

## Minutes

### Present

N. Thick, Chair  
A. Arkell  
J. Armitage  
T. Crowder  
S. Douglas  
R. Dunn  
D. Edwards  
J. Farag  
T. Fukushima

Z. Hamza  
T. Hands  
M. Hogard  
C. Hourigan (Wednesday)  
A. Jahangir  
R. Kaur  
S. Larmour  
R. Lastimoso Jr.  
S. Leduc

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

### Regrets

P. Ankamah  
S. Eaton

K. Gartshore  
N. Hillier  
C. Hourigan (Thursday)

M. Krauter  
M. MacDougall  
I. McKinnon

### Guests

S. Yun, legal counsel

S. Robinson, Chair  
Nominating Committee

### 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

The agenda had been circulated. No additions were suggested. The agenda was approved on consent.

## Conflicts of Interest

N. Thick asked if any Council members had conflicts of interest to declare. No conflicts were declared.

## **Motion for Closure**

The Executive Committee is recommending a closed session.

### **Motion 1**

Moved by M. Hogard, seconded by A. Jahangir,

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

## **Minutes**

Minutes of the Council meeting of December 7 and 8, 2022 had been circulated.

### **Motion 2**

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

That the minutes of the Council meeting of December 7 and 8, 2022 be approved as circulated.

CARRIED

## **Strategic plan**

N. Thick noted that as CNO's board of directors, Council shares a responsibility with staff to monitor the implementation of CNO's Strategic Plan. She reminded Council that in December, input was provided on the principles and considerations for a mid-term check on the implementation of the Strategic Plan.

CNO staff highlighted the findings of an environmental scan and the mid-term check, noting that the current plan supports CNO achieving its purpose and addressing the significant changes in society's expectations since the plan was first approved. New measures to support Council in monitoring the achievement of the outcomes were shared.

Staff identified their perspective that the current plan continues to support CNO's purpose and are recommending that the end of the plan be extended from 2024 to December 31, 2026.

In discussion, there was support for the direction set in the current plan and its ongoing validity. It was identified that beginning a process to develop a new strategic plan would divert resources from the significant priorities that both meet changing societal expectations and are aligned with the purpose and outcomes in the Strategic Plan.

### **Motion 3**

Moved by D. May, seconded by J. Petersen

That Strategic Plan 2021-2024 be extended to December 31, 2026.

CARRIED

A commitment was made to keep Council updated on the status of the plan on an ongoing basis.

### **Registration Regulation**

Council had received a decision note, with proposed amendments to the Registration Regulation. N. Thick informed Council that S. Yun, legal counsel, is attending in case there are questions about the wording in the regulation.

In December 2022, Council was informed that CNO's Emergency Assignment Class is not in alignment with recent changes made to the *Regulated Health Professions Act, 1991*. The Minister has asked all Ontario health regulators to submit regulation amendments to implement an Emergency Class.

E. Tilley highlighted the proposed changes, how they relate to the new legislative requirements and the mechanisms included to support public safety.

N. Thick noted that the question before Council is to approve the proposed regulatory change for circulation, if Council believes that the changes are in the public interest.

### **Motion 4**

Moved by R. Dunn, seconded by T. Fukushima,

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

CARRIED

Council was informed that the draft regulation changes will be circulated immediately. A special Council meeting will be held May 9 at 7:00 p.m. to review the responses to the circulation and make a final decision regarding regulatory change.

### **Jurisprudence Examinations**

Council members had received a briefing note. N. Thick noted that one of CNO's registration requirements is successful completion of a jurisprudence exam approved by Council. She noted that the purpose of the jurisprudence examination is to measure an applicant's understanding of the expectations of a nurse in Ontario.

It was noted that another registration requirement is the successful completion of "examinations for registration" approved by Council. These are rigorous examinations that measure if applicants have the competencies required to practice safely as a beginning nurse in Ontario.

L. Mathias, Strategy Consultant, highlighted the approach and contents of the new Jurisprudence Examinations and plans for implementation.

### **Motion 5**

Moved by M. Sheculski, seconded by P. Sullivan,

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.

CARRIED

### **Quality Assurance Program**

Council received a briefing note about the current Quality Assurance program and the work being done to transform Quality Assurance for the future.

C. Mill, Manager, Practice Quality, and A. Tong, Strategy Consultant, highlighted the current program, transformation work and plans for the future. It was confirmed that the requirement for all nurses to participate in QA every day continues.

Council was informed that the participation of nurses in QA assessment will gradually increase over time to where every nurse will participate QA assessment every five to seven years.

