

Council Minutes

June 4, 2025

Present

R. Lastimoso Jr., Chair	M. Hogard	L. Poonasamy
H. Anyia	T. Holland	M. Sack
D. Bankole	F. Kim	D. Scott
R. Burke	J. Ko	M. Sheculski
L. Carpenter	A. Lamsen	W. Stryker
W. Cheuk	J. Lane	P. Sullivan
J. Ding	S. Larmour	D. Thompson
G. Fox	S. Leduc	K. Wagg
C. Gilchrist	J. Mathew	S. Wilson
G. Grewal	S. Mumberson	
T. Hillhouse	F. Osime	

Regrets

C. Baretto	P. Pilon
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Guests

B. MacKenzie, Hilborn LLP	N. Thick, Chair, Nominating Committee
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Staff

A. Brennand	S. Mills	A. Vrachidis
S. Crawford	R. Singh, recorder	

*Presenters will be noted in the minutes for their respective agenda item.

Land Acknowledgement

M. Sheculski shared a Land Acknowledgement statement.

Agenda

The agenda had been circulated.

Motion 1

Moved by H. Anyia, seconded by G. Fox,

That the agenda for the Council meeting of June 4, 2025 be accepted as circulated.

CARRIED

Conflicts of interest

R. Lastimosa Jr. called for conflicts of interest related to the agenda. He noted that there would be an opportunity to declare a conflict of interest immediately preceding each of the three decisions related to nursing education program approval.

CEO Remarks

S. Crawford, Registrar & CEO, shared opening remarks. Council had received the 2024 Annual Report “Building Better Together”. In referencing the Annual Report, S. Crawford highlighted examples of:

ongoing efforts to strengthen CNO as an effective and trusted regulator dedicated to promoting safe nursing practice and protecting the public; and recent accomplishments and agenda items that build on the success of 2024 and lay the groundwork for continued leadership.

Council was informed that registration regulation changes came into effect on April 1, and that this was one of CNO’s most significant milestones in 2025 as these changes introduced the following key improvements:

- Expanded recognition of education: CNO now accepts nursing education recognized or approved in any jurisdiction, provided it prepares the applicant for the nursing category to which they are applying.
- CNO’s Transition to Practice requirement: Applicants who haven’t practiced in Canada will complete this requirement to support their readiness for safe and effective practice in our healthcare environment.

Council also received updates on labour mobility initiatives at both the provincial and federal level. It was noted that Ontario introduced Bill 2 (*Protect Ontario through Free Trade Within Canada Act, 2025*) and announced new interprovincial trade agreements, while the federal government has committed to removing internal barriers to labour mobility. Council was informed that CNO is well-positioned to act on provincial and federal government direction and is preparing to implement Interjurisdictional Nurse Licensure (INL). S. Crawford noted that later in this meeting, Council will be considering by-law

amendments to support INL definitions and approve a 25% annual fee reduction for INL registrants.

Council was advised that in the past 12 months, 8,218 Ontario graduates became registrants, representing 57.5% of the 14,285 new registrants.

S. Crawford highlighted the upcoming scope of practice changes effective July 1, 2025. It was noted that CNO continues to collaborate with system partners to develop resources to support these changes.

S. Crawford concluded by noting that CNO's ongoing success depends not only on evidence-informed regulation and sound governance, but also on remaining agile and being able to adapt to the evolving needs of the public, the profession, and the broader health system. She reiterated that agility will be essential in navigating change, addressing emerging challenges, and seizing opportunities to advance regulatory innovation.

Consent Agenda

R. Lastimosa Jr. introduced the consent agenda. Council 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. Hogard, seconded by D. Thompson,

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

Minutes of the Council meeting of March 19 and 20, 2025

The 2024 Annual Report for forwarding to the Minister of Health

Appointment of Maria Sheculski, Public Member, as the Chair of the Inquiries, Complaints and Reports Committee

Appointment of Neil Hillier, RPN to the Inquiries, Complaints and Reports Committee

Appointment of Todd Hillhouse, Public Member, Aleksandra Grzeszczuk, RN and Mark Sack, Public Member to the Discipline and Fitness to Practise Committees

CARRIED

The 2024 Annual Reports of statutory committees were received for information.

Strategic Plan 2021-2026 Reporting

E. Horlock, Director, People & Communications, joined the meeting.

Council received a report on the current Strategic Plan, with progress reported up to March 31, 2025. The plan remains in effect until the end of 2026, with development of the next plan beginning this year for launch in 2027.

