include the circumstances in which the class would open. This change provides an additional option to open the class: that Council can make this determination. It is intentionally broad given that future emergency circumstances are unknown.</p>
<p>7(3) 2. The applicant must satisfy the Executive Director that he or she <u>the applicant</u> has language proficiency, in either English or French, to be able to communicate and comprehend effectively, both orally and in writing.</p>	<p>“The applicant” is inclusive language.</p>
<p>7(3) 4. The applicant must satisfy the Executive Director that he or she <u>the applicant</u> practised as a registered practical nurse within three years before the day on which the applicant met all other requirements for the issuance of the certificate of registration.</p>	
<p>7(3) <u>5. The applicant must have successfully completed the examination in nursing jurisprudence approved by Council for a registered practical nurse, within five years before the day the applicant is issued an Emergency certificate.</u></p>	<p>Jurisprudence tests knowledge in relation to Ontario laws and standards of practice, which supports safe nursing care. The exam is available online 24/7.</p> <p>This addition also facilitates the transition of an Emergency Class registrant to the Temporary Class given this is a requirement for the Temporary Class.</p>

Suggested Amendment	Reason for Change
<p>7(3) <u>6. The applicant must not have twice failed an examination mentioned in paragraph 2 of subsection 3 (1).</u></p>	<p>A nursing registration exam tests if applicants meet Canadian entry-to-practice competencies. Entry-to-practice competencies are the foundation for safe nursing practice across Canada and serve as the benchmark for the knowledge, skill, and judgment an individual must demonstrate for safe practice.</p> <p>If someone is not successful on the exam, this is an indication that they may pose a risk to patient safety (e.g., they may have learning needs that have to be met to practice safely).</p> <p>The rationale for allowing two exam attempts is that failure to pass the exam may be attributed to factors unrelated to competence (e.g., test anxiety).</p> <p>This proposed change aligns with Temporary Class requirements.</p>
<p>These paragraphs [subsection 7(5)] are the terms, conditions, and limitations placed on the Emergency Class.</p> <p>7(5) 1. The member shall practise the profession only within the scope of his or her Emergency Assignment certificate.</p>	<p>This paragraph is proposed to be deleted given the above proposed change that Council can identify the circumstance in which this class would open.</p>
<p>7(5) <u>1. The member's practice must be supervised by a member of the College holding a General or extended class certificate of registration.</u></p>	<p>In alignment with the Temporary Class, these paragraphs propose terms, conditions, and limitations (TCLs) on the Emergency Class certificate of registration.</p>
<p>7(5) 2. The member shall at all times when providing nursing services identify himself or herself <u>themselves</u> as an Emergency Assignment member.</p>	<p>TCLs, such as the supervisory requirement, align with proposed Emergency Class regulations from other Ontario health regulators.</p>
<p>7(5) 3. <u>The member shall not perform a controlled or authorized act, unless the act is ordered,</u> <u>i. pursuant to clause 5 (1) (b) of the Act, or</u> <u>ii. by a registered nurse in the General class.</u></p>	<p>The Emergency Class is a time-limited class to meet the needs of the public in an emergency. In this context, individuals who register in this class only need to meet certain</p>
<p>7(5) <u>4. The member shall not supervise, monitor or direct the performance of a controlled or authorized act or the practice of another member in any class.</u></p>	
<p>7(5) <u>5. The member shall not accept the</u></p>	

Suggested Amendment	Reason for Change
<p>delegation of a controlled or authorized act from another member or any other person.</p>	<p>registration requirements (compared to the General Class).</p>
<p>7(5) 6. The member shall not delegate to another member or any other person the authority to perform a controlled or authorized act.</p>	<p>In terms of the change in paragraph 2, “themselves” is inclusive language.</p>
<p>7(5) 7. The member shall be restricted to the use of the following title:</p> <p>i. in the case of a member holding an Emergency-Assignment certificate of registration as a registered nurse, “Registered Nurse (Emergency Assignment)” or “RN (Emerg. Assign.)”, or</p> <p>ii. in the case of a member holding an Emergency-Assignment certificate of registration as a registered practical nurse, “Registered Practical Nurse (Emergency Assignment)” or “RPN (Emerg. Assign.)”.</p>	<p>This subsection proposes the new titles registrants would use, aligning with the regulation under the RHPA to have an “Emergency Class” (not “Emergency Assignment Class”).</p>
<p>These paragraphs [subsection 7(6)] relate to closing the Emergency Class/revoking a certificate of registration.</p> <p>7(6) An Emergency-Assignment certificate of registration is automatically revoked on the occurrence of the earlier of one of the following events:</p>	<p>This subsection outlines different options that would result in the certificate of registration being revoked.</p>
<p>7(6) 1. 30 days after receipt of notice of the Council’s determination that the emergency circumstances have ended.</p>	<p>In alignment with the proposed change to enable Council to open the class, this paragraph gives Council the authority to close the class.</p> <p>The 30-day timeframe is consistent with the Temporary Class certificate of registration in relation to a notification period.</p>
<p>7(6) 23. The date to which the Executive Director extended the certificate under subsection (7).</p>	<p>This grammatical correction clarifies this is not the date the Executive Director (ED) made the decision (rather this refers to the date of the extension).</p>
<p>7(6) 34. Receipt of notification of the failure for the second time of an examination referred to in,</p> <p>i. paragraph 2 of subsection 2 (1), in the case of a member holding an Emergency certificate of registration as a registered</p>	<p>A nursing registration exam tests if applicants meet Canadian entry-to-practice competencies. Entry-to-practice competencies are the foundation for safe nursing practice across Canada and serve as the benchmark for the knowledge, skill, and judgment an individual must demonstrate for safe practice.</p>

Suggested Amendment	Reason for Change
<p><u>nurse, or</u> <u>ii. paragraph 2 of subsection 3 (1), in the case of a member holding an Emergency certificate of registration as a registered practical nurse.</u></p>	<p>If someone is not successful on the exam, this is an indication that they may pose a risk to patient safety (e.g., they may have learning needs that have to be met to practice safely).</p> <p>The rationale for allowing two exam attempts is that failure to pass the exam may be attributed to factors unrelated to competence (e.g., test anxiety).</p> <p>This aligns with Temporary Class requirements, and the proposed registration requirements for the Emergency Class as set out above.</p>
<p>7(6) 5. The issuance of a General, extended, <u>Temporary</u> or Special Assignment class certificate of registration as a registered nurse or a General, <u>Temporary</u> or Special Assignment certificate of registration as a registered practical nurse.</p>	<p>This proposed paragraph aligns with the proposed change to enable transition to the Temporary Class (i.e., they cannot be registered in the Emergency Class and Temporary Class at the same time).</p>
<p>7(6) 46. The date on which that the Executive Director revokes the certificate <u>under subsection (8)</u>.</p>	<p>This wording clarifies that this is not the date the ED made the decision (rather this refers to the date of the revocation) and refers to the subsection below.</p>
<p>7(7) The Executive Director may extend an Emergency-Assignment certificate of registration for one or more periods, each of which is not to exceed 60 days, if, in the opinion of the Executive Director, it is advisable or necessary to do so, <u>provided Council has not determined the emergency circumstances have ended</u>.</p>	<p>The proposed change integrates Council's power with respect to deciding when the class ends.</p>
<p><u>7 (8) The Executive Director may revoke an Emergency certificate of registration if, in the opinion of the Executive Director, it is in the public interest to do so.</u></p>	<p>The Emergency Class is a time-limited class to meet the needs of the public in an emergency. In this context, individuals who register in this class only to meet certain registration requirements (compared to the General Class).</p> <p>This proposed paragraph is intentionally broad so the ED can respond to patient safety matters that arise (e.g., if there's a</p>



Suggested Amendment	Reason for Change
	safety concern, there is a reserved power for the ED to revoke a certificate of registration).



Attachment 3

CNO's Current Emergency Assignment Class

Current EAC provisions:

One of the current provisions in the regulation requires that the Government of Ontario requests CNO to activate the EAC.

Subsection 7(1) of O. Reg. 275/94: General³ (under the *Nursing Act, 1991*) outlines several non-exemptible requirements for registration in the Emergency Class. To be issued a certificate in this class, the applicant must satisfy CNO that they demonstrate:

- language proficiency in English or French;
- successful completion of a nursing program approved in the jurisdiction in which the program was taken; and,
- evidence of practice in the last three years.

In addition, a requirement for registration in any class is that applicants must demonstrate good conduct and character [General Regulation 275/94, ss.1.4 (1)]. Thus, applicants are required to provide a Police Criminal Record Check (PCRC) for registration in the EAC as well as complete a declaration as it relates to their suitability to practice the profession in Ontario.

The regulation defines registration in this class as short-term, with renewals available for a maximum of a 60-day period, as directed by the ED. Each certificate of registration is subject to specific terms, conditions and limitations requiring members to:

- practice within the scope of the EAC⁴;
- identify themselves as members of this class;
- use the following restricted titles; and
 - for RNs: “Registered Nurse (Emergency Assignment)” or “RN (Emerg. Assign.)”;
 - for RPNs: “Registered Practical Nurse (Emergency Assignment)” or “RPN (Emerg. Assign.)”.

³ Retrieved from: <https://www.ontario.ca/laws/regulation/940275#BK19>

⁴ The previous scope of practice for Emergency Assignment Class, when it was enacted, was approved by Registration Committee on April 6, 2020.

Decision Note – March 2023 Council

Jurisprudence Examinations

Contact for Questions or More Information

Kevin McCarthy, Director, Strategy

Decision for consideration

That Council approve the new Registered Nurse / Registered Practical Nurse (RN/RPN) Jurisprudence Exam (online learning module and exam) **effective on July 17, 2023**, as the examination in nursing jurisprudence for applicants for the issuance of a certificate of registration as a Registered Nurse or Registered Practical Nurse, under the jurisprudence examination requirements in the *Nursing Act, 1991*.

AND

That Council approve the new Registered Nurse (Extended Class) [RN(EC)] Jurisprudence Exam (online learning module and exam) **effective on July 17, 2023**, as the examination in nursing jurisprudence for applicants for the issuance of a certificate of registration as a Registered Nurse in the Extended class.


Public interest rationale

CNO meets its public protection mandate by ensuring all applicants entering the nursing profession have the knowledge, skill and judgement to provide safe, competent and ethical nursing care in Ontario. The purpose of the jurisprudence exams is to assess an applicant's knowledge and understanding of the laws, regulations, CNO by-laws and practice standards that govern the nursing profession in Ontario.

Background

The jurisprudence exams are one of eight entry-to-practice registration requirements for nursing applicants. CNO has two jurisprudence exams. All applicants wishing to register in the:

- General, Temporary or Special Assignment classes must successfully complete the Registered Nurse/ Registered Practical Nurse jurisprudence exam
- Registered Nurse (Extended Class) must successfully complete the Registered Nurse (Extended Class) jurisprudence exam



The jurisprudence exam is the same when applying to become an RN or an RPN. Therefore, if a current RPN registrant wants to become a RN registrant (or vice versa) they will not have to write the exam unless they:

- have never written it previously, or
- previously wrote it more than five years ago

Reinstating registrants may be required to write the jurisprudence exam if they have not been registered in the past five years.

CNO's [current jurisprudence exams](#) were launched in January 2013 following Council's approval. These are an online, multiple-choice question, "open-book" exams, which means that applicants can access and use paper, electronic, or online resources (e.g., laws, regulations, CNO's practice standards) while writing the exams.

In [December 2022](#), Council was provided with information on the proposed format of the new jurisprudence exams and our development plans.

Legislative framework

Ontario Regulation 275/94 made under the *Nursing Act, 1991* states that *"the applicant must, within five years before the day that the applicant is issued the certificate of registration, have successfully completed the examination in nursing jurisprudence that is approved by Council for applicants for the issuance of a certificate of registration"*.

Proposed new jurisprudence exams

In alignment with Outcome 1 in the *Strategic Plan* and CNO's modernization of applicant assessment and entry-to-practice registration processes, the intent is to enhance the delivery of the exams and promote the applicant assessment experience through an interactive, user-friendly learning approach.

Applicants taking the new jurisprudence exams will experience a new format. This format consists of an interactive, "open-book" learning module with the current exam content embedded. The exam is completed online through a secure website and learning management system that can only be accessed by CNO applicants. Exam results are valid for five years.


The exam will:

- continue to reflect Ontario entry-level nursing practice and legal responsibilities
- be available to applicants to complete remotely at a time of their choosing in either English or French
- be able to support applicants requiring accommodations

Applicants will continue to write the current exams until the new exams are launched in 2023.

Learning module

Robust analytics methodology and validation survey with subject matter experts and stakeholders was conducted to determine focused content to be included in the learning



modules. The RN/RPN and RN(EC) jurisprudence learning modules will each feature five chapters. Laws, regulations, and standards of practice unique to Nurse Practitioner practice in Ontario are also assessed in the RN(EC) jurisprudence exam. The chapters are:

1. Nursing Regulation
2. Nursing Scope of Practice
3. Professional Responsibility and Accountability
4. CNO Practice Standards
5. Quality Assurance and Continuing Competence

Exam component

At the end of each chapter, applicants will be assessed through a series of multiple-choice questions on their knowledge, critical thinking and application. Applicants will have unlimited attempts to successfully complete the new exam.

Applicant fees

There is a fee of \$40 (CDN), plus applicable taxes, to write the jurisprudence exams. There are no plans to change this fee.

Next steps

1. Implement the new jurisprudence exams, effective on **July 17, 2023**
 - a. Leverage the Quality Assurance Technology Platform and Learning Management System (LMS) to deliver the new exams
 - b. Conduct user experience testing to gather feedback on the applicant's journey and experience navigating the LMS platform and exam online
 - c. Engage stakeholders (inform and communicate in a variety of engagement methods)
2. Implement a review and maintenance process following launch
3. Evaluate the impact of the new exams.

Information Note – March 2023 Council Quality Assurance Program

Contact for Questions or More Information

Anne Marie Shin, Director, Professional Practice

Public Interest Rationale

The [Quality Assurance \(QA\) Program](#) is CNO's commitment to the public that every practicing nurse in Ontario is engaged in continuous improvement. QA is a key regulatory function that is designed to proactively strengthen the quality of nursing practice and, as such, supports the achievement of CNO's [Strategic Plan](#) outcome that nurses' conduct will exemplify understanding and integration of CNO standards for safe practice.

The purpose of this note is to provide an overview of the QA program transformation work and information about the updates to the selection of risk groups for QA Assessment. Since the program is continuing with the same selection process approved by Council in [December 2012](#), a new approval is not required as previously communicated at the December 2022 meeting.

Background

The *Regulated Health Professions Act, 1991* requires CNO to establish and administer a QA Program that assists nurses to maintain competence and continually evaluate their practice. Council has the authority to prescribe a QA program in regulation, under the *Nursing Act, 1991*¹. CNO's program was introduced in 1997 and has evolved over the years.


CNO's QA Program consists of three main components: QA Everyday (Self-Assessment), [QA Assessment](#), and Remediation. An overview of the [CNO QA Program](#) was provided to Council at the December 2022 meeting.

All nurses have an accountability to participate in QA annually. This includes confirmation at Annual Member Renewal of ongoing self-reflection and the development of a learning plan annually (QA Everyday); as well as participating in QA Assessment when selected by CNO.

Right-Touch Regulation

Right-touch regulation requires that the level of regulation is proportionate to the level of risk to

¹ Schedule 2 of the RHPA: section 80 and subsection 95(1), paragraph r.



the public². The principles state that regulation should aim to be proportionate, consistent, targeted, transparent, accountable, and agile³. These principles have informed transformation of the QA program and the revisions to the risk group selection so that it will remain agile and responsive to changes in the healthcare system, and areas of risk in nursing practices.

QA Transformation

Under the direction and approval of Council, CNO has been working to modernize and enhance the QA program. The objectives of the QA Program transformation are to:

- Broaden the program reach,
- Promote better use and understanding of the standards of practice by nurses in Ontario,
- Integrate a right-touch and more supportive approach within the QA program, addressing areas of risk in practice,
- Leverage more user-friendly technology for QA with automation that will enable us to move more nurses through annually, and have more robust data and reporting functions, and
- Implement a continuous quality improvement approach.


These objectives align with the “key themes” approved by Council in December 2017, namely: broaden program reach (i.e., all nurses to participate); ensure applicability and relevancy of QA requirements to nurse’s practice; leverage technology; address risk. In 2018-2019, CNO worked to implement these themes through a new QA model and assessment tools (e.g., Multisource Feedback Questionnaire). However, the start of the COVID-19 pandemic in March 2020 required all activities to be stopped. As 2020 moved forward, lessons learned from the pandemic and emerging evidence from literature and regulators in other jurisdictions demonstrated that a modified approach to QA was appropriate.

While CNO has moved away from the Multisource Feedback Questionnaire as a QA assessment tool, the guiding themes approved by Council in 2017 continue to underpin the current QA Program transformation work. The goal with these changes is to expand the reach of the program so that more nurses participate in the QA Assessment component annually. This goal will be met incrementally over the coming years, with a **future target of having each practicing nurse in Ontario participate in QA Assessment every 5 to 7 years**. In addition, all nurses will continue to confirm at Annual Membership Renewal ongoing self-reflection and the development of a learning plan annually (*QA Everyday*).

To support this significantly larger program reach, a Learning Management System (LMS) was selected as the QA platform. LMS have emerged as a platform with the ability to support regulatory learning, self-reflective practice, and ongoing improvement. In addition, LMS technology has the capacity to host many users and provide robust reporting and monitoring, aligning with key aspects of CNO’s new Strategic Plan. Such a system also provides the ability to easily introduce new assessment tools and activities which will allow the QA Program to

² <https://www.professionalstandards.org.uk/what-we-do/improving-regulation/right-touch-regulation#:~:text=Right%2Dtouch%20regulation%20means%20understanding,which%20we%20added%20'agility'>

³ https://www.professionalstandards.org.uk/docs/default-source/publications/thought-paper/right-touch-regulation-2015.pdf?sfvrsn=eaf77f20_20



remain agile over time and support the evolving nature of nursing practice. This year, the program will implement a new QA Assessment process and QA LMS.

QA Assessment Selection

While all nurses have an accountability to participate in QA annually, each year CNO selects a limited number of practicing nurses from the General and Extended classes to participate in QA Assessment. O. Reg. 275/94 made under the *Nursing Act, 1991* states that a member shall undergo practice assessment “if the member’s name is selected in accordance with a process approved by Council”.

In November 2012, Council approved the current selection process of ***one or more defined subset(s) of the registrants in addition to the random selection process for QA Assessment***. In June 2014, an update was provided to Council where staff identified the subsets of risk groups for this selection process. These risks groups included Long Term Care, Agency, Extended class, Professional Conduct, and IEN⁴. These identified risk groups have not been updated or reviewed since 2014. Given the changes in nursing practice and health care, it is necessary for the risk groups to be updated. This will help ensure the QA Program continues to align with right-touch regulation as well as the Strategic Plan, including consideration of a diversity, equity and inclusion (DEI) lens.

New risk group selection

As part of the QA transformation initiative, work is underway to enhance and update the method used to identify the subset risk groups. In 2022, a comprehensive literature review and jurisdictional scan was conducted related to regulatory risk factors in QA and professional conduct. This work resulted in the identification of broad risk categories and sub-categories (see Attachment 1), as well as more specific risk factors. At this time, only the risk categories and sub-categories have been shared as the specific risk factors have only been validated from one data point (literature review and jurisdictional scan).


The risk categories and factors will continue to evolve and be refined as they are validated and evaluated with CNO internal data⁵ and reviewed with stakeholder input (internal and external). An Equity Impact Analysis⁶ will be conducted to determine the impact of the risk factors on population groups from a DEI lens. Risk factors identified with impacts will be reviewed for inclusion using a form of proportionality test⁷ between the risk factors and QA objectives. The method used to identify risk groups for selection will be reviewed and updated on a three-to-five-year cycle. This is in alignment with best practices for standards and policy reviews.

⁴ Agency, Extended Class, and IEN risk groups were added later.

⁵ Including information from the Professional Conduct data project as well as insights from the Lakehouse project when complete.

⁶ Tools used will be [Race Forward: Racial Equity Impact Assessment](#) in conjunction with the [Ministry of Health’s Equity Impact Assessment](#) tool

⁷ This proportionality test is a modified constitutional analysis model that will use guiding questions to consider the balance of the QA objectives with the level of impact and proportionate effects of risk factor inclusion.



Once the analysis and validation are complete, the risk factors will be prioritized for inclusion and evaluation in upcoming QA Assessment selection cycles. As part of the continuous quality improvement approach planned for the QA program overall, there will be an evaluation of the QA program changes including the operations, tools, and risk factors selected. During this process, it will be determined whether the identified risk factors will be included with future selections. As the program prepares for the next cycle, revisions will be made to the groups for risk selection as informed by the evaluation. This process is outlined in Attachment 2.

This process of risk group selection is intended to be agile and dynamic, with regular evaluation done in conjunction with continued analysis of evidence and data supporting a continuous quality improvement approach. This will help ensure the QA Assessment risk group selection is responsive to changes in the healthcare environment and nursing practice. It will align the QA Program with the Strategic Plan's foundational pillars of data insights and agility and is also consistent with the principles of Right-Touch regulation. These risk factors will be used for QA Assessment selection in addition to a random selection from all registrants in the General and Extended classes; the same approach as Council approved in 2012.

Next Steps

Staff will continue to share updates on the risk group selection process as part of the ongoing communication related to QA Assessment.



