

Council Minutes

March 20 and 21, 2024

Present

P. Sullivan, Chair
H. Anyia
A. Arkell (Wed.)
J. Armitage
T. Crowder
S. Douglas
R. Dunn
D. Edwards
J. Farag
G. Fox (Wed.)

D. May
T. Fukushima
T. Hands
J. Hess
M. Hogard
C. Hourigan
R. Kaur (Thurs.)
S. Larmour (Thurs.)
R. Lastimoso Jr.
S. Leduc

E. Mutia
G. Oltmann
F. Osime
L. Poonasamy
M. E. Renwick
D. Scott
M. Sheculski
D. Thompson (Wed.)
K. Wagg

Regrets

A. Arkell (Thurs.)
G. Fox (Thurs.)
A. Jahangir

R. Kaur (Wed.)
M. Krauter
M. MacDougall

S. Larmour (Wed.)
I. McKinnon
D. Thompson (Thurs.)

Guests

J. Maciura, SML Law

N. Thick, Chair
Nominating Committee

Staff

V. Adetoye
A. Brennand
F. Garvey
S. Crawford

C. Gora
J. Hofbauer, Recorder
E. Horlock
B. Knowle

S. Mills
S. Porteous
A. M. Shin
C. Timmings

Land Acknowledgement

P. Sullivan shared a Land Acknowledgement.

Agenda

The agenda had been circulated.

Motion 1

Moved by M. Hogard, seconded by D. Edwards,

That the agenda for the Council meeting of March 20 and 21, 2024 be accepted as circulated.

CARRIED

Conflicts of interest

There were no conflicts of interest declared related to the Council agenda.

CEO Opening Remarks

S. Crawford shared opening remarks. She noted that CNO supports the health care system by meeting its legislative accountability to work in consultation with the Minister of Health 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.

She highlighted the impact of the decisions Council has made over the past three years, including record numbers of new registrations and record numbers of Internationally Educated Nurses (IENs) being registered. She flagged that Council will be considering proposed changes to the Registration Regulation to further enhance access to registration for qualified IENs.

S. Crawford reflected on the important partnership with provincial and federal governments in making legislative change, partnering on initiatives like the Supervised Practice Experience Partnership, and funding initiatives like Nursys. She highlighted the strategic relationships she has developed with Ontario's Chief of Nursing and Professional Practice and Canada's Chief Nursing Officer. S. Crawford also shared recent correspondence to update the Minister on Health on CNO's work in patient safety.

Council was reminded that thoughtfully enhancing scopes of practice can allow health care providers to meet currently unmet needs of clients. Council was informed that CNO has registered its first RN in the general class who is authorized to prescribe medication. This change enables authorized RNs to provide clients with more timely access to care that is safe and appropriate.

Council was updated on the implementation of Nursys in Canada. CNO is the service provider for Nursys. Council was informed that a major milestone was accomplished with the linking of the Canadian and the US systems. CNO is now supporting the onboarding of two additional Canadian nursing regulators onto Nursys.

Council received an update on CNO's first Workforce Census. S. Crawford noted that the census was developed with the support of the Black Nurses Task Force of RNAO, Canadian Black Nurses Alliance, Pan-Canadian Association of Nurses of African Descent and the Indigenous Primary Health Care Council. She noted the importance of the support of these partners in ensuring that the information collected was appropriate and meaningful.

Council was informed that CNO's Workforce Census response rate was 15.5%. The census results will be used to inform CNO's diversity, equity and inclusion strategy. It will also provide system partners, including decision-makers in the health care system, with the information needed to improve nurses' experience and patient safety. CNO is analyzing the results and will share more information with Council in the future.

Consent Agenda

P. Sullivan introduced the consent agenda. She confirmed that Council had received briefing materials on all items included in the consent agenda. No concerns were expressed about items on the consent agenda.

Motion 2

Moved by E. Mutia, seconded by H. Anyia,

That, through approval of the consent agenda, the following were approved:

Minutes of the Council meeting of December 6 and 7, 2024 and

Brock University's direct entry Bachelor of Nursing Science program received preliminary approval.