Organizational Health

S. Crawford noted that a significant enabler of achieving the Strategic Plan is positive organizational health.

E. Horlock, Director People & Communications, provided Council with an overview of CNO's organizational health, to support Council's oversight accountability.

E. Horlock confirmed that there were no risks to identify related to CNO's organizational health. The annual employee experience survey results indicated that CNO is a healthy organization with engaged staff. She noted that CNO will continue to monitor how employees and applicants experience the culture and practices, which will inform and shape future strategies to support organizational health.

CNO's continued improvements in organizational health and progress in supporting staff were acknowledged by Council.

Council emphasized the importance of work-life balance, employee satisfaction, and psychological safety. A brief discussion ensued about measures to support mental health, including confidential surveys, Employee Assistance Programs, access to mental health professionals within 24 hours, robust sick leave and benefits, and flexible work arrangements, including teleworking.

E. Horlock left the meeting.

Nursing Education Program Approval

C. Mill, Manager, Practice Quality and D. Rawlin, Team Lead, Education Program joined the meeting. Council members had received a decision note on nursing education program approval. R. Lastimos Jr. noted that there were three decisions to be made.

The following Council members, who declared a conflict, left the meeting for the decision: S. Leduc, J. Ko, P. Sullivan, J. Lane and A. Lamsen.

Annual Nursing Education Program Approvals

S. Leduc and A. Lamsen declared a conflict and left the meeting.

Motion 3

Moved by K. Wagg, seconded by P. Sullivan,

That the annual monitoring review recommendations of nursing programs be approved as listed in Attachment 1 to the decision note.

CARRIED

A. Lamsen returned to the meeting.

Comprehensive Reviews of Nursing Education Programs

P. Sullivan, J. Ko and J. Lane declared a conflict of interest and left the meeting.

Motion 4

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

That the comprehensive review recommendations of nursing programs be approved as listed in Attachment 2 to this decision note.

CARRIED

P. Sullivan, J. Ko and J. Lane rejoined the meeting.

Controlled Substances Education

Motion 5

Moved by J. Ko, seconded by S. Mumberson,

That the nurse practitioner programs listed in Attachment 2 to this decision note be approved as education for nurse practitioners to be able to prescribe controlled substances.

CARRIED

S. Leduc returned to the meeting.

Action

CNO will send a letter to each nursing program outlining the program's current approval status and the upcoming dates for the next annual or comprehensive review.

RN Prescribing Policy Revision

Council received briefing materials about revisions to the RN Prescribing Policy. R. Jabbour, Strategy Consultant, C. Mill, Manager, Practice Quality and M. Nikoloski, Director, Professional Practice, joined the meeting.

S. Crawford informed Council that first decisions about RN prescribing were made in 2017. At that time, Council approved a phased approach to implementation, which included a motion that RN prescribing be introduced as a post-registration qualification. She highlighted that significant system transformation has occurred since then, and CNO is seeing that the system need is outgrowing the original policy direction from 2017. Council was asked to consider an updated policy direction to allow RN prescribing education to be offered either before or after registration, and either as a standalone program or integrated into a broader RN education program. S. Crawford provided an overview of the current state and illustrated key changes for the future state, which would result in two pathways for RNs to obtain prescribing authority in Ontario. Undergraduate baccalaureate nursing programs wanting to offer RN prescribing education will be assessed to ensure RN prescribing competencies are appropriately reflected and determine what, if any, additional approval may be required.

Council inquired about the availability of standalone RN prescribing programs to which S. Crawford confirmed can be taken at any point in a nurse's career, maintaining flexibility alongside post-RN education. It was further noted that CNO is exploring opportunities to ensure that RN prescribing will be integrated into the QA program to support ongoing competency and professional development, with resources, learning modules, and case-based scenarios under development for all nurses.

Council discussed the evaluation of RN prescribing implementation, including comparing outcomes for new graduates completing prescribing education through their curriculum versus experienced nurses. Staff confirmed an evaluation plan is in place to monitor implementation, uptake, prescribing practices, and safety. Initial reports are expected in mid-2026, with Council to receive updates periodically.

Council discussed potential barriers to RN prescribing, including the need for medical directives in certain settings. It was noted that an evaluation will help identify these barriers. The importance of employer support was emphasized, as nurses must be competent, complete the required education, and have employer backing to practice prescribing safely. Benefits include a workforce able to practice to full scope, with engagement and guidance from employers to support implementation.