Risk Factor Categories

Table1 – Risk Categories

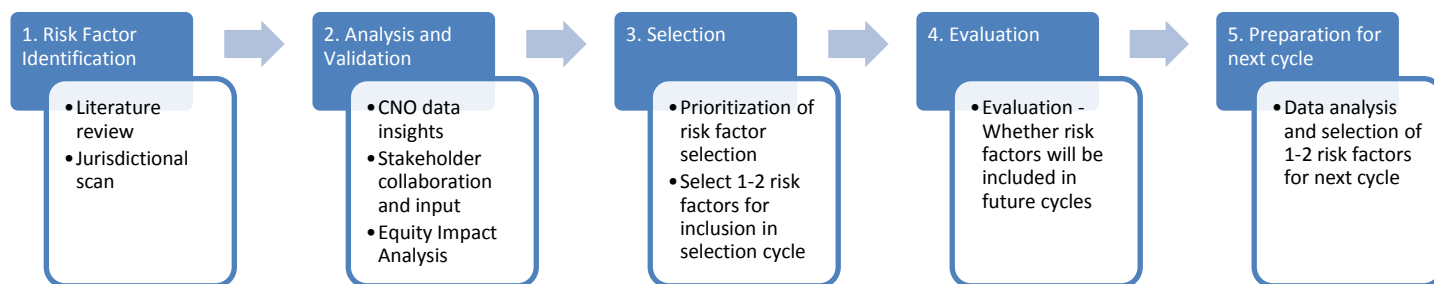
Risk Categories		
Registrant Risks	Practice Risks	Behavioural Risks
<ul style="list-style-type: none">• Career stage• Education• Exam scores• Change in jurisdiction	<ul style="list-style-type: none">• Practice setting• Vulnerable patient population• Independent or isolated practice• Employment status	<ul style="list-style-type: none">• Professional Conduct history• Criminal history• Ungovernability/Non-compliance

Risk Group Selection Process

The risk group selection process includes the following steps, and is illustrated in Figure 1 below:

1. Risk Factor Identification
2. Analysis and Validation
3. Selection
4. Evaluation
5. Preparation for next cycle

Figure 1 – Risk Group Selection Process





Discussion Note – March 2023 Council

Standards Modernization Update

Contact for Questions or More Information

Kevin McCarthy, Director of Strategy

Public Interest Rationale

Modernizing standards to reflect current evidence, evolving practice realities and public expectations contributes to safe nursing practice, thereby reducing client harm.

Strategic Outcome

Modernizing practice standards supports CNO's mandate to protect the public by advancing CNO's strategic outcome so that *nurses' conduct will exemplify understanding and integration of CNO standards for safe practice.*

Informed by evidence, the objectives of this initiative are to ensure practice standards are:

- accessible (clear and easy-to-understand),
- defensible (evidence-informed, measurable), and
- relevant (reflect contemporary practice to prevent risk, informed by stakeholders, and meet stakeholder needs).

Background

Since 2020, Council engaged in Modernizing Standards by discussing the:

- Objectives of modernizing standards,
- Key features of a modern standard, and
- Framework for modernizing standards

The [framework](#) to modernize standards highlights:

- The Code of Conduct as the central “hub” of practice standards,
- Topic specific practice standards as “spokes” supporting the Code and,
- The objectives of modern standards: accessible, defensible and relevant.



Modernized Code of Conduct

In [December 2022](#), Council approved a modernized [Code of Conduct](#), which will take effect on June 5th, 2023.

As CNO's overarching practice standard, the modernized Code summarizes the expectations of all CNO practice standards and describes the conduct all nurses in Ontario are professionally accountable to, regardless of their role, job description or practice setting. It includes updated expectations of professional behaviour and ethical conduct for all nurses and reflects the current health care environment, public expectations and societal values.

CNO is working towards implementing the Code of Conduct with an effective date of June 5, 2023. We are currently developing resources to support the application of the Code in practice. In addition, we will continue to share the modernized Code, highlighting the new expectations and resources to nurses, stakeholders and the public.

Retirement of Professional Standards and Ethics

At the June 2023 meeting, Council will be asked to consider approving the retirement of the Professional Standards and Ethics.

The modernization of the Code has allowed for the identification of duplicate content across multiple practice standards. In reviewing all existing practice standards, CNO identified [Professional Standards](#) and [Ethics](#) as two practice standards that contain significant duplication within the modernized Code.


CNO has conducted an in-depth analysis including a review of these practice standards against the modernized Code (e.g., mapping of *Professional Standards* and *Ethics* against the modernized Code). The outcome of this analysis indicates that the content of these practice standards is well reflected in the modernized Code. The table below provides a few examples:

Professional Standards: Accountability Each nurse is accountable to the public and responsible for ensuring that her/his practice and conduct meets legislative requirements and the standards of the profession.	Modernized Code Principle 3: Nurses provide safe and competent care. In this principle, nurses work within the limits of their legal scope of practice, education, experience, knowledge, skill and judgment to ensure safe and competent nursing care.
Ethics: Client well-being Nurses demonstrate a regard for client well-being by:	Modernized Code 1.2 Nurses prioritize clients' health and well-being in the therapeutic nurse-client relationship. ¹

¹ Each of these examples are from different principle statements within the modernized Code.



<ul style="list-style-type: none">• maintaining the therapeutic nurse-client relationship;	<p>1.6 Nurses maintain clients' privacy and dignity, regardless of where the client receives care or of its mode of delivery. This includes after the nurse-client relationship ends.</p> <p>2.1 Nurses self-reflect on and identify how their privileges, biases, values, belief structures, behaviours and positions of power may impact the therapeutic nurse-client relationship.</p> <p>3.3 Nurses identify when clients' therapeutic needs are outside of their legal scope of practice or individual competence and support clients to seek services from the proper health care professionals.</p> <p>5.5 Nurses identify, prevent and do not practice in situations that cause a conflict of interest. If a conflict of interest exists or arises at any point during the therapeutic nurse-client relationship, nurses explore alternative services with clients.</p> <p>5.7 Nurses initiate, establish and maintain professional boundaries with clients and terminate the nurse-client relationship as set out in CNO's <i>Therapeutic Nurse-Client Relationship</i> practice standard.</p> <p>5.8 Nurses do not physically, verbally, emotionally, financially or sexually abuse, harass or neglect their clients as set out in CNO's <i>Therapeutic Nurse-Client Relationship</i> practice standard and the <i>Regulated Health Professions Act, 1991</i>.</p>
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Further analysis of both these practice standards shows that:

- a) The structure of *Professional Standards* is outdated containing role-based statements and the content is long, detailed and repetitive, inconsistent with the structure of modern standards (e.g., principle-based). In addition, the concepts within *Professional Standards* (e.g., accountability, knowledge, continuing competence etc.) were largely integrated in the original Code, and further revised to reflect current expectations in the modernized Code.
- b) *Ethics* includes behavioural directives and case scenarios, not commonly used in modern practice standards. The *Ethics* standard states that the behavioural directives are intended to help nurses work through ethical situations, supporting their practice and self-reflection. *Ethics* is structured with scenarios as the basis of the standard, more focused on a learning guideline and less on nursing accountabilities.


Keeping in mind the framework for modern standards and its objectives, Council can consider retirement of these two practice standards when the modernized Code of Conduct comes into effect. The modernized Code is a more accessible, defensible and relevant practice standard that can be used in CNO's regulatory processes. It incorporates updated standards of professional behaviour and ethical conduct, applicable to all nurses, informed by current evidence and through extensive consultation with nurses, stakeholders and the public.

CNO's role is to provide guidance to nurses related to the application of standards. To support this change in practice, we plan to develop additional resources and educational tools to ensure nurses and stakeholders who relied on *Professional Standards* and *Ethics* understand how to apply the modernized Code and where to find the additional resources. We will also seek feedback from stakeholders (e.g., Employer and Academic Reference Groups) around the development of the new related resources and educational tools. In addition, these standards are also used in various regulatory functions such as: Professional Conduct, Education and there is a transition plan in place for these functions and relevant statutory committees.

New Scope of Practice standard

As part of the Standards Modernization project, CNO is advancing work underway to develop a new practice standard focused on the legislated scope of nursing practice. With current proposed regulatory changes to expand nursing scope of practice, such as RPN initiation and RN prescribing, this work is being prioritized to reflect these system changes and support safe nursing practice in Ontario. Moving ahead with the development of this standard now will support registrant and system readiness when the scope of practice changes come into effect.

Consistent with the overarching principles of the Standards Modernization project, CNO will be reviewing existing standards, guidelines, and resources to reduce duplication and align with the objectives of a modern standard: *accessible, relevant, and defensible*. As part of this work, this new standard will outline the legislated scope of practice for nurses (RNs, RPNs, NPs) in Ontario and integrate relevant content from existing standards and guidelines, such as



[Decisions about Procedures and Authority](#) standard, [Authorizing Mechanisms](#) guideline, and [RN and RPN Practice: The Client, the Nurse and the Environment](#) guideline.

Next steps in this work will include continued development of the new *Scope of Practice* standard, including internal and external review and feedback of the new standard. While timelines for government approval of the proposed scope of practice changes are still being confirmed, CNO will prioritize this standard development and bring a draft of the new standard for decision by Council in June 2023.

Questions for Council

- Is there is any additional information Council would require in June to make an informed decision related to retiring *Professional Standards and Ethics*?
- Is there is any additional information Council would require in June to make an informed decision related to the new *Scope of Practice* standard?

Next Steps

- Council decision related to the retirement of *Professional Standards and Ethics* (June 2023)
- Council decision related to the new *Scope of Practice* standard and any impacted standards and guidelines (e.g., integration or retirement of relevant content)
- Inform stakeholders (e.g., share with stakeholders in a variety of communication methods)

Agenda item intentionally omitted
Closed session
Pages 70 – 72

That the Council meeting be closed at 9:00 a.m. on Thursday, March 9, 2023, under Section 7(2)d of the *Health Professions Procedural Code* because personnel matters will be considered, and

That, in accordance with Section 7(3) of the *Health Professions Procedural Code*, Council orders that materials presented as part of the closed session not be made public.

Executive Election Package – March 2023 Council

The Executive is made up of the Officers (President, Vice-President, RN and Vice-President, RPN) and 2 other members. There are two public members on the Executive. (Article 16, General By-Law)

Contents

Candidate profiles for nominees¹

Nominations remain open and can be submitted up to the call for nominations at the March meeting. A nomination form can be requested from Jenna Hofbauer.

President

[Ramona Dunn, RN](#)

[Patricia Sullivan-Taylor, RN](#)

Vice-President, RN

[Sylvain Leduc, NP](#)

Vice-President, RPN

[Rodolfo Lastimoso Jr.](#)

Other members of the Executive – Public members (two positions)

[Jay Armitage](#)

[Fidelia Osime](#)

Note: If the President is a nurse, the two other members of the Executive are public members. If the President is a public member, the other members of Executive will be one public member and one nurse.

Contents

- [Notes about the election process](#)
- [Governance principles](#)
- [Chair/Vice-Chair Competences \(Council's Governance Vision\)](#)
- [Candidate Profiles](#)
- [Diagram of the election process](#)
- [Schedule 1 to By-Law No. 1: Process for the Election of Council Officers and Other Members of the Executive Committee](#)

¹ The advance candidates have all submitted complete nominations and profiles in advance of the February 10th deadline.

Notes about the election process:

Before the election

Nomination forms were circulated to all Council members in December. Advance nominations (to circulate with Council package) closed at midnight on February 10th.

Nominations are open until the election. Anyone submitting a completed nomination form by 5:00 p.m. on March 8nd will be included in the advance nominations announced at the election.

In February, the Executive Committee selected as scrutineers.

Voting

Voting will take place using the survey feature of Boardvantage. The Chair of the election will walk through the process during voting and there will be voting instructions on the screen

Officer Election

The officers (the President and Vice-Presidents) are elected first. The election process begins with a call for nominations from the floor for the officer positions. Candidates require three nominators. Since the meeting is remote:

- candidates will be asked to identify their nominators
- nominators will be asked to confirm that they are nominating the candidate.

Election of the other members of the Executive

The election of the other two members of the Executive follows election of the Officers. The election process will begin with nominations from the floor (as above):

- If the **President is a nurse** – the other members of the Executive will be two public members
- If the **President is a public member** – the other members of the Executive will be one nurse and one public member

The election will follow the process set out in Schedule 1 of [By-Law No. 1: General](#) (pages 62-66).

Speeches & Question period

In accordance with Council decisions about the process (December, 2016), after the call for nominations and before voting, candidates for contested positions will make a short speech (3 minutes) and there will be a question-and-answer period following the speeches.

Questions will be asked to all candidates for a specific position and will relate to:

- CNO's public interest mandate
- Council's governance principles
- The leadership role and the candidate's qualifications for the role (Chair/Vice-Chair competencies are attached)

Council is individually and collectively committed to regulating in the public interest according to the following principles:

Accountability

- We make decisions in the public interest
- We are responsible for our actions and processes
- We meet our legal and fiduciary duties as directors

Adaptability

- We anticipate and respond to changing expectations and emerging trends
- We address emerging risks and opportunities
- We anticipate and embrace opportunities for regulatory and governance innovation

Competence

- We make evidence-informed decisions
- We seek external expertise where needed
- We evaluate our individual and collective knowledge and skills to continuously improve our governance performance

Diversity

- Our decisions reflect diverse knowledge, perspectives, experiences and needs
- We seek varied stakeholder input to inform our decisions

Independence

- Our decisions address public interest as our paramount responsibility
- Our decisions are free of bias and special-interest perspectives

Integrity

- We participate actively and honestly in decision-making through respectful dialogue
- We foster a culture in which we say and do the right thing
- We build trust by acting ethically and following our governance principles

Transparency

- Our processes, decisions and the rationale for our decisions are accessible to the public
- We communicate in a way that allows the public to evaluate the effectiveness of our governance

Approved by Council, September 2016

Board Chair/Vice-Chair Profile

The Board Chair/Vice-Chair competencies and attributes are derived from the Board profile. These were identified in consultation with the Work Group, Committee Chairs, Committee staff resources and expert advice from Governance Solutions.¹

I. Career Knowledge and Experience Competencies (Where have you been?)

There are no specific career knowledge or experience competencies that are called for in the Chairs: if these individuals possess the other qualities (below), they may be drawn from any career path or experience mix.

II. Functional Skills Competencies (What do you know?)

Competency		Description
1.	Chairing Boards and/or Committees	Has served as Chair and/or Committee Chair on at least one other Board of an organization of comparable size and complexity, or demonstrates an equivalent combination of education and experience.
2.	Governance and Boards	Has a strong familiarity with and understanding of governance roles and responsibilities, and current governance policy, issues, and trends, gained through prior Board or committee experience in an organization of similar size, scope and complexity to the College, and/or governance education, for example ICD.D (Institute of Corporate Directors), Pro.Dir. (Professional Director®), or C.Dir (Director's College).
3.	Change Management	Demonstrates skills related to relationship management, engagement, socialization of ideas, consultation and negotiation.
4.	Leadership	Demonstrates skills and ability to lead others to solve problems, adapt and manage change, innovate and achieve results.
5.	Evidence-Based Decision-Making	Demonstrates ability and advanced skills in locating, critically appraising, interpreting, synthesizing, weighing,

¹ <https://www.governancesolutions.ca>

Competency		Description
		evaluating and using evidence from qualitative and quantitative paradigms.
6.	Decision-Maker	Is a proven decision-maker using different decision-making methods beyond evidence-based.
7.	Public Interest	Has experience and understanding protecting and acting in the public interest.
8.	Stakeholder Relations	Demonstrates understanding and ability to provide effective oversight of engagement and communications with the public, government, and other key stakeholders.

III. Affinity Attributes (What informs your thinking, your perspective?)

There is no specific affinity attribute called for in the chairs; these individuals are drawn from the Board that, in its entirety, reflects a diverse range of affinity attributes.

IV. Character Attributes¹ (Who are you?)

Attribute		Description
1.	Communicator	Able to communicate clearly, concisely and accurately, orally and in writing.
2.	Constructive	Able to build relationships, and to be constructive and helpful.

¹ These character attributes were developed from Governance Solutions’ meta-research, supplemented and customized with the Ontario Government Regulatory and Adjudicative Agencies’ core competencies. These are available at: <https://www.ontario.ca/document/member-regulatory-and-adjudicative-agencies-core-competencies>. These competencies are not mandated for regulatory colleges, but they are a helpful and relevant source. In general, all board and committee members should possess these core character attributes.

Attribute		Description
3.	Emotionally Mature	Able to understand and skillfully manage emotions, especially when faced with conflict and confrontation; self-aware and professional.
4.	Ethical	Able to meet the expectations set out in the Conduct by-law; has an unquestioned level of ethical integrity.
5.	Fiduciary	Able to put others' interests first (servant leadership); has a passion for the public interest, commitment and drive.
6.	Inclusive	Able to create opportunities for all voices and backgrounds to be heard and considered; demonstrates respect and long-standing commitment and action to achieve equity, diversity and inclusivity.
7.	Independent	Able to think independently, while knowing when and how to consult others.
8.	Learner	Able to apply learning to the public interest; demonstrates a willingness to learn and develop.
9.	Listener	Able to listen and question to achieve understanding; is an effective and active listener.
10.	Proactive	Able to think proactively and to anticipate.
11.	Strategic	Able to move beyond the details to envision the grander future; is a strategic thinker.
12.	Adaptable	Able to adapt easily and quickly to changing evidence and environments; demonstrates cognitive flexibility.

Attribute		Description
13.	Forthright	Able to present an unpopular or controversial position in the face of opposition or opposing views.
14.	Professional Judgement	Able to think critically.
15.	Astute	Able to apply their knowledge in the context of Board level decision-making and leadership.
16.	Problem Solver	Able to evaluate complex issues and to make effective decisions (find solutions).
17.	Unifier	Able to encourage divergent thinking and dissent from others, and to build consensus; stands behind the collective decisions of the board in unity.
18.	Systems-level Thinker	Able to conceptualize on a systems level and communicate this understanding to others.

Executive Election Package – March 2023 Council Candidate Profiles

President

[Ramona Dunn](#)

[Patricia Sullivan-Taylor](#)

Vice-President, RN

[Sylvain Leduc](#)

Vice-President, RPN

[Rodolfo Lastimoso Jr.](#)

Other members of the Executive – Public members (2 positions)

[Jay Armitage](#)

[Fidelia Osime](#)

Candidate Profile of Ramona Dunn RN

I am offering my candidacy for the position of President of the College of Nurses Executive Committee.

My qualifications for this position are as follows:

Having a strong commitment to protecting and acting in the public interest. This commitment has been strengthened through my participation on the Disciplines Committee.

My sense of social justice and social responsibility strengthened through the many years of working as an Indigenous Nurse working within the Indigenous Community.

My commitment to base my decisions on current best practices and my strong problem solving skills

A commitment to lifelong learning which has served me well in taking on new roles and experiences.

Having been in the nursing profession for 43 years, I have witnessed the progression of our profession and would consider it an honour to be part of shaping its future.

Thank you for considering me for this position.

Patricia Sullivan, BSN, MPA, PMP Candidate for President

I seek your vote to serve on the Executive Committee. In this role, I will protect the public by advancing safe nursing practice and promoting regulatory excellence.

Exceptional nurses are critical to patient safety and a high performing health system. Yet we know that the pandemic placed a tremendous toll on our profession. CNO is well positioned to continue providing leadership in professional regulation in Ontario and across Canada. As Council Members our job is to oversee CNO's mandate to protect the public through safe nursing practice. This includes ensuring we are actively collaborating with system partners on the solutions to achieve a high performing health system. Our 2022 Council Evaluation provided insights on areas for governance improvement. As the President, I will work with CNO staff and Council to advance agreed upon priorities. This includes deepening relationships and increasing member engagement at Council meetings to ensure we fulfill our oversight role. In partnership with CNO staff, I will collaborate with health system partners to advance the CNO strategy implementation. I will work to ensure a sustainable and ethical plan to rebuild the nursing workforce.

I bring 30 years experience in quality improvement, governance, and performance measurement. This includes direct patient care experience in hospitals and the community as well as policy and regulatory development, implementation, and evaluation. I have a 20-year track record leading data analytics and reporting to support clinical and administrative decision making by clinicians, health system administrators and policy makers. Most recent executive-level roles focused on health system strategy, policy, and partner engagement. As a consultant I work with healthcare systems to advance quality, patient, and workforce safety. This experience will be an asset in the President role.

Recent College experience:

2022 to present, CNO Vice President, RN

2020 to present, CNO Council, Member

2020 to present, Finance Committee, Member (co-chair since 2022)

2020 to 2022, Disciplinary and Fitness to Practice Committee, Member

2022 to present, Inquiries, Complaints and Reports Committee, Member

Relevant competencies I will bring to the President role:

RN-expert on quality standards, people-centred care, co-design with interdisciplinary teams; Accreditation Canada surveyor.

Regulatory-co-designed, implemented and assessed regulations and standards; author on regulation and assessment related to patient relations, integrated care, quality improvement and accreditation.

Governance- Co-developing an Effective Governance eLearning Resource for use by board members within Canadian healthcare organizations and/or health systems to better understand their role, accountability and necessary actions related to quality and patient safety; led Ontario patient relations measurement and reporting.

Healthcare Leadership-held strategic national and provincial roles that ranged from Director, Health System Funding Policy to Executive Lead, CEO Office-Strategy, Policy, and Partner Engagement; advisor on quality and safety in Canada and internationally.

Stakeholder Relations-expert on engagement of patients, clinicians, public, policy makers, health system administrators and researchers; create safe spaces for all voices to be heard and understood.

Contact: [LinkedIn](#) or [Email](#)

CNO candidate profile

Sylvain Leduc NP-PHC, BScN, MScN and PhD candidate

To the attention of the Executive Director & CEO Silvie Crawford.

This letter is intended to submit my nomination as NP vice president executive member on the CNO council.

Nursing in Ontario has evolved considerably over the last decades, and CNO's work has led the way as a regulatory leader. I have been fortunate to serve as a council member since 2011. In my past experiences with the various statutory committees ranging from Fitness to practice, the nomination committee and currently the Quality Assurance committee, I have seen an impact on the Quality of care in Ontario.

The knowledge and experience I have gained have provided me with a better understanding of the nursing practice and conduct primarily related to public concerns, the standard of practices and client safety.

