

## Council Minutes

September 25, 2024

### Present

P. Sullivan, Chair  
H. Anyia  
J. Armitage  
L. Carpenter  
J. Ding  
L. Donnelly  
S. Douglas  
J. Farag  
G. Fox  
T. Fukushima  
C. Gilchrist

T. Hands  
J. Hess  
M. Hogard  
C. Hourigan  
J. Ko  
M. Krauter  
A. Lamsen  
S. Larmour  
R. Lastimoso Jr.  
S. Leduc

J. Mathew  
C. Mumberson  
E. Mutia  
G. Oltmann  
F. Osime  
L. Poonasamy  
D. Scott  
M. Sheculski  
D. Thompson  
K. Wagg

### Regrets

T. Crowder  
D. Edwards

A. Lamsen  
M. MacDougall

V. Rathi

### Guests

S. Yun, Sarah Yun Law

### Staff

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

C. Gora  
E. Horlock  
R. Jabbour  
B. Knowles

S. Mills  
S. Porteous  
A. Tong  
A. Vranichidis, Recorder

### Land Acknowledgement

F. Osime shared a Land Acknowledgement statement.

### Agenda

The agenda had been circulated.

## Motion 1

Moved by D. Scott, seconded by J. Hess,

That the agenda for the Council meeting of September 25, 2024 be accepted as circulated.

CARRIED

## Conflicts of interest

P. Sullivan noted that all Council members have completed the annual process of declaring:

- their commitment to follow the [Council and Committee Code of Conduct](#) and
- identifying any positions they hold that they believe might result in them having to declare a conflict of interest.

Council members were referred to the summary of Council member responses attached to the package and asked to provide any updates. M. Krauter declared that she is faculty at the University of Toronto and S. Leduc identified that he is faculty at Laurentian University.

P. Sullivan asked that Council members review the agenda and declare if they have conflicts of interest for any of the items. S. Leduc declared a conflict of interest for the decision about the regulations related to the framework for regulating Nurse Practitioners.

## CEO Opening Remarks

S. Crawford, Registrar/Executive Director & CEO shared opening remarks. She highlighted that a government consultation on proposed scope of practice changes for Nurse Practitioners is underway.

Council was informed about the work CNO is doing as part of the Canadian Nurse Regulators Collaborative. CNO was invited to share its DEI and organizational culture work with the Nursing and Midwifery Council of the United Kingdom and will present at the International Congress of Nursing Regulators.

S. Crawford noted that Council is also on its DEI trajectory, having integrated DEI expectations in the [Council and Committee Code of Conduct](#), committee appointments and Council elections and recently participating in an Intercultural Development Inventory.

S. Crawford noted that in 2025 Council and staff will be working on the development of a new strategic plan.

## 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 M. Sheculski, seconded by J. Ding,

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

That the Minutes of the Council meeting of June 6, 2024 be approved as circulated.

That Collège La Cité's RPN-BScN, using the Nursing Program Transformation Initiative (NPTI)<sup>1</sup> pathway baccalaureate program receive preliminary approval.

That the following be the dates of Council meetings in 2025:

- Tuesday (afternoon), Wednesday and Thursday, March 18, 19 and 20, 2025
- Tuesday, Wednesday and Thursday, June 3, 4 and 5, 2025
- Tuesday, Wednesday and Thursday, September 16, 17 and 18, 2025
- Tuesday (afternoon), Wednesday and Thursday, December 9, 10 and 11, 2025.

That the appointment of Jay Armitage to the Registration Committee be confirmed.

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<sup>1</sup> Nursing Program Transformation Initiative is an RPN to BScN Bridge Pathway. Participating public colleges offer standardized hybrid bridging courses as an alternate pathway to enter Level 3 of a CNO Council preliminary approved RPN to BScN program.

## CARRIED

Minutes of the Executive Committee meeting of August 22, 2024 were received for information.

### **Strategic Plan Reporting**

B. Knowles, Director, Analytics & Research, joined the meeting. Council had received the quarterly report on implementation of the Strategic Plan, including written updates on the three strategic outcomes and four pillars. S. Crawford highlighted the Strategic Outcomes dashboard and the dashboard showing the status of projects supporting implementation of the Strategic Plan.

It was flagged that CNO is monitoring the trust results and collaborating with other regulators on opportunities for broader outreach to the public. CNO has an extensive database and the capacity to reach every nurse in the province and there is interest in partnering with CNO on research.

### **Principles to Support Development of a New Strategic Plan**

A discussion note highlighting proposed principles to support the development of a new strategic plan had been circulated. S. Crawford highlighted the principles.

In discussion, it was flagged that it will be important to identify the areas of progress, where success has been limited and what is appropriate for the regulator. The need to identify meaningful measures and consider the opportunities and challenges of the changing environment, including Artificial Intelligence, was flagged.