CARRIED

Minutes of the Executive Committee meeting of February 15, 2024 and the 2023 Annual Reports of statutory committees were received for information.

Registration Regulation

Council received briefing materials, including proposed revisions to the Registration regulation related to the education requirement. J. Maciura from Steinecke, Maciura and LeBlanc joined the meeting.

P. Sullivan highlighted Council's previous discussions and decisions related to this regulation change, including approving a draft regulation for circulation in September of 2023 and discussing the feedback in December 2023.

The proposed revised regulation was developed based on analysis of the feedback to the initial regulation, Council's input in December, analysis of CNO data about international applicants, additional evidence from a literature review and legal input.

A. McNabb, Manager of Registration Modernization and E. Tilley, Manager of Regulatory Policy highlighted the proposed regulation changes, how feedback received on the initial draft was addressed and new supporting evidence.

It was noted that the question for Council is whether the proposed changes are in the public interest. It was flagged that there still is a need for additional nurses in the system and that it is in the interest of the public to support the registration of qualified candidates. It was also confirmed that there are a range of registration requirements which all candidates need to meet, for example passing the registration and jurisprudence exams, and having evidence of recent nursing practice.

Motion 3

Moved by F. Osime, seconded by M. Hogard,

That Council approve proposed amendments to regulation 275/94 under the [Nursing Act, 1991](#), as shown in attachment 1 to the briefing note.

CARRIED

It was noted that the legislation requires that regulations be circulated for 60 days prior to final decision but leaves the options for the Minister of Health to either abridge the timeframe for circulation or exempt the regulation from circulation.

In discussing the circulation, it was flagged that this regulation is based on an earlier version that was circulated in September 2023 for the full 60 days, and includes changes based on the feedback received. J. Maciura noted that since the changes to the regulation are being made to address feedback received in response to the initial circulation in September, it would be appropriate for Council to request that the Minister consider abridging the circulation timeframe.

After considerable discussion, including confirming the need to circulate the regulation for transparency, it was agreed that it would be appropriate to ask the Minister of Health to set an abridged timeframe for circulation.

Motion 4

Moved by H. Anyia, seconded by J. Hess

That Council requests the Minister of Health to abridge the circulation period for the regulation.

CARRIED

By-Law Amendment: Membership of the Inquiries, Complaints and Reports Committee

Council had received notice of a proposal to revise Article 18.01 regarding the membership of the Inquiries, Complaints and Reports Committee.

Council received a briefing note highlighting the proposed amendment and the rationale.

P. Sullivan noted that, should Council approve the by-law amendment, Council members elected to the Executive Committee would not automatically be assigned to ICRC.

P. Sullivan reminded Council that a 2/3 majority is required for approval of a by-law amendment.

Motion 5

Moved by H. Anyia, seconded by M. Sheculski,

That Article 18.01 of By-Law No. 1: General, regarding the membership of the Inquiries, Complaints and Reports Committee (ICRC) be amended by removing “shall include all of the members of the Executive Committee”.

CARRIED

Amendment to CNO By-Laws regarding the Registrar, Deputy and Acting Registrars

Council had received notice of the proposed revisions to by-laws regarding the Registrar, Deputy and Acting Registrars. J. Maciura, legal counsel highlighted the by-law provisions. She noted that in September of 2022, Council approved by-law amendments that allowed for the role of a Deputy Registrar at CNO and that the proposed amendments build on that change.

Council was reminded that a 2/3 majority is required for by-law amendments.

Motion 6

Moved by F. Osime, seconded by J. Armitage,

That Council approve changes to Articles 12 and 13 in By-Law No. 1: General as they appear in attachment 1 to the briefing note.

That Council approve consequential amendments to all CNO By-Laws to change “Executive Director” to “Registrar”.

CARRIED

Finance Committee Report

Council had received the report of the Finance Committee meeting of February 15, 2024. R. Lastimososa Jr. chaired the meeting and highlighted the report.

Financial Statements

Council had received the unaudited financial statements for the year ended December 31, 2023. Council was informed that the year-end operating deficit of \$3.5M is a \$6.8M favourable variance from the \$10.3M budgeted deficit.