I am a francophone primary health care provider, an educator, and a lifelong learner. Working in Northern Ontario, I have had wonderful experiences working with diverse teams and marginalized and vulnerable clients. My research addressing the needs and care of 2SLBGTQ and the trans-gendered client has fostered an interest in offering culturally competent, anti-oppressive approaches and being sensitive to the needs of my clients.

Being on the CNO council has been eye-opening; the healthcare landscape is increasingly needed for strong leadership capable of applying advanced critical reasoning skills and analyzing and applying grounded, evidence-based solutions while maintaining public safety and trust.

I bring with me the attributes and characteristics that would make me your NP/RN Vice president.

I look forward to the ongoing work that we, as a council, the college team and the executive director & CEO, to uphold the Board's governance principles as we act in the public's best interests.

Rodolfo D. Lastimoso Jr. RPN, RN, BScN

Candidate for Vice President - RPN

Professional Experience

- Advance Practice Leader Nurse at Baycrest Hospital
- Registered Nurse in Nursing Resource Team Department at Humber River Hospital
- Registered Practical Nurse in Respirology and Gastroenterology Departments at Humber River Hospital
- 18 years of nursing experience both in the Philippines and Canada

Governance Experience

- Current Council Member – RPNs for Central Toronto District
- Current Member of Registration Committee
- Former Member of Discipline and Fitness to Practice Committees
- Former President of the Nursing Students in Ontario (NSO), an interest group of the RNAO
- Former Board of Director – Student Representative of the RNAO
- Former Student Senator, Faculty of Health at York University Senate

Education

- Bachelor of Science in Nursing for Internationally Educated Nurses Program at York University, Canada, 2020
- Ontario Internationally Educated Physical Therapy Bridging Program at University of Toronto, Canada, 2016
- Master in Nursing at Liceo de Cagayan University, Philippines, 2009
- Bachelor of Science in Nursing at Liceo de Cagayan University, Philippines, 2004
- Associate in Health Science Education at Liceo de Cagayan University, Philippines, 2002
- Bachelor of Science in Physical Therapy at Liceo de Cagayan University, Philippines, 2001

Contact

[LinkedIn](#)
[Email](#)



I am a lifelong learner, and from my past experiences on Executive Committees and Boards, I am aware of the intense preparation work necessary, the need to listen to the contributions of all and make decisions that advance the CNO's mandate.

My attributes related to being self-directed, taking the initiative, flexibility, excelling in teamwork, providing person-centered care, and speaking articulately will be very useful to me as a Vice President - RPN. These are all skills I honed in previous role as a Council Member.

If elected, I am committed to being a fully engaged Vice President - RPN because I believe self-regulation is a privilege and the public's protection is an obligation.

Leadership Attributes

- Strategic Visioning
- Organizational Decision making
- Practice Innovation
- Quality Improvement
- Professional Accountability
- Active Listener
- Continuous Learner
- Integrity

JAY ARMITAGE, Public Member

Candidate for Executive Committee

With 20 years' experience in strategic communications, brand transformations and stakeholder relations, Jay is a highly regarded and passionate leader with a proven track record for strengthening brands and building trust with all audiences.

Experience

Jay Armitage is the Vice President of Marketing and Communications for Hydro One. She is accountable for brand strategy, marketing, internal and external communications, research, community investment and sustainability.

Jay is an experienced leader with deep expertise in integrated communications strategies that build strong brands and trust with various stakeholders including employees, customers, industry, government, communities and the public.

Before joining Hydro One, she held the position of Vice President at a leading communications agency where she helped public and private sector clients develop effective communications strategies and manage complex issues.

After completing her Bachelor of Arts in politics from Queen's University and a Master of Arts in journalism from the University of Western Ontario, Jay spent her early career in TV journalism as an Associate Producer at CBC News: Sunday. She currently serves as a Public Member on the Council of the College of Nurses.



Expertise

- Brand strategy
- Integrated marketing and communications
- Sustainability and social impact
- Issues and crisis management
- Stakeholder and government relations

Contact

[LinkedIn](#) or [Email](#)



FIDELIA OSIME

An astute professional, Fidelia Osime was recognized by and named to the exclusive membership organization, Cambridge Who's Who, for demonstrating dedication, leadership and excellence in human resource alignment and strategies.

She holds several degrees including M.Sc (Sociology) and Masters in Business Administration and is an alumnus of the Stanford Graduate School of Business. She is a member of several professional bodies.

Her professional expertise from major multinational organizations covers the areas of brand development, change management and general human resource management. She worked at various levels of management in several countries and continents for over 20 years and served on boards for almost a decade.

She is a member of the international faculty of Haggai Leadership Institute, a Christian organization based in Atlanta which trains Christians from developing nations and equips them to become effective leaders. She continues to be a guest speaker at several events.

She believes people have the capacity to improve and grow and contributes to individuals by coaching and mentoring people who express an interest. Annually, she runs a pro-bono 6 week program tagged Leadership 101.

At an individual level she takes an interest in supporting the less privileged and is involved with blind children and food banks. She is a member of the board of Positive Action for Treatment Access (PATA), a Not-for-Profit organization which promotes access to treatment for People Living With HIV/AIDS and provision of a safe haven and education for young girls who may have been abused at home.

A member of the Board of Trustees of Grace Centre, Richmond Hill in Ontario, she served on the board of Eating Disorders of York Region, (EDoYR) based in Toronto, Canada, at inception.

Fidelia is currently pursuing The Chartered Director Program run by DeGroote School of Business at McMaster University.

Process for Electing the Executive Committee

Before

the March Council Meeting

Request for nomination
Circulated in advance

Candidate information
Council receives information on nominated candidates

During

the March Council Meeting

Officer election
(President, Vice-President RN and Vice-President RPN)
• Nominations from the floor
• Speeches
• Voting
• Counting
• Announcing results

Public Member president

Nurse president

Public member election (1)
• Nominations from the floor
• Speeches
• Voting
• Counting
• Announcing results

Public member election (2)
• Nominations from the floor
• Speeches
• Voting (2 votes/member)
• Counting
• Announcing results

+

RN/NP/RPN member election (1)
• Nominations from the floor
• Speeches
• Voting
• Counting
• Announcing results

After

the March Council Meeting

Results
Numeric results provided to candidates on request

Schedule No. 1 to By-Law No. 1
Process for Election of Council Officers and Other Members of the Executive Committee
Revised version March,2020

In this Schedule,

“Council Officers” means the President and two Vice-Presidents of the Council

“Council Officer” means one of the President or Vice-Presidents of the Council and “ballot” can be in either electronic or paper form.

1. Prior to any Council meeting, where councillors are expected to elect one or more Council Officers and/or other members of the Executive Committee, nomination forms for the nomination of the Council Officers and/or other members of the Executive Committee to be elected at that meeting shall be sent by the Executive Director to persons who the Executive Director expects to be councillors at the meeting of Council where the elections are to be held.

2. Subject to paragraphs 8 and 34, to be nominated for election as a Council Officer or another member of the Executive Committee, a councillor must submit a completed nomination form including the written consent of the councillor wishing to stand for election for that position and the signatures of three persons who, at the time of the nomination, were councillors.

3. A councillor may not run for election for more than one Council Officer position.

4. A councillor may withdraw as a candidate at any time.

5. A councillor nominated for more than one Council Officer position must, prior to the commencement of the election, withdraw as a candidate from all but one Council Officer position, failing which the councillor shall not be eligible to run for election for any Council Officer position.

6. The chair of the Nominating Committee or his or her designate shall preside as chair of that portion of the meeting of Council where the election of Council Officers and/or other members of the Executive Committee takes place.

(Amended September 2021)

7. Council shall appoint three scrutineers for the election.

Election of Council Officers

- 8.** The chair will call for nominations from the floor which nominations must be in writing and must comply with paragraph 2 above.
- 9.** Ballots will be distributed for election of the Council Officers to be elected at that Council meeting. Each ballot will include all Council Officer positions to be elected and will include the names of all candidates.
- 10.** The chair will announce the names of all candidates running for election for each Council Officer position.
- 11.** If no councillor has been nominated for any Council Officer position for which an election was to be held at that Council meeting, the Nominating Committee will nominate a candidate or candidates for the office(s).
(Amended September 2021)
- 12.** If only one candidate has been nominated for a Council Officer position, the chair shall declare the candidate elected by acclamation.
- 13.** Each candidate for election shall be offered the opportunity to briefly address Council.
- 14.** Voting shall be by secret ballot and shall take place simultaneously for all Council Officer positions which are subject of election at that Council meeting.
- 15.** The completed ballots will be collected and reviewed by the scrutineers.
- 16.** A staff member designated by the chair will review and confirm the election results under the supervision of the scrutineers.
- 17.** The scrutineers will report to the chair the results in writing including the number of votes cast for each candidate for each Council Officer election. The chair will announce the results to Council without referring to the number of votes cast for each candidate.
- 18.** A candidate receiving a majority of the votes cast for that Council Officer position shall be declared the successful candidate. Where there were more than two candidates running for election

for a Council Officer position and no candidate received a majority of the votes cast, the candidate with the lowest number of votes shall be dropped from the election and another vote (ballot) shall be taken. The same process shall be followed until one candidate receives a majority of the votes cast for that Council Officer position. In the event that two candidates remain with an equal number of votes which tie, in the opinion of Council, is unlikely to be broken by additional ballots, the tie shall be broken by the chair by lot.

19. Where in the course of the election a tie vote occurs respecting two or more candidates having the lowest number of votes in that election and it is necessary to break that tie in order to determine which of the candidates shall be dropped from the ballot, the Council shall vote by secret ballot to determine which of the candidates shall be dropped from the ballot unless the tie, in the opinion of Council, is unlikely to be broken by additional ballots, in which case the tie shall be broken by the chair by lot.

Election of the Balance of the Executive Committee

- 20.** Following the election of the Council Officers, the remaining two members of the Executive Committee shall be determined by election using a secret ballot and in a manner consistent with the election of Council Officers, unless otherwise specifically provided for in this Schedule. For greater clarity the provisions of paragraphs 9, 10, 11, 13, 15, 16, 17, 18 and 19 apply with necessary modification to the election(s) of other members to the Executive Committee.

Process where the President is a member of the College

- 21.** The provisions of paragraphs 22 to 27 apply where the President elected at the meeting is member of the College and therefore two public councillors are to be elected to be members of the Executive Committee.
- 22.** The Chair shall request nominations for the two public councillor positions on the Executive Committee which nominations must be in writing and must comply with paragraph 2 above.
- 23.** If only two public councillor candidates have been nominated for election to the Executive Committee, the chair shall declare those candidates elected by acclamation.

24. If only one public councillor candidate has been nominated for election to the Executive Committee, the chair shall declare that candidate elected by acclamation.
25. If insufficient public councillors have been nominated for election to the Executive Committee for which an election was to be held at that Council meeting, the Nominating Committee will nominate a candidate or candidates for the position(s).
(Amended September 2021)
26. Where more than two eligible candidates have been nominated for election to the Executive Committee, elections shall be held in a manner consistent with the process for election of Council Officers save and except that each councillor will be entitled to cast a vote for not more than two of the candidates.
27. For greater clarity, a ballot cast under paragraph 26 shall not be considered spoiled simply because a councillor only votes for one candidate.

Process where the President is a Public Councillor

28. Where the President elected at the meeting is public councillor, the provisions of paragraphs 29 to 37 shall apply in order to elect one additional public councillor and one additional councillor who is a member of the College, to the Executive Committee.
29. The Chair shall request nominations for the public councillor position on the Executive Committee, which nominations must be in writing and must comply with paragraph 2 above.
30. If only one public councillor candidate has been nominated for election to the Executive Committee, the chair shall declare that candidate elected by acclamation.
31. If no public councillor has been nominated for the Executive Committee position the Nominating Committee will nominate a candidate for the position.
(Amended September 2021)
32. If more than one eligible candidate is nominated, an election shall be held in a manner consistent with the election of Council Officers.
33. The chair shall then call for nominations for the remaining position on the Executive Committee which position shall be filled from among eligible councillors who are members of the College.

34. Nominations for the position referred to in paragraph 33 may be in writing, in compliance with paragraph 2 or may be made orally at the meeting if supported either orally or in writing by three persons who, at the time of the nomination, were councillors, provided the person being nominated for election consents to being a candidate.
35. If only one candidate has been nominated for that Executive Committee position, the chair shall declare the candidate elected by acclamation.
36. If no councillor has been nominated for that Executive Committee position the Nominating Committee will nominate a candidate for that position.
(Amended September 2021)
37. If more than one eligible candidate is nominated, an election shall be held in a manner consistent with the election of Council Officers.
38. The following rules and procedures apply to all elections held in accordance with this Schedule:
1. If a request by a candidate is made within thirty days of the election, the chair of the Nominating Committee will advise the candidate of the number of votes cast for each candidate in respect of any position for which he or she ran for election.
(Amended September 2021)
 2. Unless Council directs otherwise, ballots shall be destroyed immediately following the chair declaring the successful candidates for all positions.

Minutes

Present

N. Thick, Chair
R. Kaur

F. Osime
P. Sullivan-Taylor

Regrets

M. Sheculski

Staff

S. Crawford
J. Hofbauer

R. Jabbour
K. McCarthy

Agenda

The agenda was circulated in advance and was approved on consent.

Minutes

Draft minutes of the Executive Committee meeting of Nov 11, 2022 had been circulated. An edit was proposed for conciseness and clarity. The minutes were approved, as revised, on consent.

Filling committee vacancy

The Executive received a briefing on a public member vacancy on the Discipline/Fitness to Practise committee.

Motion 1

Moved by P. Sullivan, seconded by F. Osime,

That J. Farag, public member, be appointed to the Discipline and Fitness to Practise committees.

CARRIED

Statutory Committee Chairs

The Executive had received the competency-based applications for statutory committee chairs that had been submitted through Governance Solutions.

Motion 2

Moved by F. Osime, seconded by R. Kaur,

That it be recommended to Council that the 2023-2024 statutory committee Chairs be:

Discipline/Fitness to Practise	M. Hogard
Quality Assurance	S. Leduc
Registration	A. Arkell

CARRIED

Election of the Executive Committee

The Executive Committee received an update on the advance nominations for election to the Executive Committee. It was noted that advance nominations close on February 10th.

It was confirmed that the President had encouraged participation at the December Council meeting and that a recent reminder had been sent to Council members about the leadership opportunities.

The Executive discussed its accountability for succession planning to support good governance and how that might balance with transparency. If there are positions without candidates when the Council package is sent, the Executive asked that the need for candidates be flagged for Council members, noting the importance to have a complete and diverse Executive Committee.

December Council de-brief

N. Thick shared reflections from the Executive Committee's debrief on the December Council meeting. Having questions to support strategic, forward thinking, discussion was identified as helpful. It was flagged that having those questions in advance, as part of the Council meeting package, would support thoughtful engagement.

There was discussion about small group discussions to allow members to identify questions or issues for a Council agenda. It was noted that the legislative requirements are for open meetings. It was agreed that a policy and education on closed sessions is important and should be a priority for this year.

Evaluation

It was noted that the Executive has been leading the Council evaluation. In December, a commitment was made to review the evaluation report and recommend an implementation approach to Council in March.

Council Evaluation Cycle

The Executive had received a briefing note and R. Jabbour provided an overview of the proposed 3-year evaluation cycle. It was noted that 2023 is scheduled for:

- Focused, light evaluation and
- Leadership evaluation.

Given the extent of recommendations in the Council Evaluation Report, members recommended focusing the light evaluation in 2023 on the progress made against Evaluation Report recommendations. Given the extent of the recommendations and the timing of Council's receipt of the report, it was suggested that the light evaluation take place in December 2023. It was noted that many of the recommendations will be addressed through learning and development of the Governance Manual.

There was also support for having a leadership evaluation in 2023 and for discussing this further in May, when the incoming Executive Committee members will be participating.

Council meeting evaluation – Pulse check-in

R. Jabbour highlighted the briefing regarding the proposed “Pulse” check-in survey to follow each Council meeting. The survey would include four rated questions and three open-ended questions and would be sent to half of the members each meeting – to limit survey fatigue.

The value of a post meeting evaluation check-in was confirmed. There was discussion about leveraging technology and surveying questions on the meeting process during the meeting debrief, to replace the discussion of the team norms. This would result in immediate feedback, that can be discussed and be transparent.

It was flagged that the Executive will need to consider if there are any changes identified out of the meeting evaluations.

Approach to implementation of recommendations in the Evaluation Report

The Executive had received a briefing note on approaches to implementing the recommendations in the Evaluation Report. It was noted that there are 33 recommendations in full report and five priorities were identified by Council in the PD workshop in December. R. Jabbour walked the Executive through the briefing and the approaches proposed to move forward priority recommendations.

It was noted that many recommendations are inter-related. Some recommendations are impacted by work that is being undertaken by CNO to meet standards set in the College Performance Measurement Framework and others can be met through education.

Actions planned to address some of the priority recommendations were highlighted.

In March, it is proposed that the professional development session be a facilitated conversation on Council culture. This is a priority evaluation recommendation.

Governance Manual

The Executive reviewed and provided input into the proposed contents for a comprehensive Governance Manual. It was identified that the initial manual will be a compilation of existing materials. As materials are developed, the manual will continue to develop.

While it was confirmed that the manual will be a useful educational and reference resource, ongoing education will be necessary. It was noted that the education will include external experts to address the unique expectations for health regulatory boards of directors.

It was confirmed that the approach of orientation for all, ongoing professional development, the manual and addressing governance at Council meetings (e.g. a policy on closed sessions) will enhance understanding of Council's unique governance role and each members' accountabilities.

Frequency of Council Meetings

One of the priority recommendations from the evaluation is an increase in the number of Council meetings. It was noted the CNO already requires Council members to commit to two full days each quarter for Council. That is significantly more than most boards that have brief meetings more frequently.

There was concern that increasing the number of Council meetings, together with the other committee expectations for Council members, could be a barrier to participation.

It was identified that meetings could be more effective, and that would be a first step. The potential for a retreat or focused meeting to discuss the strategic plan or other key strategic priorities was flagged.

The addition of a PD session in the fall, to include finance in advance of the budget discussion in December, will allow for members to come together an additional time. The potential for other brief educational opportunities – for example lunch and learns – to bring together Council members was also flagged. These could include social and would be voluntary. It could build skills and team relationships.


It was flagged that more discussion is needed on how to enhance meeting effectiveness, support strategic discussions and explore other options for coming together for education or strategic discussions.

2023 Orientation Session

More extensive orientation than in previous years, is being proposed. The Executive reviewed and provided input into the draft topic list for the orientation. It was flagged that some of the items included in the overall orientation may be addressed in the May Meet and Greet with the Executive Committee and new Council members.

There will be discussion about the Meet and Greet at the May meeting of the Executive Committee, which will include the new members. It was noted that while currently members of the Executive mentor the new Council members, this could in future be expanded beyond the Executive.

It was confirmed that there is a lot of content for orientation, and learning will need to be integrated and consolidated over time.



Executive Committee
February 9, 2023

Scrutineers

The Executive used the [Wheel of Names](#) to randomly select scrutineers for the election of the Executive Committee.

Motion 3

Moved by P. Sullivan, moved by R. Kaur,

That the scrutineers for the election of the Executive Committee on March 9, 2023 be D. Edwards, E. Mutia and D. Thompson.

CARRIED

Sub-Committee on Compensation Chair

The Executive Committee had received a decision note regarding the appointment of the Chair of the Compensation Sub-Committee. The briefing included background on the candidate recommended by staff.

Motion 4

Moved by P. Sullivan, seconded by F. Osime,

That it be recommended that Council appoint B. Canuel as the 2023-2024 Chair of the Sub-Committee on Compensation.

CARRIED

Council agenda

The Executive Committee received a draft agenda for the March 2023 business Council meeting. There was support for the timing and order of items on the agenda.

A closed session is being recommended.

Motion 5

That it be recommended to Council:

That the Council meeting be closed at 9:00 a.m. on Thursday, March 9, 2023, under Section 7(2)d of the *Health Professions Procedural Code* because personnel matters will be considered, and

That, in accordance with Section 7(3) of the *Health Professions Procedural Code*, Council orders that materials presented as part of the closed session not be made public.

CARRIED

It was noted that a special meeting of Council is required to make a final decision about approving amendments to CNO's Emergency Assignment Class regulation. The Executive supported an evening meeting to maximize the participation of Council members and confirmed their availability for May 9. Council members will be contacted regarding their availability, to ensure quorum for decision-making.

Motion 6

Moved by P. Sullivan, seconded by F. Osime,

That the agenda for the March 2023 Council meeting be approved for posting.

CARRIED

The Executive supported the staff recommendation that the Council hybrid meeting be held in September. Council will be informed at the March meeting.

Council's annual plan

Staff shared a new format for Council's Annual plan. The format shows the year at a glance, highlights the strategic issues for consideration, reflects Council's focus on governance and includes Council's professional development.

The Executive noted that the plan is a living document and new items will be added as they are identified over time. They identified that the new format is clear and easy to understand.

Proposed Professional Development

There is an interest in Council members connecting in small groups. It was suggested that a brief 10-minute small group session be held before the conclusion of each Council professional development session, each group including a member of Executive. It was suggested that there be some questions that Executive Committee might have to support discussion, if needed.

It was noted that a PD session is planned in November, to support Council members' review of the proposed budget in advance of its review at Council in December. Following Council's input on the proposed Professional Development program, a date will be confirmed.

Next meeting

N. Thick reminded the Executive that they will meet again the morning of May 18, 2023. J. Hofbauer, R. Jabbour and K. McCarthy left the meeting.

Executive Session

The Executive Committee met in private with S. Crawford, CNO's Chief Executive Officer.

Report of the February 9, 2023 Finance Committee Meeting

Contact for Questions or More Information

Stephen Mills, Chief Administrative Officer

The Finance Committee met on February 9, 2023. Geoff Clute and Blair MacKenzie, from Hilborn LLP, were guests at the meeting. The draft minutes are Attachment 1 to this report.