Motion 6

Moved by D. Scott, seconded by C. Gilchrist,

That, after June 4, 2025, Council will consider approval of RN prescribing education offered either as a standalone program or integrated into a broader RN education program that is delivered either before or after RN registration.

CARRIED

Report of the Finance & Risk Committee

Council had received the report of the Finance & Risk Committee meeting of May 15, 2025. R. Lastimosa Jr. highlighted the report.

Audited Financial Statements

Council had received the draft audited financial statements for the year ended December 31, 2024.

B. MacKenzie from Hilborn LLP joined Council. He informed Council that the auditors joined the Finance & Risk Committee twice, in February to discuss plans for the audit and in May to review the results of the audit. The Finance & Risk Committee met in private with the auditors at both meetings.

B. MacKenize highlighted the audited statements.

Motion 7

Moved by R. Lastimosa Jr., seconded by S. Mumberson,

That Council approve the audited financial statements for the year ended December 31, 2024.

CARRIED

Unaudited Financial Statements

Council had received the unaudited financial statements for the three-months ended March 31, 2025. R. Lastimososa reported that the surplus for the period is \$2.4M, which is \$1.6M higher than the budgeted surplus of \$0.8M. In addition to the statements, the committee reviewed a project portfolio report and the confidential management discussion and analysis, which includes information to support Council in its role of monitoring risk.

Motion 8

Moved by R. Lastimososa Jr., seconded by W. Stryker,

That Council approve the unaudited financial statements for the three-month period ended March 31, 2025.

CARRIED

Report of the Sub-Committee on Compensation

Council had received the report of the Finance & Risk Committee meeting of May 15, 2025. R. Lastimososa Jr. highlighted the report.

Sub-Committee Terms of Reference

Council was informed that the Sub-Committee on Compensation has broadened its focus beyond compensation. Proposed revisions to its Terms of Reference included renaming it the *Advisory Committee on Human Resources*, updating language to reflect the advice sought from members, formalizing a review cycle for the Terms of Reference, and clarifying meeting timing and frequency.

Motion 9

Moved by R. Lastimososa Jr., seconded by T. Holland,

That Council approve the proposed revised Terms of Reference for the Sub-Committee on Compensation as they appear in Attachment 4 to this report.

CARRIED

By-Law Revisions

Council received notice of proposed by-law amendments that are required because of its approval of the revised Terms of Reference renaming of the Sub-Committee on Compensation to the Advisory Committee on Human Resources. In addition to consequential amendments reflecting the new name and updated purpose, other changes

include the addition of sub-article 26.02 to align the Advisory Committee's role with the Finance & Risk Committee, and clarification that it is not a standing committee of Council.

R. Lastimosa Jr. noted that Council had received the required notice of the proposed by-law amendments. Council was reminded that a 2/3 majority is required to amend by-laws.

Motion 10

Moved by R. Lastimosa Jr., seconded by F. Osime,

That Council approve amendments to By-Law No. 1: General, as they appear in Attachment 5 to this report, effective June 4, 2025.

CARRIED

Interjurisdictional Nurse Licensure

Council received notice of proposed amendments to By-Law No. 2: Fees, related to the implementation of Interjurisdictional Nurse Licensure (INL). Following Council's approval in March, the amendments were circulated for a 60-day consultation period (March 20 – May 22, 2025). A total of 1,648 responses were received: 82% in support, 10% opposed, and 8% unsure. Feedback themes were consistent with those previously reviewed by the Finance & Risk Committee and raised no new concerns.

The amendments introduce definitions to support INL implementation in Ontario and provide a 25% rebate on the annual fee for INL registrants.

R. Lastimosa Jr. noted that Council had received the required notice of the proposed by-law amendments. Council was reminded that a 2/3 majority is required to amend by-laws.

Motion 11

Moved by R. Lastimosa Jr., seconded by S. Douglas,

That Council approve amendments to By-Law No. 2: Fees, as they appear in Attachment 6 to this report, effective June 4, 2025.

CARRIED

Auditor Appointment

R. Lastimosa Jr. noted that the Finance & Risk Committee works closely with the auditors, believes that they are independent of CNO and communicate clearly. The

Finance & Risk Committee is recommending reappointment of Hilborn LLP as CNO's auditors.