Motion 7

Moved by R. Lastimososa Jr., seconded by D. Edwards,

That Council approve the unaudited financial statements for the year ended December 31, 2023.

CARRIED

Annual Audit

Council was informed that the auditors joined the Finance Committee to discuss plans for the audit. The Finance Committee met in private with the auditors.

Terms of Reference

R. Lastimososa Jr. noted that the Finance Committee reviews its terms of reference and those of the Sub-Committee on Compensation biennially in February. The terms of reference of the Sub-Committee had been revised by Council in December, to allow for membership changes to support succession planning, and no further changes are recommended.

The Finance Committee discussed proposed amendments to its terms of reference to broaden its oversight accountabilities to include CNO's enterprise risk management program. In discussion, the committee identified that some of the items discussed might require further exploration with possible changes beyond the Terms of Reference. The Finance Committee will further assess and discuss revisions to its Terms of Reference in May, along with resulting by-law revisions, and bring recommendations to Council in June.

Council Development Topics

Council had received a briefing outlining possible topics for Council development in 2024. There was support for the proposed topics, including particular interest in governance. There was also interest in having speakers from government, regulation, the health care system to bring new perspectives to Council.

Recess

Council recessed at 4:15 p.m. to reconvene at 9:00 a.m. on Thursday, March 21, 2024.

Thursday, March 21, 2024

Land Acknowledgement

P. Sullivan shared a Land Acknowledgement.

Election of Executive

P. Sullivan informed Council that, in accordance with By-Laws, Naomi Thick, Chair of the Nominating Committee will chair the election of the 2024-2025 Executive Committee. Council members had received a briefing, including profiles from candidates.

N. Thick assumed the Chair. Following the processes set out in by-law, Council elected the following members of the Executive Committee:

- P. Sullivan, RN, President
- R. Lastimoso Jr., Vice President, RPN
- T. Fukushima, RN, Vice President, RN
- J. Armitage, Public member

N. Thick flagged that there is a vacant public member position. It was confirmed that there will be a call for nominations sent out following Council and an election for the vacant position will be held by Council in June.

N. Thick left the meeting and P. Sullivan assumed the Chair.

Code of Conduct

A. Tong, Strategy Consultant and J. Maciura, legal counsel, joined the meeting. Council had received a briefing note with options for a process to address potential complaints about breaches of Council's and the Committee Code of Conduct (Code).

The briefing note included three options for addressing complaints about breaches of the Code. It was confirmed that, in any approach, the first step would be an attempt at informal resolution of the issue.

In discussion, it was flagged that there is some support for different aspects of all of the options, but there was not a single option that Council supported.

The following principles were identified as a foundation for a process related to addressing complaints that a Council member has breached the Code:

- adjudicative impartiality
- expertise in mediation/adjudicating matters
- appropriate process for addressing sensitive matters within a public board setting
- pre-establishment of the adjudicative body, including experts and
- multiple rather than a single perspective.

Staff were asked to consider Council's input, including the principles, and bring a proposal to the Council meeting in June. It was confirmed that the process would begin with informal resolution. To facilitate Council decision making, the addition of a visual of the current and proposed processes was recommended.

Competency-based Council Elections

I. Tirana, Strategy Consultant, joined the meeting. P. Sullivan noted that Council has been providing input to integrate competency assessment into Council elections. Council had received a briefing note with recommendations and questions from the Nominating Committee.

Council supported the proposed revisions to the framework for the Council profile. Council supported changing "affinity attributes" to "diversity attributes" for clear language and suggested that clarity be added regarding CNO's Diversity, Equity and Inclusion (DEI) goals.

It was suggested that the current profile be revised to reduce duplication and any attributes or competencies that could pose barriers to candidates. It was flagged that due to the nature of Council's public safety role, it is important to include leadership experience.

I. Tirana noted that CNO is developing a multi-pronged communication approach to support candidates and voters in understanding the Council role and the importance of having a diverse Council with the needed competencies.