Financial Statements

The unaudited financial statements for the year ending December 31, 2022 (Attachment 2) were discussed, together with the confidential Management Discussion & Analysis.

The financial result for the year was a surplus of \$2.8M which is \$10.M more than the budgeted deficit of \$7.3M. The Committee was informed that the year-end outcome in these statements is congruent with the estimates in the 2023 budget. The major variances relate to staff vacancies timing of projects.

Following a detailed review of the variance analysis and discussion of the statements and the Management Discussion & Analysis, the Finance Committee recommends:

That Council approve the unaudited year-end financial statements for the period ending December 31, 2022.


Expense Policies for Council and committee members

In anticipation of possible in-person and hybrid meetings beginning in the spring, and due to changing practices and inflation, the Sub-Committee on Compensation reviewed the Expense Policy and is recommending revisions to:

- update the policy to address changing practices (e.g., changes to ride share, tipping)
- address inflation, and
- add clarity by removing information on how to claim expenses into an [appendix](#) (attached for information).

The Finance Committee is recommending:

That the Expense Policy for Council and committee members, as it appears in [Attachment 3](#) to the report, be approved.



The [Stipend and Expense Policies](#) are scheduled for biennial review at the end of 2023, with changes coming into effect January 2024. The Finance Committee provided input for consideration as part of the review of the Introduction of the policies and the Stipend Policy.

Pre-Audit Communication

Geoff Clute and Blair MacKenzie of Hilborn LLP presented the approach being used for the audit of CNO's financial results for the year ended December 31, 2022. The committee had an in-camera meeting with the auditor.

Fees By-Law Revisions

The Finance Committee reviewed financial projections for the next three years, based on the outcome of CNO's operations in 2022 and discussed in detail a variety of different fee options and financial outcomes.

The Committee is proposing amendments to By-Law No. 2: Fees (see Agenda Item 7.3.1). The proposal is based on the Finance Committee's commitment to providing a strong financial platform for CNO to meet its regulatory and strategic commitments, as well as to be ready for unexpected change.

The Committee is recommending:

**That Council approve changes to By-Law No. 2: Fees for circulation
(to be addressed in Agenda item 7.3.1)**

As is required under the *Health Professions Procedural Code*, the amendments are being recommended for circulation. Final decision will be made by Council in June 2023.

By-Law Review

The Finance Committee undertakes an annual review of all [By-Laws](#) related to the committee and financial matters. The following changes are recommended to reflect the addition of a new Financial Policy: Procurements.

The Finance Committee recommends

That the following amendments be made to By-Law No. 1: General:

38. Expenditures

38.01 All expenditures will be approved in accordance with the Policy - Expenditures and Policy - Procurement as approved by the Finance Committee.



41. Contracts and Other Documents

41.01 Contracts and other documents requiring the signature of the College will be signed in accordance with the Policy - Contracts and Other Documents, as approved by the Finance Committee

Sub-Committee on Compensation Appointment

This year, Joe Nunes' term of office on the Sub-Committee on Compensation is ending in June. Joe is eligible for reappointment. The Finance Committee is recommending his reappointment for a three-year term ([see Council Agenda Item 9.3](#)).

Attachments

1. Draft [Minutes](#) of the Finance Committee meeting of February 9, 2023
2. [Unaudited financial statements](#) the year ended December 31, 2022
3. Proposed revised [Expense Policy](#) (for decision re. approval) and an appendix on [How to Claim Expenses](#) (for information)

Minutes

Present

P. Sullivan-Taylor, Chair	F. Osime
C. Halket	M. Sheculski
R. Kaur	N. Thick

Regrets

N. Hillier

Guests

G. Clute	B. MacKenzie
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Staff

E. Addei	J. Hofbauer
V. Adetoye	M. Kelly, Recorder
S. Crawford	S. Mills

Chair

P. Sullivan-Taylor chaired the meeting.

Agenda

The agenda had been circulated and was approved on consent.

Minutes

Minutes of the Finance Committee meeting of November 17, 2022 had been circulated.

Motion 1

Moved by N. Thick, seconded by C. Halket,

That the minutes of the Finance Committee meeting of November 17, 2022 be accepted as presented.

CARRIED

Financial Statements

V. Adetoye highlighted the unaudited financial statements for the year ended December 31, 2022. She noted that there are no significant differences between the statements and the year-end estimates used in developing the 2023 budget, however, the audit process has commenced and adjustments to the year-end results may be required.

In reviewing the financial statements, V. Adetoye noted that at the end of 2022 there was a surplus of \$2.8M when compared to the budgeted deficit of \$7.3M. This result was expected and flagged for the committee at their last meeting. The main contributor to this variance relates to salaries, as a higher vacancy rate was experienced in 2022, with some vacancies being intentionally deferred to allow for reassessment of organizational requirements. Some of this underspend was partially offset by the use of contractors and consultants, however with the timing of some project work also delayed, resources were not required at the same rate as was initially budgeted. S. Mills noted that in preparing for the 2023 budget, steps have been taken to help mitigate the risk of this reoccurring.

The Committee reviewed and discussed the confidential Management Discussion and Analysis document. V. Adetoye highlighted various projects and initiatives underway in 2023.

Motion 2

Moved by N. Thick, seconded by F. Osime,

That the approval of the unaudited financial statements for the year ended December 31, 2022, be recommended to Council.

CARRIED

Report of the Sub-Committee on Compensation

P. Sullivan-Taylor noted that the Sub-Committee is an expert, third-party committee that advises the Finance Committee. The Report of the Sub-Committee's meeting of January 19, 2023, including draft notes of the meeting, had been circulated to the Finance Committee.

At their meeting, the Sub-Committee reviewed proposed revisions to the Council and Committee member expense policy. The policy revisions address the impact of COVID and rising costs of inflation, changes in the way CNO hosts in-person and hybrid meetings, and clearly differentiates policy from procedures. C. Halket noted the Sub-Committee's support and recommendation of the proposed revisions. The changes, if approved by Council, would come into immediate effect at the March 2023 meeting.

It was noted that the stipend policy for Council and Committee members was not reviewed at this time but will be addressed later this year during the regularly scheduled biennial review. The Finance Committee provided some input for the upcoming review.

The Finance Committee supported the proposed changes to the expense policy and suggested a change to the Introduction section of the stipend and expense policies.

Motion 3

Moved by R. Kaur, seconded by C. Halket,

That approval of the revised Expense Policy be recommended to Council with the suggested clarification.

CARRIED

Pre-Audit Communication

The Finance Committee had received a pre-audit package from CNO's auditor. G. Clute presented the approach for the 2022 audit. He noted that the external audit adds to the credibility of the financial statements that are prepared by management. The Finance Committee's role is to provide oversight to the process, to ensure that the audit process is managed appropriately and that the financial statements are an appropriate reflection of the CNO's year-end financial situation. He noted that the audit is collaborative and carried out under generally accepted auditing standards with the common goal of reliable financial statements. The standards for not-for-profit organizations as prescribed by CPA Canada will remain constant for 2022 and therefore no changes will be seen in the form of the statements.

He outlined the three phases to the audit:

- the pre-audit includes an interim audit and discussion with the Finance Committee about the audit strategy and a review of systems;
- the year-end audit begins in February; and
- the post-audit Finance Committee review of the draft audited financial statements will take place in May.

It was noted that the goal is that the Financial Statements be free from material error – that is an error that would influence decision-making. The materiality level was highlighted. It was noted that it is common to make some adjustments to the financial statements at year-end. The committee was informed that CNO has strong financial management and controls.

The importance of auditor independence was highlighted. It was noted that independence is confirmed in the engagement and independence letters and will also be confirmed post-audit.

In camera session

The Finance Committee held an in-camera discussion with the auditors. As CNO staff are not present, this session allows the auditors an opportunity to identify any concerns about CNO management and allows the members of the Finance Committee an opportunity to raise any concerns with the auditor.

Following the in-camera session, B. MacKenzie and J. Clute left the meeting.

Annual By-Law Review

The Finance Committee's terms of reference include an annual review of all of the by-laws related to CNO's finances. Staff have identified that By-Law No.1: General, requires editorial changes to account for the approval of updated financial policies approved by the Finance Committee in 2022.

Staff did not suggest any other changes, nor did Finance Committee members.

Motion 4

Moved by R. Kaur, seconded by C. Halket,

That it be recommended that Council approve the revised By-Law No.1: General, Articles 38.01 and 41.01 as follows:

38. Expenditures

38.01 All expenditures will be approved in accordance with the Policy – Expenditures, and Policy – Procurement as approved by the Finance Committee.

41. Contracts and Other Documents

41.01 Contracts and other documents requiring the signature of the College will be signed in accordance with the Policy – Contracts, as approved by the Finance Committee.

CARRIED

Fees Discussion

When the budget was discussed by the Finance Committee and presented to Council in December, the possibility of an increase to various fees was highlighted. The Finance Committee's guideline of maintaining the accumulated operating surplus between 3 – 6 months of operating expenses is meant to ensure the ongoing financial health of CNO. S. Mills explained that maintaining an accumulated operating surplus in this range ensures that CNO has the financial resources to maintain operations in the event of unforeseen circumstances that cause a significant increase in expenditures or loss of revenue.

Council last approved a fee increase in 2019, which was successful in ensuring that the accumulated surplus stayed above the 3-month minimum. However, as operating expenses are increasing faster than revenues, it was identified that if fees are not addressed for the coming year, CNO's accumulated surplus would be reduced to levels below the guideline. Many factors are contributing to this projected deficit including inflation, reinforcing CNO's IT infrastructure, increasing volumes and complexities of cases in regulatory functions, new technology, investments to achieve the Strategic Plan, and increasing expectations from government and other stakeholders.

S. Mills noted that CNO generates the vast majority of its revenues from fees charged to registrants as outlined in the by-laws. Application-related fees are intended to cover the costs of

application processes. A number of application and registration fee increases are being recommended.

The Finance Committee was presented with a detailed analysis of several fee scenarios and were provided with three options for fee increases over a three-year timeframe. The advantages and disadvantages of all options were reviewed. The committee also reviewed information about the annual fee of other Canadian nursing regulators and other health regulators. It was noted that CNO's fee, even with an increase, is among the lowest across both groups. A similar comparison was provided for application-related fees, which illustrated that even with an increase, CNO's fees are comparable to the fees currently charged by other Canadian nursing regulators for similar activities.

There was extensive discussion about the drivers for the proposed fee increases, particularly the continuing changing environment. In response to a question, S. Mills confirmed that CNO tracks historic growth in nursing registration over time. He explained that over time this growth has remained steady with no significant changes year over year, even during the pandemic. Even with the government's intention to increase the nursing population over the next couple of years, the changes are not expected to create a material change in the growth rate. He also noted that as the nursing population grows, so does CNO's need for resources to adequately regulate the profession. The committee questioned if multijurisdictional registration could impact the proposed registration-related fee increases. S. Mill explained that currently there are too many unknown factors of how this may come to fruition. He highlighted that the proposed fees are based on projections and if the environment significantly changes, there may be a need for further adjustments.

S. Mills also noted that the system changes and technology improvements are not intended to replace staff resources, but rather to create efficiencies. The improvements are intended to provide better functionality to applicants and improve the level of service.

After carefully weighing all options, the Finance Committee concurred that the blended approach outlined in option 2 was the best option. This approach increases application-related fees by about 33% in 2024 and registration-related fees by about 25%. This is followed by about 4% increases for each fee in 2025 and 2026 with a couple of exceptions due to rounding. This approach will achieve the targeted financial result by restoring the accumulated operating surplus and will provide CNO with greater ability to respond to changing expectations in a period of uncertainty.

S. Crawford noted that if the fee increases are approved by Council, CNO will ensure there is a solid engagement plan with the government and key stakeholders to instil their confidence in this approach.

The committee made the following suggestions for presenting this information to Council:

- include the charts illustrating CNO's fees compared with other health professions and other nursing regulators and ensure it's clearly stated that only the regulator fees are included (as some organizations include additional fees, i.e., associations, insurance, etc.),

- include a comparison table outlining the options for the fee increases, including the pros and cons of each approach, and
- prepare a presentation to help guide the discussion, including key questions linked to Council's accountability.

Motion 5

Moved by C. Halket, seconded by N. Thick,

That it be recommend that Council approve amendments to application-related and registration-related fees by-laws for publication as outlined in Option #2 of the decision note.

CARRIED

By-law amendments will be prepared for Council based on the recommendation of the Finance Committee.

Membership of the Sub-Committee on Compensation

The Finance Committee recommends the membership of the Sub-Committee on Compensation, and the Executive recommends its Chair.

Joe Nunes is a strong contributor of the Sub-Committee and he is eligible for reappointment until June 2026. If reappointed, J. Nunes will provide continuity and transition as new members will be integrated into the Sub-Committee in subsequent years. C. Halket noted that the Sub-Committee is a small group that works well together and concurred that J. Nunes' reappointment would be beneficial to the group.

Motion 6

Moved by F. Osime, seconded by R. Kaur,

That the Finance Committee recommend to Council that Joe Nunes be reappointed to the Sub-Committee on Compensation until June 2026.

CARRIED

Self-Monitoring Tool

The Committee reviewed the Self-Monitoring tool and confirmed that they had met their accountability for the meeting.

Next Meeting

The next meeting of the Finance Committee will be May 18, 2023, at 1:00 p.m.



Conclusion

At 11:51 a.m., on completion of the agenda and consent, the Finance Committee meeting concluded.

Chair

DRAFT

College of Nurses of Ontario
Statement of Financial Position (\$)
As at December 31

	2022	2021
	December	December
ASSETS		
Current assets		
Cash	60,759,085	64,142,000
Investments	21,266,239	11,268,734
Sundry receivables	62,450	219,028
Prepaid expenses	1,175,257	1,227,453
	<u>83,263,032</u>	<u>76,857,216</u>
Investments	<u>15,019,079</u>	<u>14,508,491</u>
Capital assets		
Furniture and fixtures	3,504,933	2,139,393
Equipment - non computer	1,600,346	1,448,638
Computer equipment	7,096,538	6,653,730
Building	6,835,907	6,835,907
Building improvements	7,587,807	2,789,091
Land	3,225,009	3,225,009
Art	44,669	44,669
Construction in progress	-	3,972,310
	<u>29,895,207</u>	<u>27,108,747</u>
Less: Accumulated amortization	<u>(16,868,926)</u>	<u>(15,433,624)</u>
	<u>13,026,282</u>	<u>11,675,123</u>
Intangible Assets	4,305,949	4,212,653
Less: Accumulated amortization	<u>(4,109,975)</u>	<u>(4,011,173)</u>
	<u>195,975</u>	<u>201,480</u>
	<u>111,504,367</u>	<u>103,242,310</u>
LIABILITIES		
Current liabilities		
Accounts payable and accrued liabilities	15,157,849	15,557,474
Deferred registration and examination fees	46,385,841	40,511,419
	<u>61,543,690</u>	<u>56,068,894</u>
	<u>61,543,690</u>	<u>56,068,894</u>
NET ASSETS		
Net assets invested in capital assets	13,222,257	11,876,603
Unrestricted net assets	36,738,420	35,296,813
	<u>49,960,677</u>	<u>47,173,416</u>
	<u>111,504,367</u>	<u>103,242,310</u>

College of Nurses of Ontario
Statement of Operations (\$)
Twelve Months Ended December 31

	2022 Year to Date December			2021 Year to Date December			2022 Budget	
	Budget	Actual	Variance Fav/(Unfav)	Budget	Actual	Variance Fav/(Unfav)	Remaining	Approved
REVENUES								
Registration fees	52,072,000	53,558,680	1,486,680	50,443,309	51,877,080	1,433,771	(1,486,680)	52,072,000
Application assessment	5,299,750	5,427,250	127,500	5,048,250	5,588,689	540,439	(127,500)	5,299,750
Verification and transcripts	67,850	163,840	95,990	54,800	105,745	50,945	(95,990)	67,850
Interest income	495,143	1,166,070	670,927	638,731	703,895	65,164	(670,927)	495,143
Examination	612,000	646,840	34,840	1,951,000	2,897,690	946,690	(34,840)	612,000
Other	184,750	267,901	83,151	286,250	346,665	60,415	(83,151)	184,750
Total Revenues	58,731,493	61,230,581	2,499,088	58,422,340	61,519,764	3,097,424	(2,499,088)	58,731,493
EXPENSES								
Employee salaries and expenses	45,449,589	40,197,735	5,251,854	39,283,010	37,349,894	1,933,116	5,251,854	45,449,589
Contractors and consultants	4,236,275	4,422,898	(186,623)	4,076,145	4,653,478	(577,333)	(186,623)	4,236,275
Legal services	3,413,000	3,111,502	301,498	3,070,800	3,287,337	(216,537)	301,498	3,413,000
Equipment, operating supplies and other services	5,290,624	5,072,034	218,590	6,488,191	4,745,833	1,742,358	218,590	5,290,624
Taxes, utilities and depreciation	2,048,098	1,756,102	291,996	1,947,658	1,985,835	(38,177)	291,996	2,048,098
Exam fees	190,300	189,056	1,244	1,471,500	2,473,436	(1,001,936)	1,244	190,300
Non-staff remuneration and expenses	631,408	550,116	81,292	493,521	492,249	1,272	81,292	631,408
Total Base Operating Expenses	61,259,294	55,299,443	5,959,851	56,830,825	54,988,062	1,842,763	5,959,851	61,259,294
Project Expenses	4,724,061	3,143,879	1,580,182	7,230,767	2,096,261	5,134,506	1,580,182	4,724,061
Total Expenses	65,983,355	58,443,322	7,540,033	64,061,592	57,084,323	6,977,269	7,540,033	65,983,355
Excess of (expenses over revenues) / revenues over expenses	(7,251,862)	2,787,259	10,039,121	(5,639,252)	4,435,441	10,074,693	10,039,121	(7,251,862)
Opening net assets		47,173,416			42,737,975			
Closing net assets		49,960,675			47,173,416			

College of Nurses of Ontario
Statement of Changes in Net Assets (\$)
Twelve Months Ended December 31

	2022			2021
	Invested in Capital and Intangible Assets	Unrestricted	Total	December
Balance, beginning of period	11,876,603	35,296,813	47,173,416	42,737,975
Excess of (expenses over revenues)/revenues over expenses	(1,534,104)	4,321,363	2,787,259	4,435,441
Purchase of capital assets	2,879,757	(2,879,757)	-	-
Balance, end of period	13,222,256	36,738,419	49,960,675	47,173,416

College of Nurses of Ontario
Notes to the Revenue and Schedule of Expense Variances
For the Twelve Months Ended December 31, 2022

College of Nurses of Ontario
Statement of Cash Flows (\$)
Twelve Months Ended December 31

	<u>2022</u> <u>December</u>	<u>2021</u> <u>December</u>
Cash flows from operating activities		
Excess of revenue over expense for the period	2,787,259	4,435,441
Adjustments to determine net cash provided by/(used in) operating activities		
Amortization of capital assets	1,435,302 -	1,257,469
Amortization of intangible assets	98,802 -	124,305
Loss on disposal of capital assets	-	373,660
Interest not received during the year capitalized to investments	(476,334) -	(272,558)
Interest received during the year previously capitalized to investments	276,546	718,708
	<u>4,121,575</u>	<u>6,637,025</u>
Changes in non-cash working capital items		
Decrease in amounts receivable	156,578	280,203
Decrease (increase) in prepaid expenses	52,195	(336,409)
(Decrease) in accounts payable and accrued liabilities	(399,623)	1,736,720
(Decrease) in deferred registration fees	5,874,422	(3,664,068)
	<u>9,805,147</u>	<u>4,653,471</u>
Cash flow from investing activities		
Purchase of investment	(27,299,900)	(11,225,275)
Proceeds from disposal of investments	16,991,596	31,028,662
Purchase of capital assets	(2,786,461)	(6,391,500)
Purchase of intangible assets	(93,296)	(117,494)
	<u>(13,188,061)</u>	<u>13,294,392</u>
Net (decrease) in cash and cash equivalents	(3,382,914)	17,947,863
Cash and cash equivalents, beginning of year	64,142,000	46,194,137
Cash and cash equivalent, end of quarter	<u><u>60,759,085</u></u>	<u><u>64,142,000</u></u>



Attachment 3

Edits/clarification
Key changes

Expense Policy

Overview

The following policy sets out expenses that CNO will cover when CNO requires that a member attend a meeting in person.

CNO does not pay expenses to members for attending meetings remotely.

CNO will either reimburse the member for out-of-pocket expenses that are allowed under these policies, on receipt of a completed expense claim form, or will arrange and prepay for select services (e.g., hotel accommodation including taxes and air travel). All out of pocket expenses need to be claimed on CNO's Council and Committee member Stipend and Expense Claim Form (see Appendix 1 for details).

Member Responsibilities

Members are expected to be fiscally responsible in the use of services, attempting where possible to minimize costs to CNO through selection of the most cost-effective alternative and/or through sharing of services (e.g., taxis) where possible.

Members are expected to follow the travel policies and procedures.


Specific Policies

1. Overnight Accommodation

Only members who live more than 40 kilometres from the meeting site¹, are eligible to be reimbursed the cost of overnight accommodation:

- a) Hotel/Motel: All hotel bookings should be made with CNO's travel service provider. The costs for room and taxes are billed directly to CNO.
 - o CNO will cover the cost of hotel accommodations greater than CNO's corporate rate when hotel stays are booked with the travel service provider within 5 business days following the notification of an in-person meeting and there is no availability at CNO's corporate rate.
- b) Short-term rental: Members are eligible to be reimbursed a maximum of CNO's lowest corporate hotel rate plus taxes per night for overnight stays in short-term rental facilities such as Air B&B and Vacation Rental by Owner. Members can verify CNO's lowest corporate hotel rate with CNO's travel service provider.
- c) Private Accommodation: Members who are eligible to be reimbursed the cost of overnight accommodation may claim an allowance of \$50.00 per night, without receipt, when staying in private accommodation.

¹ Eligibility to stay in a hotel will be decided based on the shortest travel distance between the member's home and the meeting site on Google maps.