### **Interjurisdictional Nurse Licensure**

Council received briefing materials about a national interjurisdictional nurse licensure (INL) initiative. A. McNabb, Manager, Program Design and I. Tirana, Strategy Consultant joined the meeting.

S. Crawford informed Council that, over the past few years, CNO has been participating in a national collaborative of all nursing regulators to explore approaches to enhance mobility for nurses working in multiple Canadian jurisdictions or moving across Canadian jurisdictions. The goal of this initiative is to reduce unnecessary duplication for nurses to maintain multiple registrations, promoting the ability to practice and support the healthcare systems in multiple Canadian jurisdictions.

Council was informed that the members of the Canadian Nurse Regulator Collaborative have agreed to implement INL in their jurisdictions, in accordance with their specific legislative framework. Nurses will have a “home” jurisdiction, for their primary registration, and will be able to register in multiple “host”, or secondary jurisdiction(s).

It was noted that each jurisdiction will implement this differently. CNO will determine how INL applicants meet CNO’s registration requirements and uphold regulatory requirements. I. Tirana, Strategy Consultant and A. McNabb, Manager, Program Design, highlighted CNO’s registration requirements and how they would be applied by CNO based on whether CNO was a nurse’s home (primary) and host (secondary) jurisdictions.

In discussion, it was confirmed that nurses could potentially register in a number of jurisdictions. It was noted that this will support mobility, and recognizes the realities of virtual care, cross border practice and the needs of patients being transported across jurisdictions. A. McNabb and I. Tirana left the meeting.

### **National Nurse Practitioner Regulation Framework**

Council received briefing materials, including proposed draft changes to regulations. S. Yun, legal counsel, E. Tilley, Manager, Regulatory Policy, and L. Mathias, Strategy Consultant, joined the meeting. S. Leduc declared a conflict of interest and left the meeting.

P. Sullivan noted that in June 2024, Council reaffirmed its support for the proposed changes to the regulatory framework for Nurse Practitioners (NPs). She noted that the briefing note provided to Council includes, as requested by Council in June, a summary of the evidence supporting this regulatory change.

S. Crawford noted that the role of NPs has evolved significantly since the current regulatory framework was established. CNO is proposing changes that put into place a regulatory framework that is more aligned with how NPs work in the rapidly changing health care environment. It was noted that all Ontario NPs share one legal scope of practice, authorities and obligations, no matter the specialty.

The ongoing and engagement of system partners was highlighted, including working with national and provincial partners to support a consistent regulatory approach across jurisdictions, to support labour mobility and engagement with system partners, including NPs.

L. Mathias, Strategy Consultant, highlighted the proposed changes to regulations that are needed to implement the proposed national Nurse Practitioner framework.

Council shared some perspectives about this initiative. It was noted that the current framework has created confusion about roles and barriers for NPs seeking to move across practice settings. There was support that the proposed regulatory framework is in the public interest, it will enhance access to needed care and is aligned with the future of health care and regulation.

### Motion 3

Moved by S. Larmour, seconded by R. Lastimosa

That Council approve the proposed amendments to O. Reg 275/94: General and O. Reg 196/23: Exemption – Restricted Titles under the *Nursing Act, 1991* as proposed in attachment 1 in the decision note, for circulation to registrants and other system partners for 60 days.

CARRIED

S. Leduc rejoined the meeting.

### Action

Circulate the proposed regulation amendments to system partners, including registrants.

### Council and Committee Code of Conduct: Amendments of Article 16 to By-Law No. 3 regarding Code Proceedings

S. Yun, legal counsel, A. Vrachidis, Manager, Governance & External Relations, and A. Tong, Strategy Consultant joined the meeting. Council members had received a decision note, including proposed Article 16, setting out a process to address complaints that a Council member had breached the [Council and Committee Code of Conduct](#).

P. Sullivan noted that in June 2024, Council approved a process for addressing complaints. S. Yun highlighted the proposed draft Article 16. She noted that it reflects the process approved by Council, with additions to ensure procedural fairness throughout the process and support informal resolution at every stage of the process.

It was flagged that, to provide the independence and expertise that Council identified as important to this process, it is recommended that the Chair of the Conduct Committee be the “independent third party” identified in the process.

In discussion, it was confirmed that the proposed by-law enacts and enhances the process approved by Council.

P. Sullivan noted that Council had received the required notice of the proposed by-law amendment on September 12, 2024. Before calling for the motion, she reminded Council that a 2/3 majority vote is required to approve a by-law.

## **Motion 4**

Moved by J. Armitage, seconded by J. Ko,

That Article 16 of By-Law No. 3: Council and Committee Code of Conduct be rescinded and replaced with the updated Article 16, as it appears in column 1 of Attachment 1 to the decision note.