Report of the Nominating Committee

N. Thick joined Council to present the report of the Nominating Committee. Council had received a written report. She highlighted the work of the Nominating Committee in revising competencies, with a focus on DEI.

N. Thick noted that the Nominating Committee is recommending statutory committee appointments, including recommendations regarding the appointment of new Council members as well as the recommendations for appointment of non-Council statutory

committee members. She noted that the non-Council members were selected based on an assessment against the revised statutory committee member competencies approved by Council in September 2023.

Motion 8

Moved by J. Hess, seconded by R. Lastimoso Jr.,

That Council and committee members be appointed to statutory committees, effective June 5, 2024, in accordance with the list of committee appointments presented to Council on March 21, 2024 by the Nominating Committee (attached to the minutes).

CARRIED

N. Thick left the meeting.

Strategic Plan Update

Council had received an update on the Strategic Plan, including an overview of the summary of findings on the Trust Survey undertaken by CNO.

S. Crawford highlighted the report, noting that Council has received new dashboards to enhance transparency and support Council in monitoring the building of the pillars. She noted that the outcome dashboard was updated to include new measures regarding nurse and public trust and a summary of the findings of the trust survey.

B. Knowles, Director of Analytics and Research shared an overview of the findings of the trust survey. He noted that CNO is identifying activities based on the results of the survey and will bring an update to a future Council meeting. Council provided feedback.

CEO Leadership Vision

S. Crawford shared her vision for transformational leadership to position CNO for ongoing success. She shared the new organizational design and how it will support achieving the leadership vision, that positions CNO as an effective and trusted organization whose purpose is to protect the public by promoting safe nursing practice. It was flagged that the new organizational design leverages expertise and embeds enterprise stewardship. Council was informed that the updated organizational chart will be included in its Governance Manual.

Appointment of Statutory Committee Chairs

Council had received a decision note. P. Sullivan highlighted that, in accordance with by-laws, the Executive Committee recommends the statutory committee Chairs from among Council volunteers.

Motion 9

Moved by M. Hogard, seconded by R. Lastimoso Jr.,

That Council appoint the following 2024-2025 statutory committee chairs:

Discipline & Fitness to Practise	L. Poonasamy
Quality Assurance	S. Leduc
Registration	F. Osime

CARRIED

Sub-Committee on Compensation

Council had received a decision note. It was noted that the proposed membership is based on revisions to the Sub-Committee's Terms of Reference approved by Council in December.

Members of the Sub-Committee are recommended by the Finance Committee, based on competency assessment, and its Chair is recommended by the Executive Committee. Council was reminded that the Chair of the Sub-Committee is a member of the Finance Committee.

Motion 10

Moved by H. Anyia, seconded by R. Dunn,

That:

Craig Halket be reappointed as a member of the Sub-Committee on Compensation until June 2027

Morgan Bello and Shelley Rae be appointed as members of the Sub-Committee on Compensation until June 2027 and

Robert Canuel be appointed as the 2024-2025 Chair of the Sub-Committee on Compensation.

CARRIED

CEO Closing Remarks

S. Crawford expressed appreciation to Council for their engagement. She noted that information from the trust survey and the workforce census will support new and innovative thinking, including contributing to CNO's DEI strategy. She flagged that in September, Council will see the impact of its insights and contributions when it is introduced to the new three-year enterprise wide DEI strategy.

She noted that Council's approval of amendments to the Registration regulation for circulation at this meeting continues CNO's focus on enhancing access to registration for qualified applicants, including Internationally Educated Nurses.

It was noted that Council will have the opportunity to shape changes in nursing practice and the regulation of nursing, with future decisions about RN prescribing and proposed changes in the regulatory framework for Nurse Practitioners over the coming year. She informed Council that in June, reflective of CNO's ongoing assessing of current policies and practices, Council will also review a new practice standard.

S. Crawford reflected on Council's ongoing focus on good governance. She noted that Council will see the results of its work reflected in CNO's response to the 2023 College Performance Management Framework. She noted that, as was reflected in the new organizational design, CNO is enhancing its operational support of governance.