If a meeting has been cancelled in advance and the member notified, the member must either:

- for hotel accommodation: ask CNO's travel service provider to cancel the reservation, or
- for short-term rental: cancel the reservation.

If the reservation is not cancelled within 2 business days, the member will be responsible for the costs incurred, if any.

On checking out of either a hotel or short-term rental, the member is responsible for checking the bill and verifying that the charges are correct.

2. Travel

CNO will cover the costs of travel from the member's electoral district (either home or work) to the meeting site. Travel expenses claimed must reflect reasonable travel arrangements, considering time efficiency and cost economy.

The following are allowable expenses for transportation related to CNO business:


- i) Economy airfare booked with CNO's travel service provider
 - o Airfare costs include advanced standard seat selection and checked baggage fees²
 - o Members must book air travel with CNO's travel service provider, within 5 business days following the notification of the meeting date and the requirement that they attend in person.
- ii) Train travel (can be booked with CNO's travel service provider or by the member)
 - o Economy class for train journeys of two hours or less, or
 - o Business class for train journeys exceeding two hours
- iii) Bus
- iv) Private automobile mileage reimbursed at the rate populated on the Expense Claim Form³
- v) Parking for private automobile
- vi) Car rental
- vii) Use of the Union Pearson (UP) Express between Pearson International Airport and the city centre
- viii) Taxi fare or ride-sharing service plus gratuities (the greater of \$2.00 or 18% of the fare)
- ix) Bus/subway fare (no receipt required)
- x) GO Transit and
- xi) Toll roads
 - o when travel time can be reduced and the trip occurs between the following times, Monday to Friday other than a holiday:
 - a. 6:00 a.m. to 10:00 a.m., or
 - b. 4:00 p.m. to 8:00 p.m.

Insurance

CNO provides all members with accidental death and dismemberment insurance in the principal sum of \$100,000. This insurance provides 24-hour protection for members while travelling on

² The cost of checked baggage is a reimbursable expense.

³ The approved car allowance is equal to the applicable maximum allowable Canada Revenue Agency rate less 2 cents per kilometre.



CNO business. Members should hold automobile insurance including \$1M for third party liability for any vehicle used for travel to CNO.⁴

Members who are asked (on an emergency basis) to alter personal travel arrangements to support CNO business, may be eligible for reimbursement of the difference in costs (e.g., change fees) associated with making the change. Each request for reimbursement will be considered on a case-by-case basis and requires prior approval by the Chief Administrative Officer. Members will be required to submit a written request, including documentation of the additional costs and options considered, provided by CNO's travel service provider. Requests can be forwarded to the committee administrator or the Council Affairs Coordinator.

3. Meals

The cost of meals for travelling members is a reimbursable expense to a maximum of \$85.00 per day inclusive of taxes and gratuities. CNO will reimburse for gratuities for meals to a maximum of 20% of the total bill.

The cost of meals upon arrival in a member's hometown is not an allowable expense.

Where CNO provides meals and beverages during meetings, the cost of replacing that meal or beverage is not an allowable expense (this does not include breakfast).

In-town members may claim the cost of a meal with Council or committee members for business purposes.

4. Incidentals

A daily incidental allowance of \$10.00 may be claimed without supporting receipts each night for which the member used hotel accommodation.

5. Non-Reimbursable Expenses

CNO will not reimburse for the following expenses:

- child or elder care
- personal services (e.g., dry cleaning)
- movie rentals
- parking violations
- tips for porters, housekeeping (covered by incidentals) and
- telephone calls (covered by incidentals)

6. Cancelled Meetings and Extended Stays due to Unforeseen Circumstances

CNO will reimburse members for unavoidable expenses incurred relating to:

- a cancelled in-person meeting for which it was not possible to cancel travel plans and
- extended stays due to unforeseen circumstances such as cancelled flights caused by inclement weather when attending in-person meetings

Members should notify CNO's travel service provider as soon as possible after learning of an in-person meeting cancellation in order to cancel travel and hotel arrangements.

Approved by Council: December 2, 2021
Effective: January 1, 2022
Next Review: Fall 2023

⁴ This is a requirement of CNO's insurance provider.

Appendix 1 – How to Claim Expenses

All out of pocket expenses are claimed on CNO's Council and Committee Member Stipend and Expense Claim Form. The form will automatically calculate amounts and totals.

Use one claim form for each meeting (e.g., Council meeting, Discipline hearing, etc.).

For all Claim Forms, you need to include:

- your name
- the date(s) of the meeting
- the committee name (drop down)
- whether your attendance was virtual or in person
- your signature (can be digitally signed), and
- the date of the claim

Unless otherwise specified, all expenses must be supported by the original receipts, including the vendor's HST tax registration number. Credit card payment slips will not be considered proof for an expense.

The claim and related receipts should be sent electronically to the committee administrator. Either scans or photographs are acceptable. If sending photographs, please take separate pictures of the claim form and each receipt. If you are submitting several receipts, it is helpful to number the item on the claim form and the supporting receipt.

It is recommended that you retain the Claim Form and receipts for one year.

Accommodation

Hotels:

Hotel rooms are booked through CNO's travel service provider and should not be claimed on CNO's form as the cost of the room and taxes are covered by CNO. Any other charges on the final hotel bill are the responsibility of the member and must be paid at check-out. Any charges that fall within the policies can be claimed on the Claim Form under the appropriate section (e.g., meals, parking, etc.).

Short-Term Rentals:

Short-term rental bookings should be claimed under the corresponding heading on the Claim Form. Note the name of the facility and the number of nights. The amount of the accommodation expenses (room and taxes) should be entered into the "Amount Claimed" column. An initialled copy of the bill needs to be submitted with the expense claim. CNO will reimburse the member based on CNO's lowest corporate rate. Any other charges on the bill that are within CNO's policies (e.g., meals, parking, etc.) need to be documented in the appropriate section of the Claim Form. Members are encouraged to verify that short-term rental bookings are permitted at the location of the booking (i.e., some condominiums have banned short-term rentals).

Private Accommodation:

Claims for payment for private accommodation (policy 1 c) should be noted under "Private Accommodation". Fill in the number of nights and the amount will auto-populate.



Travel

Use the Travel section of the Claim Form.

If you have used your personal car for travel, please complete the Kilometre Reimbursement section. Your claim can include both travel to and from your city of origin and any travel within Toronto related to attending CNO meetings. Once the number of kilometres travelled has been entered, the amount will auto-calculate.

Other travel can be noted in the table by date. Enter the amounts in the appropriate column. The daily total will be calculated.

If you have taken more than one taxi/ride-share, and there is space on the Claim Form, please use another line with the same date for each trip. If you are staying for multiple days, and you do not have space, please total the taxis and include a note with your receipts identifying which taxi amounts are for which date.

Use:

- “Taxi” for taxi and ride-share
- “Bus” for inter-city bus (e.g., GO) and TTC (no receipt is required for TTC)
- “Train” for inter-city train (VIA and GO) and the UP Express

Members who travel on GO transit are eligible for reimbursement for the cost of a ticket, as proved by receipts and/or documentation of PRESTO expenditures. CNO does not reimburse for amounts loaded on a Presto Card in anticipation of travel on CNO business.

Meals

Use the Meals section of the Claim Form. Meal allowances are daily. Unused amounts are not transferable.

Enter each meal on a separate line. Include the date, the type of expense in the “details” column (e.g., coffee, dinner) and the total amount claimed in the “amount claimed” column.

CNO covers the cost of meals for the individual member only. When members dine with others, separate bills must be requested. If it is not possible to secure separate bills and/or the meal was shared and the receipt covers expenses other than yours, please claim only your portion and include documentation on how your portion was calculated (i.e., amounts removed for the other person’s food, beverages, taxes and gratuity).

If you do not have a receipt, please provide a written explanation.

Incidentals

Use the section “Other Expenses” on the Claim Form.

Use your check-out for the date. Under the ‘no. of days’ column, identify the number of nights which you stayed in the hotel. The incidental amount will be automatically calculated.



Cancelled Meetings Extended Stays due to Unforeseen Circumstances

Submit a written explanation with your expense claim form, including evidence, if relevant, that you notified CNO's travel service provider within 2 business days after learning of the cancellation to cancel travel and hotel arrangements.

Claim costs under the applicable category on the Claim Form and include receipts for any costs incurred.

For information

Decision Note – March 2023 Council

Proposal for Amendment to By-Law No. 2: Fees

Contacts for Questions or More Information

Stephen Mills, Chief Administrative Officer

Decision re Recommendation of the Finance Committee

That Council approve the proposed amendments to By-Law No. 2: Fees, as they appear in [attachment 2](#), for notice and circulation.

Background

CNO is a non-profit organization. As with other professional regulators (i.e., health, teaching, law), CNO's operations are funded through fees paid by registrants and applicants.


To ensure the ongoing financial health of the College, Council has approved a guideline that the accumulated operating surplus should be:

- less than or equal to six months of operating expenses; and
- more than or equal to three months of operating expenses.

Maintaining an accumulated operating surplus in this range ensures that CNO has the financial resources to maintain operations for a period of time in the event of unforeseen circumstances that cause a significant increase in expenditures or loss of revenue. By having a cap of six months, the guideline also ensures that at any point in time, the accumulated surplus is generally the result of fees paid by current registrants and those registrants are not contributing significantly to future accumulated surpluses or costs.

The accumulated operating surplus is the result of annual surpluses and deficits arising from CNO's revenues and expenses. CNO generates the vast majority (~ 95%) of its revenues from fees charged to applicants and registrants as outlined in CNO's bylaws. These fees fall into two groups:

- Application-related fees in by-law – charged to individuals seeking to become nurses. Application fees are meant to cover the costs of application processes. Application fees are set generally to recover the costs of processing an application and are not intended to contribute to the accumulated surplus.
- Registration-related fees in by-law – charged to individuals upon initial registration and annually thereafter. These fees produce almost 90% of CNO's annual revenue. Due to



the magnitude and ongoing nature of these fees, they cover the costs of all other regulatory activities and the difference between these revenues and related costs is the most significant contribution to annual surpluses and deficits.

CNO has not changed the annual fee since 2019. Since then, in addition to inflation, CNO has made significant changes that impact costs, for example:

- reinforcing CNO's IT infrastructure to mitigate future risk and impact of cyber incidents;
- adding resources to address increasing volumes and complexities of cases in key regulatory functions;
- introducing new technology and resources to support Quality Assurance and other regulatory processes;
- making investments and adding resources to achieve the Strategic Plan; and
- addressing increasing expectations from government and other stakeholders for CNO to respond to needs of the healthcare system, for example adding staffing to expedite registration of IENs.

When the 2023 budget was presented to Council in December of 2022, it was noted that after five years of stable fees, CNO would see its accumulated surplus drop below the approved range in 2024. The possibility of an increase to various fees was highlighted.

In a time of change, uncertainty and increasing expectations on regulators, it is important to ensure that the minimum of the range is maintained. CNO needs a strong financial base to provide the agility it needs to respond to unanticipated change.

Fee Proposal

In reviewing a detailed briefing on fee options, the Finance Committee was mindful of its accountability to support Council in meeting its fiduciary duty to ensure CNO's ongoing financial viability. That includes ensuring CNO has the resources to deliver on its regulatory and strategic commitments and respond to changing societal and legislative expectations.

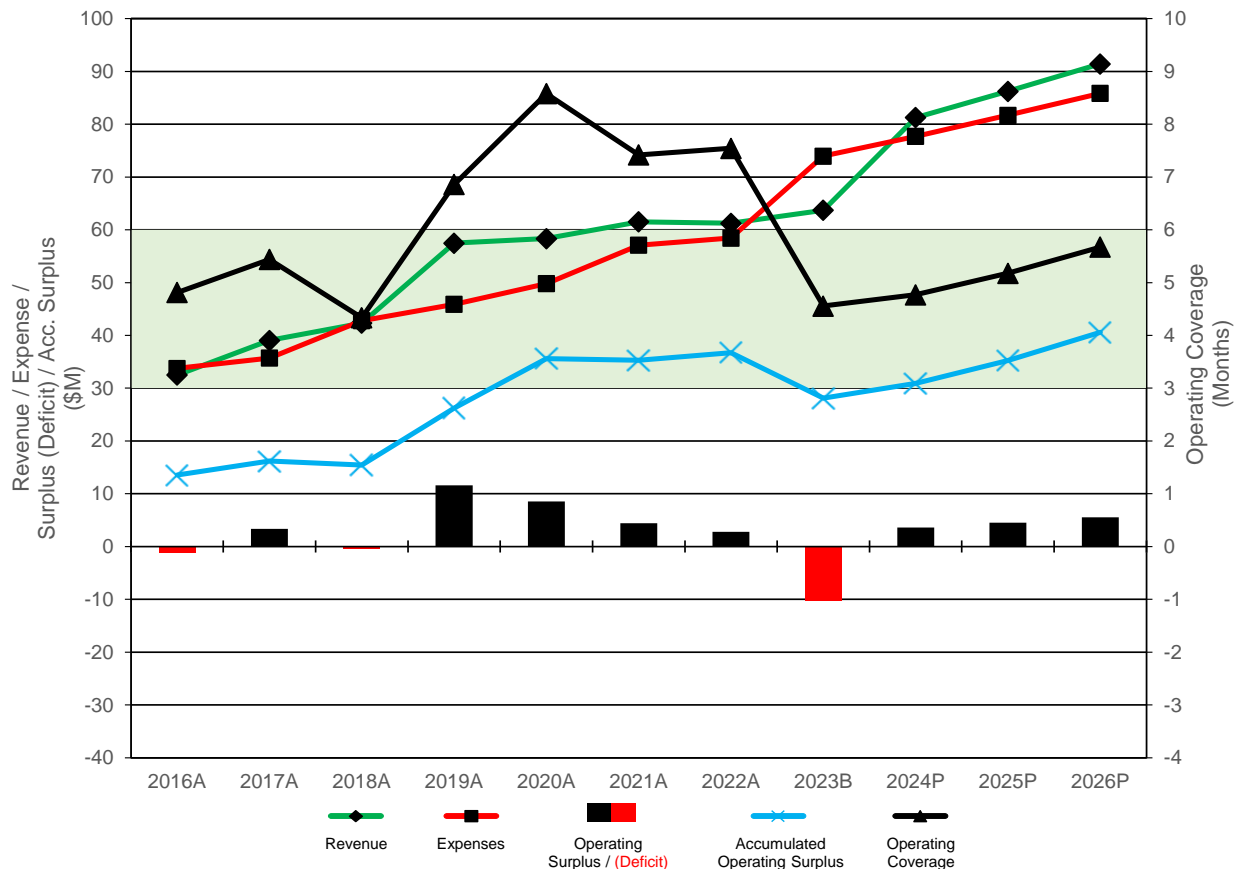
The Finance Committee considered the impact of maintaining fee stability in 2024 and options that limited increases to the cumulative inflation since the last time a fee was changed. Those approaches were not financially viable and/or would result in the need for larger increases.

The Finance Committee discussed three options in detail and reviewed the advantages and disadvantages of each ([attachment 1](#)). The committee is recommending an increase to application-related fees by about 33% in 2024 and registration-related fees by about 25%. This is followed by increases of about 4% for each fee in 2025 and 2026 (a few exceptions due to rounding). This approach will achieve the targeted financial result by restoring the accumulated operating surplus and will provide CNO with greater ability to respond to changing expectations in a period of uncertainty.

The recommended approach is based on the Finance Committee's commitment to providing a strong financial platform for CNO to meet its regulatory and strategic commitments, as well as to

be ready for unexpected change. It will provide CNO with the flexibility needed to address the continually changing environment, as well as stakeholder expectations.

The illustration below shows how the proposed fee increases transform the operating deficit seen in 2023, to an accumulated surplus in subsequent years, and back within the 3 – 6 month range. Unless there are unanticipated significant changes, the fees would likely remain consistent for a number of years following 2026.



Fees By-Laws

Most fees charged by CNO are included in By-Law. This is required under clauses 94(1) (s) (t) and (u) of the Health Professions Procedural Code (Schedule 2 of the *Regulated Health Professions Act, 1991*). According to 94(2), before finally approving any amendments to those by-laws, it is required that they be circulated for 60 days.

Attachment 2 is a red-lined version of By-Law No. 2: Fees. Given that CNO’s approach is for multi-year increases, some fees are presented in a table format.



Questions for Consideration

- Are you confident that the fee increases are necessary to support our ongoing financial viability in this time of change?
- Are they needed to support us in fulfilling our regulatory role and achieving our strategic plan?

Next Steps

If Council approves the proposed revised by-laws for circulation:

- they will be circulated to all nurses and other stakeholders for 60 days;
- a communication plan that has been developed will be executed;
- a report of feedback will be prepared; and
- Council will receive a report of the feedback and will be asked to consider approving the by-law amendments in June.

If approved, the fee changes will be implemented for the 2024 calendar year.

Attachments

1. Comparison of fee options reviewed by the Finance Committee
2. By-Law No. 2: Fees – proposed amendments

Attachment 1

Comparison of fee options reviewed by the Finance Committee

Recommended Option	
Proposed Fee increase	Considerations
<p>Option 2</p> <ul style="list-style-type: none"> • Application-related fees increased by approximately 33% in 2024, and approximately 4% in 2025 and 2026 • Registration-related fees increased by approximately 25% in 2024, and approximately 4% in 2025 and 2026 	<ul style="list-style-type: none"> • Annual surplus achieved in 2024 and maintained throughout projections to 2026 • Fee increases occur in three successive years – with the main increase in 2024, followed by inflationary increases in 2025 and 2026 • By providing for smaller increases in 2025 and 2026, the initial fee increases in 2024 would be lower than in Option 1 • Fees would likely remain stable after 2026 for several years
Alternative Options Discussed by Finance Committee	
Proposed fee increase	Considerations
<p>Option 1</p> <ul style="list-style-type: none"> • Application-related fees increased by 60% in 2024 • Registration-related fees are increased by 22-30% in 2024 	<ul style="list-style-type: none"> • Annual surplus achieved in 2024 and maintained throughout projections to 2026 • Main benefit to this approach is that after 2024, there is not expected to be further increases for a number of years – however, it has the disadvantage of a significant increase, particularly for applicants in the first year
<p>Option 3</p> <ul style="list-style-type: none"> • Application-related fees increased by 20-26% in 2024, and by 16-21% in 2025 with no increase in 2026 • Registration-related fees increased by 20% in 2024, and by 16-17% in 2025, with no increase in 2026 	<ul style="list-style-type: none"> • Annual surplus falls below the 3-month minimum in 2024, but increases in the following years to the middle of the range • With a larger overall fee increase, annual surpluses would be sustained for longer, possibly extending the window before a further fee increase would be needed • Slight risk that the operating coverage might peak at just over 6-months • This option provides for the lowest increase in 2024, however, the resulting fees are higher than in Option 1 or 2



Attachment 2

Proposed deletions: ~~red strikethrough~~
Proposed additions: blue font

BY-LAW NO. 2: FEES

Approved by Council June 14, 2000

Revised version January 1, 2013

Amended June 2021

1.01 In this by-law,

"administrative suspension" means a suspension of a member's certificate of registration as a result of the member's failure to pay a prescribed fee or a fee required by the by-laws or to provide information required by the by-laws;

"category" means one of the RN Category or the RPN Category;

"certificate of registration" means a certificate of registration issued by the College and does not include a specialty certificate;

"class" means a class of certificate of registration and does not mean "class" as that word is used in section 8 of the *Nursing Act, 1991*;

"fee" includes a required fee(s) or charge, an administrative fee(s) or an administrative charge(s);

"out-of-province certificate" has the meaning ascribed to it under the Regulated Health Professions Act, 1991 and its Health Professions Procedural Code;

"person" includes a member and former member; and

"registration regulation" means Part II of Ontario Regulation 275/94, as amended, passed under the *Nursing Act, 1991*.

(Added September 2014)


APPLICATION FEES

2.01 Unless otherwise specifically provided in this by-law, a separate application fee is payable for each class of certificate of registration applied for in each category.

Application Fee: General and Extended Class

(Amended September 2014)

2.02 A person who submits an application for a certificate of registration in the general class as a registered nurse ~~shall pay an application fee of~~



i) ~~\$300.00~~ if the applicant is a graduate of a nursing program required for registration as a registered nurse which was taken in Canada or if the applicant, at the time of application, holds an out-of-province certificate that is equivalent to a general class certificate of registration as a registered nurse or if the applicant previously held a general or extended class certificate of registration as a registered nurse issued by the College; shall pay an application fee of

- a) \$300.00 for an application made in the 2023 calendar year;
- b) \$400.00 for an application made in the 2024 calendar year;
- c) \$416.00 for an application made in the 2025 calendar year;
- d) \$433.00 for an application made in the 2026 calendar year and subsequent calendar years.

(Amended June 2018)

ii) ~~\$300.00~~ if the applicant is not one described in (i), and the applicant provides a current assessment report from the National Nursing Assessment Service; ~~or~~ shall pay an application fee of

- a) \$300.00 for an application made in the 2023 calendar year;
- b) \$400.00 for an application made in the 2024 calendar year;
- c) \$416.00 for an application made in the 2025 calendar year;
- d) \$433.00 for an application made in the 2026 calendar year and subsequent calendar years.

(Amended June 2018)

iii) ~~\$1,000.00~~ if the applicant is not described in (i) or (ii), shall pay an application fee of

- a) \$1,000.00 for an application made in the 2023 calendar year;
- b) \$1,330.00 for an application made in the 2024 calendar year;
- c) \$1,383.00 for an application made in the 2025 calendar year;
- d) \$1,438.00 for an application made in the 2026 calendar year and subsequent calendar years.