CARRIED

## **Action**

Update By-law 3: Council and Committee Code of Conduct to include the new Article 16. Develop Terms of Reference for Conduct Committee, for future Council consideration.

## **By-Law Amendments re: Council and Committees**

Council had received a decision note with proposed amendments to [By-law No. 1: General](#). S. Yun highlighted the proposed revisions that:

- Removed reference to the Board of Inquiry as a committee
- Removed the limitation that prevents nurses interested in engagement with CNO from running for election to Council and applying for appointment to a statutory committee and
- Removing the requirement that the President Chair the Inquiries, Complaints and Reports Committee.

P. Sullivan noted that Council had received notice of the proposed by-law amendments on September 12. She reminded Council that a 2/3 majority is required to approve a by-law.

## **Motion 5**

Moved by M. Hogard, seconded by C. Gilcrest,

That Council approve the amendments to By-law No. 1: General, as they appear in Column 2 to attachment 1 to this decision note and that the proposed amendments

to Article 30 regarding Committee Chairs be approved to take effect on June 4, 2025.

CARRIED

P. Sullivan flagged that, in accepting the by-law changes, Council has removed the final barrier to standing for election to the Executive Committee – particularly the position of President. She informed Council that the Executive Committee is opening its November meeting to interested Council members to observe. CNO staff will follow-up with an invitation.

S. Yun and A. Tong left the meeting.

### Action

Update By-law 1: General.

### Executive Committee Terms of Reference

C. Craig, Strategy Consultant, joined the meeting.

Council had received a discussion note highlighting findings of a focused review undertaken to identify opportunities with the current Executive Committee Terms of Reference, including reviews of board committee structures, governance accountabilities and overall committee functions.

C. Craig highlighted the findings and the potential approaches:

- clarifying accountabilities by separating terms of reference for the Executive, Governance and Patient Relations committees
- enhancing governance accountabilities and
- clarifying and developing robust terms of reference.

It was confirmed that, while the general governance literature does not support having Executive Committee as best practice, the legislation requires all Ontario health regulators to have an Executive Committee. The improvements are suggested to enhance governance within the current legislative framework.

C. Craig left the meeting.

### Action:



Develop separate terms of reference for the Executive Committee, Governance Committee and Patient Relations Committee.

### **Council Evaluation Policy**

R. Jabbour, Strategy Consultant, joined the meeting. Council received a discussion note, highlighting proposed refinements to the evaluation policy. There was support for the proposed refinements, particularly the requirement for all Council committees to conduct a self-evaluation.

#### **Action:**

Develop revised Evaluation Policy for Council decision in December.

### **Finance & Risk Committee Report**

Council had received the report of the Finance & Risk Committee meeting of August 22, 2024. T. Fukushima. chaired the meeting and highlighted the report.

#### **Unaudited Financial Statements**

Council had received the unaudited financial statements for the six-months ended June 30, 2024. T. Fukushima reported that the surplus for the period is \$5.111M, which is \$4.012M higher than the budgeted surplus of \$1.099M

### **Motion 6**

Moved by T. Fukushima, seconded by S. Larmour,

That Council approve the unaudited Financial Statements for the six-months ended June 30, 2024.

CARRIED

Council was informed that the Finance & Risk Committee is discussing how to support Council in its accountability for oversight of risk.

### **CEO Closing Remarks**

S. Crawford expressed appreciation to Council for its engagement. She noted that Council addressed two regulatory initiatives that are national in scope and designed to support labour mobility. She noted that Council made an important regulatory decision to implement a new framework for Nurse Practitioner regulation, by approving regulation changes for circulation. In December, Council will consider the feedback to the proposed

regulation and make a decision about whether to approve the regulation for submission to government.

Council was reminded that, in December, it will be asked to approve the resources needed in 2025 to support its ongoing regulatory processes, continue implementation of the Strategic Plan and CNO's DEI Strategy, begin development of a new strategic plan and continue to enhance governance.

Council expressed interest in development on strategic planning and risk.

### **President's Closing Remarks**

P. Sullivan informed Council that an invitation to attend the November Executive Committee meeting as observers will be sent to all Council members. She informed Council that the first competency-based Council election and the application for appointment to statutory committees are launching in early October. Council members were asked to encourage engagement. She noted that the by-law revision passed by Council at this meeting means that interested individuals can run for election to Council and apply for a statutory committee appointment.

### **Next Meeting**

P. Sullivan noted that the next meeting will be December 4 and 5, 2024. She informed Council that the meeting will be virtual.

### **Conclusion**

At 3:00 p.m., on completion of the agenda, it was,

### **Motion 7**

Moved by L. Carpenter, seconded by J. Ko,

That Council conclude.

CARRIED