President's Closing Remarks

P. Sullivan expressed appreciation to the CNO staff for their responsiveness in providing detailed briefing material well in advance of the meeting. This facilitated improved Council member preparation. She also acknowledged Council members for their high degree of engagement. She flagged that additional opportunities for Council members to contribute will be circulated and she encouraged members to consider volunteering.

P. Sullivan noted that this is the final meeting of the 2023-2024 Council and expressed appreciation to outgoing Council members.

Next Meeting

P. Sullivan noted that the first meeting of the 2024-2025 Council will take place on Wednesday, June 5 and Thursday, June 6, 2024. She noted that it will be a hybrid meeting and all members are encouraged to attend in person, if possible.

Conclusion

At 4:00 p.m., on conclusion of the agenda

Motion 11

Moved by S. Leduc, seconded by R. Lasimosa Jr.,

That the March 2024 Council meeting conclude.

CARRIED

2024-2025 Statutory Committee Members

Executive Committee

Patricia Sullivan, RN, President
Tomoko Fukushima, Vice-President, RN
Rodolfo Lastimoso, Vice-President, RPN
Jay Armitage, PM

Inquiries, Complaints & Reports Committee

Patricia Sullivan, RN, Chair
Ashely-Chandni Ahuja, NP*
Shana Anjema, RN*
Jay Armitage, PM
Mary Campbell, RN*
Samantha Diceman, RPN*
Jerry Ding, NP
Terry Holland, RPN*
Nicole Krywionek, RN*
Rodolfo Lastimoso, Jr., RPN
Sylvain Leduc, NP
Scott Mumberson, RPN
Grace Oltmann, RN
Fidelia Osime, PM
Donna Rothwell, RN*
Diane Scott, PM
Maria Sheculski, PM
Shelley Sheedy, RN*
Sherry Simo, RPN*
Diane Thompson, PM
Angela Ven den Hoven, RPN*
Heather Whittle, NP*

Quality Assurance Committee

Sylvain Leduc, NP, Chair
Helen Anyia, RPN
Lisa Connelly, NP
Lisa Donnelly, RN
Sylvia Douglas, PM
Diane Morin-LeBlanc, RN*
Lalitha Poonasamy, PM
Maria Sheculski, PM
Yao (Jackie) Zhai, RPN*

Registration Committee

Fidelia Osime, PM, Chair
Helen Anyia, RPN
Andrea Arkell, PM
Alexis Lamsen, RN
Joy Navaraj, RN*
Jennifer Skuce, RPN*
Diane Thompson, PM

* Appointed committee member

**Discipline & Fitness to Practise
Committees**

Lalitha Poonasamy, PM, Chair
Andrea Arkell, PM
Simon-Matthew Bate, NP*
Antonia Colarossi, NP*
Erin Cowan, RN*
Tim Crowder, PM
Tanya Dion, RN*
Lisa Donnelly, RN
Jean-Laurent Domingue, RN*
Sylvia Douglas, PM
David Edwards, RPN
Joe Farag, PM
Grace Fox, NP
Tomoko Fukushima, RN
Carly Gilchrist, RPN
Lynn Hall, RN*
Tyler Hands, RN
Tammy Hedge, RPN*
Jane Hess, RN
Nazlin Hirji, RN*
Michael Hogard, RPN
Carly Hourigan, PM
Samuel Jennings, RPN*
Jeffrey Ko, RN

Morgan Krauter, NP
Amritha Kumar, RN*
Sandra Larmour, PM
Sarah Louwagie, RPN*
Marnie MacDougall, PM
Mary MacNeil, RN*
Shannon Mantha, RN*
Jijo Mathew, RN
Jane Mathews, RN*
Ahamad Mohammed, RPN*
Edsel Mutia, RN
Kerrie Naylor, RPN*
Shakhnoz Niezova, RN*
Patricia Nowicka-Bujko, RPN*
Dayna Porco, RPN*
Susan Roger, RN*
Monica Seawright, RPN*
Matthew Secord, RN*
Andrew Sharpe, NP*
Emilija Stojisavljevic, RPN*
Sherry Szucsko-Bedard, RN*
Kimberly Wagg, RPN
Jacqueline Vlahos, RN*