2.02.1

A person who submits an application for a certificate of registration in the general class as a registered practical nurse ~~shall pay an application fee of~~

- i) ~~\$300.00~~, if the applicant is a graduate of a nursing program required for registration as a registered practical nurse which was taken in Canada or if the applicant, at the time of application, holds an out-of-province certificate that is equivalent to a general class certificate of registration as a registered practical nurse or as a registered nurse, issued by the College; ~~or~~ shall pay an application fee of
 - a) \$300.00 for an application made in the 2023 calendar year;
 - b) \$400.00 for an application made in the 2024 calendar year;
 - c) \$416.00 for an application made in the 2025 calendar year;
 - d) \$433.00 for an application made in the 2026 calendar year and subsequent calendar years.

- ii) ~~\$300.00~~ if the applicant is not one described in (i), and the applicant provides a current assessment report from the National Nursing Assessment Service; ~~or~~ shall pay an application fee of
 - a) \$300.00 for an application made in the 2023 calendar year;
 - b) \$400.00 for an application made in the 2024 calendar year;
 - c) \$416.00 for an application made in the 2025 calendar year;
 - d) \$433.00 for an application made in the 2026 calendar year and subsequent calendar years.

- iii) ~~\$1,000.00~~. if the applicant is not described in (i) or (ii) shall pay an application fee of
 - a) \$1,000.00 for an application made in the 2023 calendar year;
 - b) \$1,330.00 for an application made in the 2024 calendar year;
 - c) \$1,383.00 for an application made in the 2025 calendar year;
 - d) \$1,438.00 for an application made in the 2026 calendar year and subsequent calendar years.

(Amended June 2018)



2.02.2

A person who submits an application for a certificate of registration as a registered nurse in the extended class ~~shall pay an application fee of~~

- i) ~~\$300.00~~, if the applicant is a graduate of a program required for registration in the extended class which was taken in Canada or if the applicant, at the time of application, holds an out-of-province certificate that is equivalent to an extended class certificate of registration as a registered nurse or if the applicant previously held an extended class certificate of registration as a registered nurse issued by the College; shall pay an application fee of
 - a) \$300.00 for an application made in the 2023 calendar year;
 - b) \$400.00 for an application made in the 2024 calendar year;
 - c) \$416.00 for an application made in the 2025 calendar year;
 - d) \$433.00 for an application made in the 2026 calendar year and subsequent calendar years.

- ii) ~~\$300.00~~ if the applicant has education other than the education referred to in (i) and the applicant graduated from a program for registration as a registered nurse in the extended class that was approved by Council or a body approved by Council for that purpose, or a program approved by the Registration Committee as equivalent to a Council-approved program for registration as a registered nurse in the extended class; ~~or~~ shall pay an application fee of
 - a) \$300.00 for an application made in the 2023 calendar year;
 - b) \$400.00 for an application made in the 2024 calendar year;
 - c) \$416.00 for an application made in the 2025 calendar year;
 - d) \$433.00 for an application made in the 2026 calendar year and subsequent calendar years.

- iii) ~~\$1,000.00~~. if the applicant is not described in (i) or (ii), shall pay an application fee of
 - a) \$1,000.00 for an application made in the 2023 calendar year;
 - b) \$1,330.00 for an application made in the 2024 calendar year;
 - c) \$1,383.00 for an application made in the 2025 calendar year;
 - d) \$1,438.00 for an application made in the 2026 calendar year and subsequent calendar years.



(Amended June 2018)

Application Fee: Other Classes

2.03 Subject to Article 2.05, a person who submits an application for a certificate of registration for any class of certificate, other than general, extended or emergency, shall pay an application fee of ~~\$50.00~~.

- i) \$50.00 for an application made in the 2023 calendar year;
- ii) \$67.00 for an application made in the 2024 calendar year;
- iii) \$70.00 for an application made in the 2025 calendar year;
- iv) \$73.00 for an application made in the 2026 calendar year and subsequent calendar years.

Application Fee: Emergency Class

2.04 No application fee shall be payable for an emergency class certificate of registration.

Application Fee: Non-Practising Class

2.05 No application fee shall be payable for an application for a non-practising class certificate of registration if the applicant holds, at the time of application, another class of certificate of registration, other than an emergency class, in the category for which the person is seeking the non-practising class certificate of registration.

EVALUATION FEES

(Added September 2014)

2.06 ~~The fee for~~ A person who undergoes an evaluation conducted directly by the College under:

- i) sub-subparagraph 1 iii B of subsection 2(1) of the Registration Regulation ~~is \$500.00~~; shall pay an evaluation fee of
 - a) \$500.00 for the evaluation requested in the 2023 calendar year;
 - b) \$665.00 for the evaluation requested in the 2024 calendar year;
 - c) \$692.00 for the evaluation requested in the 2025 calendar year;
 - d) \$719.00 for the evaluation requested in the 2026 calendar year and subsequent calendar years.



(Amended September 2017)

- ii) sub-subparagraph 1 iii B and subparagraph 1 v of subsection 3(1) of the Registration Regulation ~~is \$225.00;~~ and shall pay an evaluation fee of
- a) \$225.00 for the evaluation requested in the 2023 calendar year;
 - b) \$300.00 for the evaluation requested in the 2024 calendar year;
 - c) \$312.00 for the evaluation requested in the 2025 calendar year;
 - d) \$324.00 for the evaluation requested in the 2026 calendar year and subsequent calendar years.

(Amended September 2017)

- iii) sub-subparagraph 2 iv B of subsection 4(1) of the Registration Regulation ~~is \$225.00;~~ shall pay an evaluation fee of
- a) \$225.00 for the evaluation requested in the 2023 calendar year;
 - b) \$300.00 for the evaluation requested in the 2024 calendar year;
 - c) \$312.00 for the evaluation requested in the 2025 calendar year;
 - d) \$324.00 for the evaluation requested in the 2026 calendar year and subsequent calendar years.

(Amended September 2017)

REGISTRATION FEES

- 3.01** Unless otherwise specifically provided in this by-law, a separate registration fee is payable for each class of certificate of registration issued in each category.
- 3.02** Subject to Article 3.04, ~~a~~ the registration fee ~~of \$50.00 shall be~~ paid for the issuance of each class of certificate of registration, other than an emergency class certificate of registration. ~~is~~
- i) \$50.00 for a certificate issued in the 2023 calendar year;
 - ii) \$63.00 for a certificate issued in the 2024 calendar year;
 - iii) \$66.00 for a certificate issued in the 2025 calendar year;



iv) \$69.00 for a certificate issued in the 2026 calendar year and subsequent calendar years.

3.03 No registration fee shall be payable for the issuance of an emergency class certificate of registration.

3.04 No registration fee shall be payable for the issuance of a non-practising class certificate of registration if the applicant holds, at the time of application, another class of certificate of registration, other than an emergency class, in the category for which the person is seeking the non-practising class certificate of registration.

FEES FOR SPECIALTY CERTIFICATES

4.01 The fee for the issuance or reinstatement of ~~a~~ each specialty certificate in the extended class ~~is \$50.00 and shall be payable for each specialty for which a specialty certificate is to be issued or reinstated.~~

i) \$50.00 for a certificate issued in the 2023 calendar year;

ii) \$63.00 for a certificate issued in the 2024 calendar year;

iii) \$66.00 for a certificate issued in the 2025 calendar year;

iv) \$69.00 for a certificate issued in the 2026 calendar year and subsequent calendar years.

ANNUAL FEES

5.01 Unless otherwise provided in the by-law, an annual fee is payable by each member for each calendar year in accordance with this by-law.

5.02 The Executive Director shall notify every member of the amount of the annual fee and the day on which the fee is due.

5.03 The annual fee for the calendar year for which a person first becomes a member in a category must be paid immediately prior to the issuance of that certificate of registration.

5.04 Except where Article 5.03 or 5.08 is applicable, or unless otherwise authorized by the Executive Director, the annual fee for the calendar year must be paid on or before December 31st of the previous year.

(Amended June 2018)



5.05 No annual fee is payable in relation to the issuance of an emergency class certificate of registration or by a member who only holds an emergency class certificate of registration.


5.06 ~~The annual fee for a~~ A member holding a certificate of registration in a class other than the non-practising class ~~is~~

- i) ~~for the 2018 calendar year~~ for members registered in one category, shall pay an annual fee of
 - a) \$270.00 for the 2023 calendar year;
 - b) \$340.00 for the 2024 calendar year;
 - c) \$354.00 for the 2025 calendar year;
 - d) \$368.00 for the 2026 calendar year and subsequent calendar years.
- ii) ~~for the 2019 calendar year and subsequent calendar years~~ for members registered in two categories, shall pay an annual fee of
 - a) \$540.00 for the 2023 calendar year;
 - b) \$680.00 for the 2024 calendar year;
 - c) \$708.00 for the 2025 calendar year;
 - d) \$736.00 for the 2026 calendar year and subsequent calendar years.

(Amended June 2018)

5.07 ~~The annual fee for a~~ A member who only holds a certificate of registration in the non-practising class ~~is~~

- i) ~~\$50.00 if the~~ for members ~~is~~ registered in one category; ~~or~~, shall pay an annual fee of
 - a) \$50.00 for the 2023 calendar year;
 - b) \$63.00 for the 2024 calendar year;
 - c) \$66.00 for the 2025 calendar year;
 - d) \$69.00 for the 2026 calendar year and subsequent calendar years.

- 
- ii) ~~\$100.00 if the~~ for members ~~is~~ registered in two categories, shall pay an annual fee of:
- a) \$100.00 for the 2023 calendar year;
 - b) \$126.00 for the 2024 calendar year;
 - c) \$132.00 for the 2025 calendar year;
 - d) \$138.00 for the 2026 calendar year and subsequent calendar years.

5.08 A member who holds a non-practising class certificate of registration and to whom another class of certificate is issued shall pay, on the issuance of that other class of certificate, the fee set out in Article 5.06 less any annual fee paid by the member for that calendar year.

PENALTY FEES

6.01 A member, other than one who only holds a certificate of registration in the non-practising class, who fails to pay an annual fee on or before the day on which it is due, shall pay a penalty fee ~~of \$100.00.~~ for each category where the annual fee was paid after the day it was due, of

- i) \$100.00 for the 2023 calendar year;
- ii) \$125.00 for the 2024 calendar year;
- iii) \$130.00 for the 2025 calendar year;
- iv) \$135.00 for the 2026 calendar year and subsequent calendar years.

6.02 A member who only holds a certificate of registration in the non-practising class who fails to pay an annual fee on or before the day on which it is due, shall pay a penalty fee ~~of \$25.00.~~ for each category where the annual fee was paid after the day it was due, of

- i) \$25.00 for the 2023 calendar year;
- ii) \$32.00 for the 2024 calendar year;
- iii) \$34.00 for the 2025 calendar year;
- iv) \$36.00 for the 2026 calendar year and subsequent calendar years.



FEES FOR REINSTATEMENT /LIFTING ADMINISTRATIVE SUSPENSIONS

Application for Reinstatement Fee

- 7.01** A person who applies for reinstatement of a certificate of registration shall pay, at the time the person makes such application, ~~an application fee of~~
- i) ~~\$350.00~~ where the application is made pursuant to section 72 of the Code; ~~or,~~
a fee of
 - a) \$350.00 in the 2023 calendar year;
 - b) \$475.00 in the 2024 calendar year;
 - c) \$494.00 in the 2025 calendar year;
 - d) \$514.00 in the 2026 calendar year and subsequent calendar years.
 - ii) ~~\$150.00~~ where the application is not made pursuant to section 72 of the Code; ~~shall pay a fee of~~
 - a) \$150.00 in the 2023 calendar year;
 - b) \$200.00 in the 2024 calendar year;
 - c) \$208.00 in the 2025 calendar year;
 - d) \$216.00 in the 2026 calendar year and subsequent calendar years.

(Amended September 2015)

Application for Lifting Administrative Suspension Fee

- 7.02** A person who is otherwise entitled to have an administrative suspension lifted shall pay a fee, ~~of \$50.00 which fee shall be payable~~ at the time the person makes the request to lift the suspension; ~~of~~
- i) \$50.00 in the 2023 calendar year;
 - ii) \$67.00 in the 2024 calendar year;
 - iii) \$70.00 in the 2025 calendar year;
 - iv) \$73.00 in the 2026 calendar year and subsequent calendar years.



Reinstatement Fee

- 7.03** A person who is otherwise entitled to reinstatement of his or her certificate of registration ~~shall pay a reinstatement fee of~~
- i) ~~\$50.00; and~~ shall pay a reinstatement fee of
 - a) \$50.00 if made eligible to reinstate in the 2023 calendar year;
 - b) \$67.00 if made eligible to reinstate in the 2024 calendar year;
 - c) \$70.00 if made eligible to reinstate in the 2025 calendar year;
 - d) \$73.00 if made eligible to reinstate in the 2026 calendar year and subsequent calendar years.
 - ii) ~~\$500.00~~ for each calendar year or part thereof during which the applicant, while not a member,
 - a) used a title, the use of which was restricted to members; and/or
 - b) held ~~himself or herself~~ themselves out as a member and/or held ~~himself or herself~~ himself out as qualified to practise in Ontario as a nurse, registered nurse, practical nurse or in a specialty of nursing in breach of section 11 of the Act; and/or
 - e) performed an act authorized to members under the Act in breach of the RHPA; ~~shall pay a fee of~~
 - a) \$500.00 if made eligible to reinstate in the 2023 calendar year;
 - b) \$625.00 if made eligible to reinstate in the 2024 calendar year;
 - c) \$650.00 if made eligible to reinstate in the 2025 calendar year;
 - d) \$676.00 if made eligible to reinstate in the 2026 calendar year or a subsequent calendar year.

EXAMINATION FEES

- 8.01** Deleted September 2014.
- 8.02** Revoked March 2022
- 8.02.1** Revoked March 2022
- 8.03** Removed June 2018
- 8.04** Revoked March 2022



8.05 Deleted June 2021

8.06 A person who applies to have a re-score of the results of the examination which is a requirement for the issuance of a specialty certificate in the extended class, known as the Canadian Nurse Practitioner Examination (CNPE), shall pay a fee of \$110.00.
(Amended June 2021)

8.07 A person who applies to attempt the College's jurisprudence examination shall pay a fee of \$40.00.

8.08 A separate fee is payable for each application referred to in Articles 8.06 and 8.07 and shall be paid at the time the application is submitted.

(Amended March 2022)

FEES RELATING TO QUALITY ASSURANCE

9.01 Where a person is required by the College's Quality Assurance Committee or a panel thereof to undergo a practice assessment or reassessment under clause 29(1)(a) of the regulation governing the College's Quality Assurance Program (being Part IV of Ontario Regulation 275/94, as amended), a fee of \$1,500.00 shall be paid unless otherwise directed by the Quality Assurance Committee or the panel which required the person to undergo that practice assessment or reassessment.

9.02 Where a person is required by the College's Quality Assurance Committee or a panel thereof to undertake one or more additional practice assessment components under subsection 28(3) of the regulation governing the College's Quality Assurance Program (being Part IV of Ontario Regulation 275/94, as amended), a fee of \$1,500.00 shall be paid if the Quality Assurance Committee or a panel thereof determined that the need to include additional components was due in whole or in part to the person's failure to co-operate with the Quality Assurance Committee, a panel thereof or an assessor.

9.03 The fee required by Article 9.01 shall be payable upon receipt of notice from the College that a practice assessment or reassessment has been required by the Quality Assurance Committee or a panel thereof.

9.04 The fee required by Article 9.02 shall be payable upon receipt of notice from the College that the person has been required by the Quality Assurance Committee or a panel thereof to undertake one or more additional practice assessment components under subsection 28(3) of the regulation governing the College's Quality Assurance Program (being Part IV of Ontario Regulation 275/94, as amended) as a result of the person's failure to co-operate with the Quality Assurance Committee, a panel thereof or an assessor.



9.1 **OTHER FEES**

9.1.01 An administrative fee of \$50.00 shall be payable by a person who purports to make a payment to the College by credit card for each time that the payment is refused by the credit card provider.

9.1.02 An administrative fee of \$25.00 shall be payable for the issuance of any refund by the College and shall be automatically deducted from that refund.

9.1.03 Where the member fails to comply with Article 44.2.06 of the College's By-law No. 1: General and the College subsequently is required to revise its register to reflect information thereafter provided by the member, the member shall pay an administrative fee of \$100.00.

(Approved March, 2019)

GENERAL

10.01 Fees described in this by-law are exclusive of applicable taxes and are not refundable either in whole or in part.

10.02 Where a fee is required to be submitted or paid under this by-law, the fee shall be paid by debit or credit card.

(Amended March 2017; Effective June 1, 2017)

10.03 Payment by any means other than those specified in Article 10.02 is not the submission or payment of a fee under this by-law.

10.04 Deleted June 1, 2017

10.05 Despite any provisions contained in this by-law, the Executive Director may waive the requirement for an individual applicant, member or former member to pay a fee required by this by-law where, in the Executive Director's opinion, the circumstances are sufficiently extraordinary to warrant the waiver and are not based upon the ability of the individual applicant, member or former member to pay the fee.

Decision Note – March 2023 Council

Council Evaluation – 2023 Priorities

Contact for Questions

Kevin McCarthy, Director, Strategy

Public Interest Rationale

CNO's ability to meet its public protection purpose is supported by Council's effective regulatory governance. Council participates in evaluation to promote continuous improvement and ongoing learning.

Decision for Consideration re. Executive Committee Recommendation

That the recommendations from Council's 2022 in-depth evaluation, as listed under 2023 priorities in this decision note, be prioritized for implementation in 2023.

Background


Evaluation is accepted governance practice, a feature of Council's [governance vision](#), and a requirement under the Ministry of Health's [College Performance Measurement Framework](#) (CPMF).¹ The purpose of evaluation is to support continuous improvement.

In September 2022, Council approved its [evaluation policy](#), which outlines a three-year cycle of evaluation activities. The policy includes an in-depth Council-effectiveness evaluation in year one, followed by "light" focussed evaluations in years two and three.²

In October-November 2022, Council participated in its first in-depth evaluation facilitated by [WATSON inc.](#)

¹ Standard 1.2: Council has developed and implemented a framework to regularly evaluate effectiveness of: Council meetings and Council. The framework includes a third-party assessment of Council effectiveness at a minimum every three years.

² In addition to other types of evaluation. For example, evaluation of the President and Executive Committee is planned in 2023 and will be discussed by Council at a future meeting.



Recognized as a leader in regulatory governance, Council has implemented several evidence-based improvements to its governance processes in recent years. The evaluation is another step in Council's reflective journey. The evaluation identified that Council understands CNO's public protection purpose, has a collaborative and respectful culture, and a trusting and productive working relationship with CNO's leadership.

Recommendations from the evaluation identify opportunities for improvement related to Council's role and responsibilities (e.g., organizational stewardship, governance), meetings, meeting materials, orientation and ongoing professional development.

In December 2022, Council members participated in a workshop to discuss the evaluation findings, review the [33 recommendations](#) and identified [5 potential priorities](#) to implement in 2023.

Executive Committee's Review

Evaluation Cycle

Under Council's evaluation policy a "light" focussed evaluation is planned this year. Executive Committee recommends that this year's evaluation activity:

- be completed in December
- focus on a review of progress on recommendations generated from the in-depth evaluation, and
- set implementation priorities for next year.

Given that Council recently completed its first in-depth evaluation, and implementation of the recommendations is expected to be a multi-year initiative, this approach supports Council to monitor progress and adjust if necessary.

Meeting Frequency

The Executive Committee discussed the recommendation related to the number of Council meetings, which was identified as a potential priority during the professional development workshop in December.

The Executive Committee is not including this in the list of priorities recommended for this year. The rationale, which will be tabled for Council's consideration, is outlined below.

- Current and incoming Council members were informed of the estimated time commitment based on the current meeting schedule.
 - New Council members joining in June were asked to confirm that they will meet the time commitment. Nurses may be required to negotiate this time with employers.
 - The time commitment for all Council members includes serving on one or more statutory committees. Some also serve on standing committees.
- Concern that increasing meeting time may deter overall involvement (for example, four candidates pulled out this year's election due to the time commitment).

While there may be occasional need for extra meetings and educational opportunities, the Executive proposes that Council take other steps to improve its overall governance and meeting effectiveness, including those captured by other evaluation recommendations, before making substantive changes to the current meeting schedule.

2023 Priorities

The table below proposes an implementation approach for the remaining recommendations identified as potential priorities following Council’s December 2022 workshop.

IMPLEMENTATION APPROACH	
<i>Council Dynamics</i>	
<p>1. Engage in a facilitated conversation on desired Council dynamics including how to avoid group think, and how to ensure different perspectives are offered, heard and discussed, all with a lens of making informed and sound decisions in the best interests of CNO and in reflecting on its mandate. (Recommendation #1.)</p>	<p>The focus of Council's March 2023 professional development workshop.</p>
<i>Governance Manual</i>	
<p>2. Build a comprehensive Governance Manual that includes: a description of the organization and its purpose; position descriptions for each Council role and Council Members, describing the responsibilities of each with a focus on mandate and oversight; descriptions of committees and their purpose, responsibilities, and composition; and key policies that guide the Council’s work and ways of operating. (Recommendation #19.)</p>	<p>Draft table of contents for Council feedback, which highlights:</p> <ul style="list-style-type: none"> • Content that currently exists. • New content to be developed in 2023: <ul style="list-style-type: none"> • Update Council’s code of conduct (Dec 2023). Supported by external legal counsel. Aligned with measure 2.1 of the College Performance Measurement Framework. • Establish a new in-camera meeting policy that complies with legislative requirements (Sept 2023). Supported by external legal counsel. Aligns with evaluation recommendation #30. • Establish a new orientation policy (Sept 2023). Supported by staff. Aligns with evaluation recommendation #32.
<i>Onboarding and Professional Development</i>	
<p>3. Continue to develop a more comprehensive orientation and mentoring program spanning a Council Member’s first year, including:</p> <ul style="list-style-type: none"> • Meetings with the President to review 	<p>Draft orientation outline for Council feedback.</p> <ul style="list-style-type: none"> • Orientation will be supported by the President, Executive Committee, CEO (or delegate), external legal counsel and/or other experts.