Motion 12

Moved by R. Lastimosa Jr., seconded by G. Fox,

That Hilborn LLP be reappointed as CNO's auditors for 2025.

CARRIED

Report of the Nominating Committee

N. Thick, Chair of the Nominating Committee joined the meeting.

N. Thick presented the report of the Nominating Committee to Council. Council had received a copy of the written report.

Terms of Reference

Council reviewed proposed revisions to the Nominating Committee Terms of Reference, following discussions since 2023 and previous Council support in June 2024 and March 2025. N. Thick noted that the proposed revisions would introduce greater flexibility in committee composition and members' terms of office, while maintaining balance and expertise, and refine language to remove overly rigid requirements that may limit the appointment of qualified members.

Motion 13

Moved by R. Burke, seconded by J. Ko,

That, based on the recommendation of the Nominating Committee, Council approve the revised Nominating Committee Terms of Reference as they appear in Attachment 2 of this briefing note.

CARRIED.

Consequential By-Law Amendments

R. Lastimosa Jr. noted that Council had received the required notice of the proposed by-law amendments that are required because of its approval of the revised Nominating Committee Terms of Reference. Council was reminded that a 2/3 majority is required to amend by-laws.

Motion 14

Moved by S. Larmour, seconded by S. Wilson,

That, based on the recommendation of the Nominating Committee, Council approve the proposed amendments to By-Law No. 1: General, as set out in Column 1 of Attachment 3 to the decision note, effective June 4, 2025.

CARRIED.

Standing Committee Appointments

N. Thick shared that the Nominating Committee met in May to discuss its recommendations for the standing committee appointments.

Finance & Risk Committee

Motion 15

Moved by C. Gilchrist, seconded by D. Scott,

That, based on the recommendation of the Nominating Committee, Council appoint Doreen Bankole, RN, Alexis Lamsen, RN and Shari Wilson, public member of Council as members of the Finance & Risk Committee for 2025-2026.

CARRIED

Nominating Committee

Motion 16

Moved by S. Leduc, seconded by H. Anyia,

That, based on the recommendation of the Nominating Committee, Council appoint Patricia Sullivan, RN and immediate past Council Chair; Fidelia Osime, public member of Council; and Morgan Krauter, NP, person not on Council, as members on the Nominating Committee for 2025-2026.

Conduct Committee

Motion 17

Moved by S. Mumberson, seconded by D. Scott,

That, based on the recommendation of the Nominating Committee, Council defer the appointment of four Council members (two nurse members and two public members) to serve as members of the 2025-2026 Conduct Committee to the September 2025 Council meeting.

Nominating Committee Chair

N. Thick noted that while the Terms of Reference originally designated the immediate Past Council Chair as Chair of the Nominating Committee, the Committee recommended the appointment of a non-Council member, who previously served on the Nominating Committee as a Council member, to the role of Chair.

Motion 18

Moved by T. Holland, seconded by A. Lamsen,

That, based on the recommendation of the Nominating Committee, Council appoint Morgan Krauter as the Chair of the Nominating Committee for 2025- 2026.

CARRIED.

Conduct Committee Chair – Update

R. Lastimosa Jr. reminded Council that in March 2025, it supported appointing a legal firm as Conduct Committee Chair. It was identified that additional time and resources are required for the selection process. Council supported addressing the appointment of the Conduct Committee Chair at the September Council meeting.

CEO Closing Remarks

S. Crawford expressed appreciation to Council for its engagement. She noted that Council made important regulatory and governance decisions. She noted that some of the decisions made at this meeting will inform work that will come forward to Council in the future.

Council was informed of upcoming priorities, including the development of the new strategic plan and a third-party Council evaluation. S. Crawford confirmed CNO's continued commitment to advancing the national NP regulation framework, with draft regulations submitted to government and planning underway for potential implementation in 2026. It was also noted Council that will consider approval of a national entry-level NP exam in 2025.

S. Crawford further highlighted CNO's collaboration with other regulators on initiatives such as Nursys, which supports labour mobility and enhances workforce planning.

Next Meeting

R. Lastimosa Jr. identified that the next meeting will be September 18, 2025. He informed Council that the meeting will be hybrid.

Conclusion

At 12:00 p.m. on conclusion of the agenda.

Motion 15

Moved by S. Mumberson, seconded by J. Ko,

That the June 2025 Council meeting conclude.

CARRIED.