IMPLEMENTATION APPROACH

<p>Council’s role, legal duties and responsibilities, expectations of Council Members, CNO’s governance framework, CNO’s stakeholders, key governance processes and practices, etc.</p> <ul style="list-style-type: none"> • Meetings/presentations with the ED & CEO and the Leadership Team to understand CNO’s strategy, operations, and ongoing initiatives • A walk around CNO’s office to gain a sense of the culture and atmosphere • Opportunities for education in key areas (e.g., nursing standards, governance, risk, finance) <p>(Recommendation #32.)</p>	
<p>4. Continue to provide professional development opportunities that offer education on 1) topics aligned with strategic priorities, 2) technical areas relevant to CNO’s mandate, and 3) governance. Some ideas proposed by participants include:</p> <p><u>Strategic Priorities</u></p> <ul style="list-style-type: none"> • Unconscious bias, understanding privilege, and other aspects of diversity, equity, and inclusion • Risk management • Financial oversight • Stakeholder engagement • Change management <p><u>Technical Areas</u></p> <ul style="list-style-type: none"> • Nursing standards • Stress and trauma management <p><u>Governance</u></p> <ul style="list-style-type: none"> • Governance training around roles and responsibilities and legal duties • Relationship between Council and the Leadership Team • Constructive confrontation <p>(Recommendation #33.)</p>	<ul style="list-style-type: none"> • 2023 professional development schedule for Council’s input. • Executive Committee recommends a professional development workshop on financial oversight/risk management in November 2023 in advance of Council’s approval of the annual budget in December.

Next Steps

If Council approves the priorities, work will proceed on the deliverables noted throughout.

CNO COUNCIL GOVERNANCE MANUAL DRAFT TABLE OF CONTENTS¹

Introduction

- First iteration of manual (May 2023) includes a collation of existing resources. Items in **red bold** font reflect content that currently exists and will be included in the first iteration of the manual.
- Noted throughout are several dependencies between content planned for the governance manual and recommendations from Council's 2022 in-depth evaluation. Given this alignment, Council will continue to build manual content over the three-year evaluation cycle.

PART I: COUNCIL AND GOVERNANCE

	Considerations
1. Land acknowledgement	- The land acknowledgement is one step towards Council's respect and gratitude for Indigenous Peoples' stewardship of the land we are on.
2. Council's role <ul style="list-style-type: none"> a. Terms of Reference (ToR) b. Role, responsibilities, profile and competencies and attributes. 	<ul style="list-style-type: none"> - T o R content may be dependent on evaluation recommendations: <ul style="list-style-type: none"> ○ #2-4 – define Council's role/responsibility as a regulatory board and organizational stewardship ○ #9 – clearly define and execute on Council's accountabilities re: strategic plan ○ #15 – clearly define and execute on Council's accountabilities re: organizational oversight related to diversity, equity, and inclusion. - Future work will better articulate attributes related to diversity, equity and inclusion.
3. Council's structure <ul style="list-style-type: none"> a. Executive Committee <ul style="list-style-type: none"> i. T o R ii. Competencies b. Finance Committee <ul style="list-style-type: none"> i. T o R ii. Competencies <p style="margin-left: 40px;">Sub-Committee on Compensation T o R Competencies</p>	<ul style="list-style-type: none"> - Standing committees are established by Council and accountable to Council for their decisions. - While EC is a statutory committee, it also functions as Council's governance committee. - Future work will better articulate attributes related to diversity, equity and inclusion.

¹ Adapted from the Ontario Hospital Association's Guide to Good Governance templates.

<ul style="list-style-type: none"> c. Nominating Committee <ul style="list-style-type: none"> i. T o R ii. Competencies d. Conduct Committee <ul style="list-style-type: none"> i. T o R ii. Competencies e. Additional / ad hoc committees 	
<ul style="list-style-type: none"> 4. Election and appointments processes <ul style="list-style-type: none"> a. Council elections b. Executive Committee elections c. Committee appointments d. Committee chair appointments 	<ul style="list-style-type: none"> - In 2023, staff will initiate consultation with Council about future changes to election processes, so that professional members are eligible to stand for election only after meeting pre-defined competency and suitability criteria. <ul style="list-style-type: none"> o Aligns with evaluation recommendations #20-23 – related to Council’s competencies, composition and succession planning. o Aligns with measure 1.1 (a) (i) of the College Performance Measurement Framework o Anticipate future changes to Council’s competencies and attributes as a result.
<ul style="list-style-type: none"> 5. Duties, obligations expectations <ul style="list-style-type: none"> a. Council members b. Council President 	
<ul style="list-style-type: none"> 6. Governance principles 	
<ul style="list-style-type: none"> 7. Team norms 	
<ul style="list-style-type: none"> 8. Partnerships <ul style="list-style-type: none"> a. CEO-President partnership b. Staff support for Council c. Staff support for Committees 	
<ul style="list-style-type: none"> 9. Council policies and by-laws <ul style="list-style-type: none"> a. Code of conduct, conflict of interest and confidentiality b. Social media guidelines c. In-camera meetings d. Orientation e. Evaluation f. Adding discussion item to Council agenda g. Stipend and Expense Policies h. Travel Reference Guide i. CEO Performance Assessment Framework 	<ul style="list-style-type: none"> - In 2023, the following are planned: <ul style="list-style-type: none"> - Update code of conduct (Dec 2023). Supported by external legal counsel. Aligned with measure 2.1 of the College Performance Measurement Framework. - Establish a new in-camera meeting policy that complies with legislative requirements (Sept 2023). Supported by external legal counsel. Aligns with evaluation recommendation #30. - Establish a new orientation policy (Sept 2023). Supported by staff. Aligns with evaluation recommendation #32.
<ul style="list-style-type: none"> 10. Council operations 	

<ul style="list-style-type: none"> a. Annual Plan (includes meeting dates and PD schedule) b. Due Dates for adding items to council agenda c. Council board portal - Boardvantage 	
<ul style="list-style-type: none"> 11. Legislative framework <ul style="list-style-type: none"> a. Regulated Health Professions Act, 1991 b. Nursing Act, 1991 <ul style="list-style-type: none"> i. O.Reg 275/94 General ii. O.Reg 799/93 Professional Misconduct c. CNO's By-laws 	

PART II: CNO

1. CNO's purpose	
<ul style="list-style-type: none"> 2. CNO's role in system <ul style="list-style-type: none"> a. Annual Report 	- Clarifies CNO's unique role and system contributions, how CNO differs from other nursing stakeholders
3. External oversight mechanisms	- Introduction to relevant oversight (e.g., powers of Minister, College Performance Measurement Framework, Office of Fairness Commissioner)
<ul style="list-style-type: none"> 4. Organizational chart 5. Key Organizational Roles <ul style="list-style-type: none"> a. Executive Director & Chief Executive Officer Registrar b. Deputy Registrar and Acting Executive Director c. Key contacts 	
<ul style="list-style-type: none"> 6. Strategic plan <ul style="list-style-type: none"> a. Outcomes b. Measures 	- Aligns with evaluation recommendation #11 – continuing work on measures to track progress
<ul style="list-style-type: none"> 7. Diversity Equity and Inclusion at CNO <ul style="list-style-type: none"> a. Background b. Goals c. Commitment statement d. Equity impact assessment 	- Aligns with evaluation recommendations: <ul style="list-style-type: none"> o #12 - determine what diversity, equity, and inclusion mean in the context of CNO's regulatory / public protection responsibilities o #15 – clearly define/execute on Council's responsibilities for organizational oversight related to diversity, equity, and inclusion
<ul style="list-style-type: none"> 8. Risk management <ul style="list-style-type: none"> a. Risk register 	- Aligns with evaluation recommendation #5 – ensure appropriate oversight of risk, including

b. Risk of harm to public	periodic reviews of risk register, strategies, 'risk appetite statement'
9. People and Culture a. Values b. Demonstrating Values	- Aligns with evaluation recommendation #7 – develop framework to oversee CNO's people and organizational culture, including turnover, compensation and workplace practices
10. Finances a. Financial Overview b. Annual Budget c. Audited Financial Statements d. Financial policies i. Banking ii. Borrowing iii. Contracts iv. Expenditures v. Investments vi. Payment vii. Procurement	- Aligns with evaluation recommendation #6 – monitor and oversee CNO's financial framework, including internal controls, budgeting, financial statement review and analysis, and external audit
11. Stakeholders a. Stakeholder engagement b. How CNO communicates with stakeholders	- Aligns with evaluation recommendation #8 – appropriate oversight of stakeholder strategy.
12. Glossary	- Glossary of common CNO terms

2023 COUNCIL ORIENTATION¹ DRAFT OUTLINE

Introduction

Orientation is delivered through a combination of methods - self-directed review / reflection, didactic, case studies, group discussion. Presentations, case studies and group discussions may be led by the President, members of Executive Committee, CEO (or delegate), legal counsel or other external experts.

Since 2021, mentorship has been offered to support integration of new Council members. A variety of other resources support new Council members to reflect and prepare for their orientation, first meeting and ongoing participation on Council. These include:

- governance manual²
- recent Council agendas and minutes
- upcoming Council agenda and package
- backgrounders (e.g., CNO's strategic plan, using BoardVantage)

The content outlined below may be delivered through a combination of workshops and Council meetings. Items in **red bold** font reflect new content.

Orientation Outline

1. CNO's Role in Ontario's Health System (Staff)
 - a. Purpose
 - b. Legislative framework
 - c. **External oversight mechanisms** (e.g., Minister's powers, College Performance Measurement Framework, Office of the Fairness Commissioner)
 - d. Regulatory functions (including link to committee reports)
 - e. Regulatory role in promoting patient safety, how it differs from roles of other stakeholders.
 - f. **Right-touch regulation**
 - g. Contributions to the system.
 - h. **CNO's nursing workforce data**
 - i. Current operating environment
 - j. **Stakeholder engagement**
2. Council's role and accountabilities (President, Staff, Legal Counsel)
 - a. Strategic direction
 - i. Council-staff partnership (roles, responsibilities)
 - ii. Overview of strategic plan, outcomes, measures
 - b. Unique nature of regulatory governance
 - i. Overview of legislative objects
 - ii. Focus on risk of harm
 - iii. Distinguish from corporate, non-profit governance
 - iv. **College Performance Measurement Framework governance measures**
 - c. Financial oversight
 - i. Overview of CNO's finances
 - ii. Budget

¹ The development of a new orientation policy (September 2023) will bring greater clarity and structure to Council's orientation process; this may result in additional changes to Council's approach in 2024.

² The manual will be a helpful reference document to all Council members.

- iii. Roles and responsibilities (Council, Finance Committee, auditors, management)
 - d. Organizational oversight
 - i. **Overview of CNO's structure**
 - ii. **Diversity, Equity and Inclusion goals**
 - iii. **Organizational values**
 - e. Risk
 - i. **Current / future processes for managing risk**
 - ii. **Right touch regulation**
 - f. Stakeholder engagement
 - i. Key system partners
 - ii. CNO communications
 - **How CNO communicates with stakeholders**
 - **How Council decisions are communicated**
 - **How we consult**
 - g. Maintaining good governance
 - i. Support from President, Executive Committee
 - ii. Role of external experts and staff
 - iii. Orientation, ongoing education
 - iv. Evaluation
- 3. Duties, obligations, expectations of Council members (President, Legal Counsel)
 - a. Distinguish between governance vs. statutory roles
 - b. Code of conduct by-law
 - i. Code
 - ii. Conflict of interest
 - iii. Confidentiality
 - c. Governance principles, team norms
 - i. Prepare, attend, participate in meetings
 - ii. Support Council decisions
 - iii. **Participate in education and orientation activities**
 - iv. **Participate in structured social activities for Council**
 - v. **Volunteer for and participate in committees**
 - vi. **Participate in evaluation (surveys, interviews, discussions)**
- 4. Council operations (President, Legal Counsel)
 - a. Meetings
 - i. **Legal requirements**
 - ii. Notice of meetings, materials
 - iii. Livestreaming
 - iv. Annual plan
 - v. Virtual, hybrid
 - b. **Adding discussion items to Council's agenda**
 - c. Using Boardvantage
- 5. **Council structures (President)**
 - a. Standing Committees – role, purpose

2023-2024 COUNCIL PROFESSION DEVELOPMENT DRAFT SCHEDULE

Introduction

Council engages in regular professional development. Executive Committee is instituting new procedures to better plan Council’s professional development, which includes consulting Council on potential topics each year in March and integrating the professional development schedule into Council’s annual plan. A variety of inputs will inform planning.¹

	TOPIC	CONSIDERATIONS
JUN	Council orientation	<ul style="list-style-type: none"> • Evaluation recommendation #32, prioritized by Council. • The professional development workshop includes content that supports orientation of new Council members and ongoing learning for continuing members. This engages all Council members in welcoming and supporting integration of new peers and supports Council’s positive team culture.
SEPT	Diversity, equity, inclusion	<ul style="list-style-type: none"> • This topic was identified in evaluation recommendation #33, which was prioritized by Council. • This sets the stage for Council to engage in further discussion to address evaluation recommendations #12, 14, 15 – regarding diversity, equity and inclusion.
NOV	Financial oversight, risk management.	<ul style="list-style-type: none"> • These topics were identified in evaluation recommendation #33, which was prioritized by Council. • This sets the stage for Council to engage in further discussion to address evaluation recommendations # 4, 5, 6 - regarding financial and risk oversight.
MAR (2024)	Council’s new code of conduct, conflict of interest policy	<ul style="list-style-type: none"> • In 2023, legal counsel will be engaged to support Council to update its code of conduct. • This professional development in early 2024 will give Council opportunity to reflect on the new code and engage in relevant learning to enhance understanding and application of the principles.

¹ Among these, measure 1.2 (c) of the [College Performance Measurement Framework](#) requires that ongoing training be informed by evaluation outcomes, needs identified by Council members, and/or evolving public expectations, including risk management and diversity, equity, and inclusion.



Decision Note – March 2023 Council

By-Law amendments to support effective statutory committee functioning

Contact for Questions or More Information

Kevin McCarthy, Director, Strategy

Decision for consideration:

That Articles 17, 18 and 21 of [By-Law No. 1: General](#), be amended as shown in [attachment 1](#) to the decision note.

Background

In [December](#), Council received information about proposed amendments to by-laws related to statutory committee membership to provide all statutory committees with the flexibility to address changing workloads by removing the membership maximums set in by-law. Two additional amendments to the by-laws related to the Inquiries, Complaints and Reports Committee were also identified.

The proposal was brought forward for discussion in anticipation of a decision coming to Council in March. No questions or concerns were flagged at that time.


The proposed revised by-laws can be seen in attachment 1. [Attachment 2](#) is a table showing the current by-law, proposed revisions and rationale.

What impact will these changes have?

[Attachment 1](#) shows all of the proposed changes to the by-laws.

If the by-law amendments are approved:

- All the articles setting out statutory committee membership composition will be aligned, with only minimum membership set out in by-law. This will provide all statutory committees with the agility to adapt committee membership to meet changing workload demands
- If it is determined additional ICRC members are required for the coming year, Council will be able to appoint committee members to meet the need
- There will be no change to the public membership of ICRC – it will be aligned with the by-law

- 
- A quorum of ICRC will be a majority of members.

No changes are currently being contemplated to the membership structure of the Quality Assurance or Registration committees.

Attachments:

1. Proposed revised by-laws
2. Table of by-law amendments

Attachment 1

Proposed amendments to By-Law No. 1: General to support statutory committee effectiveness

17. Registration Committee

17.01 The Registration Committee shall be composed of

- i) not fewer than one ~~or more than three~~ elected councillor(s) each of whom was elected as an RN;
- ii) not fewer than one ~~or more than two~~ elected councillor(s) each of whom was elected as an RPN;
- iii) not fewer than three ~~or more than five~~ public councillors;
- iv) not fewer than one ~~or more than three~~ RNs who are appointed committee members; and
- v) not fewer than one ~~or more than two~~ RPNs who are appointed committee members.

18. Inquiries, Complaints and Reports Committee

18.01 The Inquiries, Complaints and Reports Committee shall include all of the members of the Executive Committee and shall be composed of

- ~~i) not fewer than six or more than ten public councillors;~~
- i) not fewer than three ~~or more than four~~ elected councillors each of whom was elected as an RN;
- ii) not fewer than one ~~or more than two~~ elected councillor(s) each of whom was elected as an RPN;
- iii) not fewer than ~~six~~ **five** ~~or more than ten~~ public councillors;
- iv) not fewer than three ~~or more than six~~ RNs who are appointed committee members; and
- v) not fewer than two ~~or more than three~~ RPNs who are appointed committee members.

~~18.02 Unless otherwise provided by the Code, three committee members constitute a quorum of the Inquiries, Complaints and Reports Committee or a quorum of a panel of that committee.~~

19. Discipline Committee (amended September 2020 to remove all maximums)

20. Fitness to Practise Committee (amended September 2020 to remove all maximums)

21. Quality Assurance Committee

21.01 The Quality Assurance Committee shall be composed of

- i) not fewer than two ~~or more than three~~ elected councillors each of whom was elected as an RN;
- ii) not fewer than one ~~and more than two~~ elected councillor(s) each of whom was elected as an RPN;
- iii) not fewer than three ~~and more than five~~ public councillors;
- iv) not fewer than one ~~or more than three~~ RNs who are appointed committee members; and
- v) not fewer than one ~~or more than two~~ RPNs who are appointed committee members.

Attachment 1: Proposed by-law revisions to support effectiveness of statutory committees

Column 1 Current by-law	Column 2 Proposed revision	Column 3 Rationale
<p>For all articles below it is proposed that the maximums be deleted for all categories of membership. This will give all statutory committees the flexibility to adjust membership to meet changing workloads. Rationale is provided in Column 3 for other changes.</p>		
<p>17. Registration Committee</p> <p>17.01 The Registration Committee shall be composed of</p> <ul style="list-style-type: none"> i) not fewer than one or more than three elected councillors each of whom was elected as an RN; ii) not fewer than one or more than two elected councillors each of whom was elected as an RPN; iii) not fewer than three or more than five public councillors; iv) not fewer than one or more than three RNs who are appointed committee members; and v) not fewer than one or more than two RPNs who are appointed committee members. 	<p>17. Registration Committee</p> <p>17.01 The Registration Committee shall be composed of</p> <ul style="list-style-type: none"> i) not fewer than one or more than three elected councillor(s) each of whom was elected as an RN; ii) not fewer than one or more than two elected councillor(s) each of whom was elected as an RPN; iii) not fewer than three or more than five public councillors; iv) not fewer than one or more than three RNs who are appointed committee members; and v) not fewer than one or more than two RPNs who are appointed committee members. 	<p>Legal counsel confirmed (s) is consistent with other articles in CNO's by-laws. This editorial change is made throughout the proposed revision.</p>

Column 1 Current by-law	Column 2 Proposed revision	Column 3 Rationale
<p>18. Inquiries, Complaints and Reports Committee</p> <p>18.01 The Inquiries, Complaints and Reports Committee shall include all of the members of the Executive Committee and shall be composed of</p> <ul style="list-style-type: none"> i) not fewer than six or more than ten public councillors; ii) not fewer than three or more than four elected councillors each of whom was elected as an RN; iii) not fewer than one or more than two elected councillors each of whom was elected as an RPN; iv) not fewer than three or more than six RNs who are appointed committee members; and v) not fewer than two or more than three RPNs who are appointed committee members. 	<p>18. Inquiries, Complaints and Reports Committee</p> <p>18.01 The Inquiries, Complaints and Reports Committee shall include all of the members of the Executive Committee and shall be composed of</p> <ul style="list-style-type: none"> i) not fewer than six or more than ten public councillors; i) not fewer than three or more than four elected councillors each of whom was elected as an RN; ii) not fewer than one or more than two elected councillor(s) each of whom was elected as an RPN; iii) not fewer than six five or more than ten public councillors; iv) not fewer than three or more than six RNs who are appointed committee members; and v) not fewer than two or more than three RPNs who are appointed committee members. 	<p>Moved to iii below i) to iii) are renumbered to align the order of Council membership with the other articles setting out statutory committee membership</p> <p>To reflect the current structure given availability of public members to serve on ICRC.</p>
<p>18.02 Unless otherwise provided by the Code, three committee members constitute a quorum of the Inquiries, Complaints and Reports Committee or a quorum of a panel of that committee.</p>	<p>18.02 Unless otherwise provided by the Code, three committee members constitute a quorum of the Inquiries, Complaints and Reports Committee or a quorum of a panel of that committee.</p>	<p>Unnecessary: Article 5 establishes quorum for committees ss 25(3) of the <i>Health Professions Procedural Code</i> establishes 3 members as a quorum for an ICRC panel.</p>

Column 1 Current by-law	Column 2 Proposed revision	Column 3 Rationale
		<p>Inconsistent with: Article 5 which establishes “a majority of members” as a quorum for a committee. There are currently 18 members on ICRC. A quorum under Article 5 would be 10 members and under this by-law it would be three.</p>
<p>19. Discipline Committee</p>	<p><u>19. Discipline Committee</u></p>	<p>No change. Article 19 was revised to remove all membership maximums in September 2020.</p>
<p>20. Fitness to Practise Committee</p>	<p><u>20. Fitness to Practise Committee</u></p>	<p>No change. Article 20 was revised to remove all membership maximums in September 2020.</p>
<p>21. Quality Assurance Committee</p> <p>21.01 The Quality Assurance Committee shall be composed of</p> <ul style="list-style-type: none"> i) not fewer than two or more than three elected councillors each of whom was elected as an RN; ii) not fewer than one and more than two elected councillors each of whom was elected as an RPN; iii) not fewer than three and more than five public councillors; iv) not fewer than one or more than three RNs who are appointed committee members; and 	<p>21. Quality Assurance Committee</p> <p>21.01 The Quality Assurance Committee shall be composed of</p> <ul style="list-style-type: none"> i) not fewer than two or more than three elected councillors each of whom was elected as an RN; ii) not fewer than one and more than two elected councillor(s) each of whom was elected as an RPN; iii) not fewer than three and more than five public councillors; iv) not fewer than one or more than three RNs who are appointed committee members; and 	<p>As per Article 17 re. Registration Committee</p>

Column 1 Current by-law	Column 2 Proposed revision	Column 3 Rationale
v) not fewer than one or more than two RPNs who are appointed committee members.	v) not fewer than one or more than two RPNs who are appointed committee members.	

Decision Note – March 2023 Council

Appointment of Statutory Committee Chairs

Contact for questions or more information

Kevin McCarthy, Director, Strategy

Decision for consideration re. recommendation of the Executive Committee

That Council appoint the following 2022-2023 statutory committee chairs:

Discipline & Fitness to Practise	M. Hogard
Quality Assurance	S. Leduc
Registration	A. Arkell

Background

Statutory committees perform essential regulatory functions. In accordance with Article 30.05, chairs of statutory committees other than the Executive and Inquiries, Reports and Complaints Committee (chaired by the President) are appointed by Council on recommendation of the Executive Committee.

Chairs are recommended based on the chair profile which set out the competencies and attributes needed to be a statutory committee chair (attached). All ongoing Council members were provided with an opportunity to put their names forward for consideration. Members who wished to serve as a statutory committee chair provided a self-assessment against the competencies through Governance Solutions¹.

¹ Governance Solutions Inc. has supported Council in the identification of competencies and attributes for the board, leadership (Board Chair/Vice-Chair and statutory committee chairs), and committee members and supports the competency-based appointment of statutory committee chairs, non-council statutory committee members and the members of the Nominating Committee.



Attachment 1

Statutory Committee Chair Profile

The governance competencies and attributes identified for the Statutory Committee Chairs are largely drawn from the focus groups of Committee Chairs and responsible staff; the Statutory Committees, especially those with specific quasi-judicial or panel authority; and expert advice from Governance Solutions Incorporated.

I. Career Knowledge and Experience Competencies (Where have you been?)

Competency		Description
1.	Regulatory Experience	Has understanding of regulatory and procedural processes, including relevant rules of order and committee decision-making. Is experienced in the oversight of, and understands standards associated with, self-regulated professions.
2.	Patient Rights	Is well versed in matters related to patient rights, including but not limited to the abuse of patients and boundary violations.
3.	Cross-Cultural Experience	Has credibility based on experience working with diverse teams and marginalized or vulnerable client groups (e.g., working cross-culturally, internationally, experience with social, humanitarian, anti-oppression and LGBTQ-positive principles, sensitivity and knowledge dealing with victims, boundary issues, sexual abuse).
4.	Information Technology	Is familiar with the use of technology for working on Board or committee matters and operations

II. Functional Skills Competencies (What Do You Know?)

Competency		Description
1.	Evidence-Based Decision-Making	Demonstrates ability and advanced skills in locating, critically appraising, interpreting, synthesizing, weighing, evaluating and using evidence from qualitative and quantitative paradigms.
2.	Chairing Boards and/or Committees	Has served as Chair and/or Committee Chair on at least one other Board of an organization of comparable size and complexity, or demonstrates an equivalent combination of education and experience. (Preference



Competency		Description
		given to individuals with previous experience serving on the committee to which they are applying to chair.)
3.	Public Interest	Has experience and understanding protecting and acting in the public interest.
4.	Governance and Boards	Has a strong familiarity with and understanding of governance roles and responsibilities, and current governance policy, issues, and trends, gained through prior Board or committee experience in an organization of similar size, scope and complexity to the College, and/or governance education, for example ICD.D (Institute of Corporate Directors), Pro.Dir. (Professional Director®), or C.Dir (Director's College).
5.	Change Management	Demonstrates skills related to relationship management, engagement, socialization of ideas, consultation and negotiation.
6.	Leadership	Demonstrates skills and ability to lead others to solve problems, adapt and manage change, innovate and achieve results.
7.	Decision-Maker	Is a proven decision-maker using different decision-making methods beyond evidence-based.

III. *Affinity Attributes (What informs your thinking, your perspective?)*

There is no specific affinity attribute called for in the chairs; these individuals are drawn from the Committee that, in its entirety, reflects a diverse range of affinity attributes.

IV. *Character Attributes² (Who are you?)*

Attribute		Description
1.	Communicator	Able to communicate clearly, concisely and accurately, orally and in writing.
2.	Constructive	Able to build relationships, and to be constructive and helpful.
3.	Emotionally Mature	Able to understand and skillfully manage emotions, especially when faced with conflict and confrontation; self-aware and professional.

² These character attributes were developed from Governance Solutions' meta-research, supplemented and customized with the Ontario Government Regulatory and Adjudicative Agencies' core competencies. These are available at: <https://www.ontario.ca/document/member-regulatory-and-adjudicative-agencies-core-competencies>. These competencies are not mandated for regulatory colleges, but they are a helpful and relevant source. In general, all board and committee members should possess these core character attributes.



Attribute		Description
4.	Ethical	Able to meet the expectations set out in the Conduct By-Law; has an unquestioned level of ethical integrity.
5.	Fiduciary	Able to put others' interests first (servant leadership); has a passion for the public interest, commitment and drive.
6.	Inclusive	Able to create opportunities for all voices and backgrounds to be heard and considered; demonstrates respect and long-standing commitment and action to achieve equity, diversity and inclusivity.
7.	Independent	Able to think independently, while knowing when and how to consult others.
8.	Learner	Able to apply learning to the public interest; demonstrates a willingness to learn and develop.
9.	Listener	Able to listen and question to achieve understanding; is an effective and active listener.
10.	Proactive	Able to think proactively and to anticipate.
11.	Strategic	Able to move beyond the details to envision the grander future; is a strategic thinker.
12.	Adaptable	Able to adapt easily and quickly to changing evidence and environments; demonstrates cognitive flexibility.
13.	Forthright	Able to present an unpopular or controversial position in the face of opposition or opposing views.
14.	Professional Judgement	Able to think critically.
15.	Astute	Able to apply their knowledge in the context of Board level decision-making and leadership.
16.	Problem Solver	Able to evaluate complex issues and to make effective decisions (find solutions).
17.	Unifier	Able to encourage divergent thinking and dissent from others, and to build consensus; stands behind the collective decisions of the board in unity.
18.	Systems-level Thinker	Able to conceptualize on a systems level and communicate this understanding to others.

Decision Note – March 2023 Council

Filling statutory committee vacancy

Contact for Questions or More Information

Kevin McCarthy, Director of Strategy

Decision

That Council confirm the appointment of Joe Farag to the Discipline and Fitness to Practise committees.

Background

The Executive Committee fills mid-year committee vacancies ([Article 31.03](#)). Those appointments come into effect immediately and need to be confirmed by Council at its next meeting.

Joe Farag joined Council in December, filling a vacancy resulting from a public member resignation. The resignation also created a vacancy on the Discipline and Fitness to Practise committees.

Noting the unique quorum provisions for the Discipline Committee¹ and the reduction in the number of public members on the committee resulting from the resignation, the Executive decided to fill the vacancy immediately. Having sufficient numbers of public members, including those available for multi-day hearings, is essential to the effective functioning of the Discipline/Fitness to Practise committees.

¹ Discipline is the only committee that must have a public member to have quorum for a panel (ss 38(5) of the [Health Professions Procedural Code](#))

Decision Note – March 2023 Council

Appointments to the Sub-Committee on Compensation

Contact for questions or more information

Stephen Mills, Chief Administrative Officer

Decision for consideration re. recommendations from the Finance and Executive committees

That Joe Nunes be reappointed to the Sub-Committee on Compensation until June 2026; and

That Bob Canuel be appointed as the 2023-2024 Chair of the Sub-Committee on Compensation.

Background

The [Sub-Committee](#) acts as a neutral and expert resource to support CNO in meeting its goal of being an employer of choice by advising the Executive Director and CEO and the Finance Committee on compensation-related practices for staff, Council and committee members. Members of the Sub-Committee are appointed based on meeting the [competencies](#) required for the committee.

Current members of the Sub-Committee are:

- Robert (Bob) Canuel, term ending 2025
- Craig Halket, term ending 2024 (Chair 2021-2023) and
- Joe Nunes, term ending 2023 (Chair from 2019-2021).

The Chair of the Sub-Committee is a member of the Finance Committee.

In February,

- the Finance Committee recommended that Joe Nunes be reappointed to the Sub-Committee and
- the Executive Committee recommended that Bob Canuel be appointed as the Sub-Committee's chair.

Report – March 2023 Council

Nominating Committee

Contact for questions or more information

Jenna Hofbauer, Council Affairs Coordinator

Decisions for consideration re. recommendation of the Nominating Committee:

That Jane Hess, RN, be appointed to fill the RN Council vacancy in the Central Eastern electoral district, until June 2025¹.

That Council and committee members be appointed to statutory committees, effective June 7, 2023, in accordance with the list of committee appointments presented to Council on March 9, 2023 by the Nominating Committee.

Background

The [Nominating Committee](#) (NC) met four times to prepare its recommendations to Council, including meetings:

- For orientation
- Two meetings to review the initial competency assessments of all candidates for appointment to statutory committees and select candidates to move forward in the competency assessment process
- One meeting to review the final assessments and select the candidates to recommend to Council to be appointed to statutory committees. NC also considered the appointment of Council members to statutory committees.

Filling Council member vacancy

The Nominating Committee Terms of Reference include:

Making recommendations to the Board for filling Board vacancies in-between elections.

¹ According to Article 55.04, the term of office of someone appointed to fill a vacancy ends when the former members' term would end.



The options for filling Council member vacancies are identified in [Article 55 of By-Law No. 1: General](#). They are based on the remaining term of office for the vacant position. Since the term of office for this position expires in June 2025, options were to recommend appointment of the runner up or hold a by-election.

The Nominating Committee is recommending the appointment of the runner-up, Jane Hess, for the following reasons:

- in similar circumstances, Council has appointed the runner-up
- this approach will allow the new member to be assigned to a statutory committee in March and participate in Council and committee onboarding and orientation and
- holding a by-election would delay filling the vacancy.

Results of the Council election

Another role for the NC that is to confirm the candidates elected to Council following the deadline for recounts. On February 22nd, we confirmed the election results and they have been posted on CNO's website. You also have a [brief report](#), with links to the elected candidate's profiles, in your information materials.

Statutory committee membership

The NC presents its recommendations regarding the membership of statutory committees to Council each March, including:

- nurse candidates to fill non-Council vacancies
- newly elected and appointed Council members to fill vacancies and
- Council member reassignments to address the impact of the election of the Executive Committee and requests for committee change.

Assignment of non-Council members to statutory committees:


Appointed (non-Council) members of statutory committees are recommended based on candidates meeting the core competencies and attributes required of all committee members.

The appointments process is supported by third-party experts, currently [Governance Solutions Inc.](#) (GSI)². GSI hosted the on-line application, received and analyzed the applications and resumes, carried out further assessment of candidates "short-listed" by the NC, and attended all four meetings of the NC to provide expert advice.

The NC met three times to identify its recommendations to Council:

CNO received a record number of candidates for statutory committees:

² GSI had supported Council in the identification of the competencies and attributes for the future board, statutory committees and the NC.

- 
- 65 RN/NP candidates for 6 positions and
 - 20 RPN candidates for 7 positions.

NC's first review was to select candidates to move forward in the process – a short list. NC considered GSI's written reports which assessed the candidates against the competencies and attributes and ranked them into tiers, candidate resumes, advice from GSI, and insights from members of NC.

In February, NC received reports from GSI on the outcome of their interviews with, and reference checks of, candidates. Following review and discussion, NC is recommending six RN/NP and seven RPN candidates to fill statutory committee vacancies. This includes two additional members to support ICRC's increased workload. Of those 13 recommended candidates, two are incumbents and 11 are new candidates.

NC also identified a number of strong candidates for which there were no vacancies. Should a mid-term vacancy occur, information about NC's selection of those candidates as alternates will be shared with Executive Committee³.

Conflict of Interest:

A member of NC declared a conflict of interest because a candidate is a family member and did not participate in the discussion or decision making. When the committee appointment was being considered, the NC member was moved to a private room.

Assignment of Council members to statutory committees:

Since most Council members remain on the same committees throughout their term of office, NC focused on assigning new members to committees.

This year, there are four newly elected Council members (two RNs and two RPNs). In addition, in anticipation of Council's appointment of Jane Hess to fill the Council vacancy, Jane was also assigned to a statutory committee.

New members were assigned to fill Council member vacancies on statutory committees based on vacancies and the new members' time availability.

One current Council member requested a committee change. The request met Council's [criteria for change in statutory committee](#); however, there was no existing vacancy to which to move the member.

³ Under Article 31.03, the Executive fills statutory committee vacancies.



In addition, Council member committee changes were identified to address potential impact of the election of the Executive Committee.

The NC debriefed on the process for committee appointments. NC is confident that the competency-based assessment process supports informed decision-making. In reviewing its recommendations, the NC confirmed its confidence that it had selected the best candidates to join statutory committees.

The NC's recommendations for committee appointments will be presented to Council the afternoon of March 9, 2023.

Information Note – March 2023 Council

Transparency and CNO's Reporting Obligations

Contacts for questions

Kevin McCarthy, Director, Strategy
Brent Knowles, Director, Analytics & Planning

For information

In accordance with annual reporting obligations for health regulators in Ontario, CNO has made recent submissions to the Office of the Fairness Commissioner and the Ministry of Health.

Background

Among others (e.g., Annual Report), CNO is accountable to submit the following annual reports:

- Fair Registration Practices Report to the Office of the Fairness Commissioner
- College Performance Measurement Framework (CPMF) Report to the Ministry of Health

In addition to meeting CNO's reporting obligations, these publicly available reports support the College's approach to enhance transparency about our processes and decision-making. This is an important part of our public protection mandate.

1. Fair Registration Practices Report

The Office of the Fairness Commissioner was created under the *Fair Access to Regulated Professions Act, 2006* and works with regulated professions and compulsory trades in Ontario to ensure they have [registration processes](#) that are transparent, objective, impartial and fair. Every year, CNO reviews its registration practices and submits a Fair Registration Practices Report to the Office of the Fairness Commissioner.

CNO's most recent Fair Registration Practices Report, submitted in December 2022, covers the reporting period of January 1 to December 31, 2021 (i.e., CNO's 2021 Fair Registration Practices Report).

CNO posts completed Fair Registration Practices Reports on [our website](#). This is where the 2021 Fair Registration Practices Report will be posted when it has been verified by the Office of the Fairness Commissioner. You can also see previous Fair Registration Practices reports and additional background information.



CNO's 2021 Response to the Fair Registration Practices Report

CNO described changes made in 2021 that impacted registration processes, including:

- Describing alternative ways of assessing requirements for nursing education, evidence of practice and language proficiency
- Outlining updated information provided for applicants (e.g., exam resources)
- Changes to streamline internal review processes to ensure timely registration (e.g., increasing Registration Committee capacity)
- Diversity, equity and inclusion (DEI) training for staff which advanced CNO's objective of providing accessible and inclusive services, including registration services
- Investments in systems and cloud infrastructure to strengthen cyber-security and enhance operational and organizational effectiveness

New for this reporting cycle, CNO had the opportunity to list our top three accomplishments during the reporting period that relate to fair registration practices. We highlighted CNO's agility in providing services for applicants amid the pandemic, granting a record number of new registrations to internationally educated nurses (IENs), and evaluating the Emergency Assignment Class to inform future enactments.

CNO also listed the top three risks that impacted our organization's ability to achieve better registration outcomes for applicants during the reporting period. We highlighted the continued impacts of the pandemic, challenges for IENs to meet the education requirement, and an outdated regulatory framework for registration. To address these risks, CNO took a deliberate approach to stakeholder engagement during the pandemic, collaborated with government and academia related to education options, as well as actively engaged in policy work to modernize applicant assessment.

2. College Performance Measurement Framework (CPMF) Report

The CPMF was developed by the Ministry of Health to provide information about a college's activities and processes regarding best practices of regulatory excellence. Following submission, the Ministry of Health prepares summary reports which provide a system level overview of all 26 health regulatory colleges' self-reported results, highlighting commendable practices and potential areas for system improvement. This is an opportunity to learn from other colleges.

This was the third reporting cycle, covering the reporting period of January 1 to December 31, 2022 (i.e., CNO's 2022 CPMF Report). The 2022 report has the addition of eight pieces of evidence flagged as benchmarks for regulatory excellence – for these benchmarked measures, if CNO's response is that we “partially meet” or “do not meet” the measure, we are asked to describe a detailed improvement plan.

CNO posts completed CPMF Reports on [our website](#). This is where you will be able to find the 2022 CPMF Report when it is posted (no later than March 31, 2023). You can also see CPMF Reports from previous years and additional background information.



CNO's 2022 Response to the CPMF

In addition to the significant work embedded in our everyday practices to support compliance and achievement of many of the standards in the CPMF, below are examples of information CNO has provided related to the 2022 CPMF:

- The work completed in 2022 to advance CNO's four-year DEI plan
- How we introduced new values in 2022
- CNO's commitment to registering nurses, which included making registration regulation changes for the Temporary Class and reinstatement
- DEI engagement that supported the development of CNO's modernized Code of Conduct
- Projects that supported the execution of CNO's Modernization of Applicant Assessment initiative
- Modifications made to QA assessment tools, resources and processes to better support nurses selected for QA assessment

Next steps

1. Fair Registration Practices Report

- CNO will:
 - Once received from the Office of the Fairness Commissioner, post the verified Fair Registration Practices Report on CNO's website so it is publicly available

2. College Performance Measurement Framework (CPMF) Report

- CNO will:
 - Send the final CPMF Report to the Ministry of Health by March 31, 2023
 - Post the CPMF Report on CNO's website so it is publicly available by March 31, 2023
- After their review, the Ministry of Health will:
 - Provide CNO with performance feedback (likely in Fall 2023)
 - Develop and post a Summary Report on their website that will capture an overview of all Colleges' CPMF results (at a system level)

Information Note – March 2023 Council

Evaluating Temporary Class and Reinstatement Regulation Changes

Contacts for questions

Brent Knowles, Director, Analytics & Planning

For information

The purpose of this information note is to provide Council with an overview of the evaluation framework related to regulation changes to the Temporary Class and reinstatement, which were implemented in the Fall of 2022.

Background

At the September 2022 Council meeting, Council considered and approved proposed regulation changes related to the Temporary Class and reinstatement. An overview of the changes and background information can be found [here](#). These were subsequently approved by government and took effect October 27, 2022.


Evaluation Framework

Government's goal of the regulatory changes was to increase the number of nurses available to the Ontario healthcare system through means such as enabling internationally educated nurses (IENs) to register in the Temporary Class, which has been traditionally used by Ontario graduates. As the regulator, whose mandate is public safety, it is imperative to understand the impact of the regulation changes on health human resources, patient safety, system stakeholders and possible unintended outcomes. Thus, the evaluation aims to measure the impact across the following domains:

1. Health human resources
2. Patient safety
3. Employers/system stakeholders
4. Applicants and registrants
5. Internal CNO staff and processes.

The evaluation, which includes quantitative and qualitative metrics, will occur in three phases based on when data can be collected and/or is available for analysis:

1. As part of the immediate evaluation, surveys have already been disseminated to individuals who registered in the Temporary Class and to individuals who reinstated after the changes took effect. Further, CNO staff involved in the implementation were surveyed for lessons learned. Analysis of these results are underway.

- 
2. The intermediate evaluation will collect information that can only be collected between 3-12 months after the changes took effect (e.g. getting feedback from employers who will have hired registrants who used the new regulations and need sufficient time to monitor progress).
 3. Last, long-term questions will be measured after at least 1 year post implementation (e.g. certain data points can only be assessed after more than 1 year has passed – for example, the length of time registrants remain in the Temporary Class, which can be up to 24 months initially).

Early Results from the Immediate Evaluation

We received 149 complete responses from the Temporary Class survey, 37 complete responses from the reinstatement survey and 23 complete responses from the staff survey related to lessons learned regarding implementation. The registrant surveys are intended to collect information on the registration experiences of nurses who registered in the Temporary Class or reinstated since regulation changes were made. The surveys include questions about CNO processes and communication, barriers to finding employment and whether registrants felt supported in the practice setting.

A comprehensive analysis will be shared with Council in June. Below are a few early results:

- 100% of registrants in the Temporary Class intend to register in the general class.
- 67% of Temporary Class registrants who began their application after the regulation changes had not considered applying before the regulation changes were made.
- Temporary Class respondents described that they applied to this class so they could start working in the province to make an income and gain experience.
- 68% of those who reinstated intend to stay in practice more than two years.
- Many respondents felt the changes to the registration requirements were clearly communicated by CNO.
- Most Temporary Class respondents felt prepared entering the practice setting.

Next steps

1. Staff will continue to implement the evaluation of the registration regulation changes.
2. Analysis from the first phase of the evaluation will be shared with Council at the June 2023 Council meeting.
3. Results from the evaluation will also be shared with stakeholders including government.

Information Note – March 2023 Council

Results of the 2023 Council Election

Contact for Questions

Jenna Hofbauer, Council Affairs Coordinator

Council Election Results

Voting in the elections for nurse members of Council closed at 5:01 p.m. EST on Monday, February 6th. In accordance with CNO By-Laws, on February 22nd, following the timeframe for recounts, the Nominating Committee declared the candidates below elected. The numerical [results of the election](#) are posted on cno.org.

In the table below, are the elected candidates. The profile¹ that was circulated with the ballots is linked to the candidates' names.

District	RNs	RPNs
Eastern	Grace Oltmann Patricia Sullivan	Helen Anyia
Northeastern	Sylvian Leduc	Kimberly Wagg, RPN (acclaimed)
Northwestern	Grace Fox	Michael Hogard ² (acclaimed)

¹ To be circulated with the ballot, candidate profiles need follow guidelines: All candidates are required to respond to 3 questions related to the Board competencies and attributes.

² Candidates are acclaimed when they are the only candidate for the position. Michael was acclaimed on close of nominations. Since there would be no ballot circulation, Michael did not provide a profile.