A commitment was made to keep Council updated on the progress towards the goal of all nurses participating in QA assessment.

### **Modernizing Practice Standards**

N. Thick reminded Council that practice standards are central to CNO's purpose to protect the public by promoting safe nursing practice. They outline what the expectations are for safe and ethical nursing care. She noted that in December, Council approved the revised Code of Conduct (Code), to come into effect on June 5<sup>th</sup>.

N. Thick noted that Council will be asked to make decisions in June regarding a new Scope of Practice standard and retiring practice standards where the content has been integrated into the Code.

C. Mill, Manager, Practice Quality, and I. Tirana, Strategy Consultant, highlighted the framework for modernizing standards, how materials from some standards are integrated into new standards and flagged the work being done to develop a new Scope of Practice standard.

There was discussion about the work being done to prepare stakeholders and statutory committees for change – including supporting statutory committees in referencing the revised Code of Conduct in decisions.

It was noted that the standards set the accountabilities of nurses. Resources, including guidelines, support application of the practice standards, they do not set out the accountabilities for nurses.

Setting the accountabilities through standards and providing resources to support application of standards gives the flexibility to keep resources updated to address changing practice.

### **Recess**

At 5:10 p.m., Council recessed to reconvene in closed session at 9:00 a.m. on March 9, 2023.

**Thursday March 9, 2023**

## **Closed Session**

Council held a closed session under Section 7(2)d of the *Health Professions Procedural Code*: “personnel matters or property acquisitions will be discussed”.

## **Electing the 2023-2024 Executive Committee**

N. Thick informed Council that, in accordance with By-Laws, Sandra Robinson, Chair of the Nominating Committee will chair the election of the 2023-2024 Executive Committee.

Following the processes set out in By-Law, Council elected the following members of the Executive Committee:

- P. Sullivan, RN, President
- S. Leduc, Vice-President, RN
- R. Lastimoso Jr., Vice President, RPN
- J. Armitage, Public member
- F. Osime, Public member

S. Robinson left the meeting and N. Thick assumed the Chair.

## **CEO Update**

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

She highlighted the continuing growth in registration of nurses, including those registered through the Supervised Practice Experience Partnership.

She shared the work being done to meet the changes brought into effect with the government’s passage of Bill 106, including addressing new language requirements and legislative changes regarding the Emergency Class.

Council was informed that CNO has received correspondence from government about proposals to implement changes in scope of practice for RPNs, RNs and NPs. It was noted that CNO’s role is to provide regulatory oversight to ensure that the changes in scope are implemented safely.

Council was informed that CNO has shared its feedback regarding the government’s “As of Right” plan. The work being done on interjurisdictional mobility and multijurisdictional registration was highlighted.

The work CNO has undertaken to build relationship with employers was shared. Employer engagement will support CNO in working with employers to support safe implementation of the changes to the Temporary Class.

S. Crawford highlighted CNO’s:

- Response to the 2022 College Performance Measurement Framework, which will be submitted by the end of March, and
- CNO's 2021 Fair Registration Practices Report, submitted to the Office of the Fairness Commissioner in December 2022.

The growth of engagement with CNO's social media was shared. Information was also shared on CNO's engagement with the media and particularly sharing relevant data. Council was also informed that CNO is conducting its annual employee's experience survey. The results of the survey will support continued organizational evolution.

S. Crawford invited Council members to identify issues that they might want addressed in future updates. An interest was expressed in understanding the challenges of nursing human resource planning and CNO's role in contributing to system needs and public safety.

### **Executive Committee**

Members of Council had received the minutes of the Executive Committee meeting of February 9, 2023 for information.

### **Finance Committee**

The report of the Finance Committee meeting of February 9, 2023 had been circulated.

### **Financial Statements**

Council had received the unaudited financial statements for the year ended December 31, 2022. P. Sullivan noted that the year-to-date surplus of \$2.8M is \$10M more than the budgeted deficit of \$7.3M. She reported that the Finance Committee discussed the reasons for the variance from budget.

### **Motion 6**

Moved by P. Sullivan, seconded by T. Crowder,

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

CARRIED

### **Expense policies**

P. Sullivan noted that the Finance Committee is recommending changes to update the Expense Policies for Council and committee members, based on changes identified following the hybrid. These changes are recommended in advance of possible in-person meetings in the spring.

Council was informed that the regular biennial review of stipend and expense policies will be taking place in the fall, with recommendations for change coming to Council in December.

## Motion 7

Moved by P. Sullivan, seconded by R. Lastimoso Jr.,

That Council approve the revised Expense Policy for Council and committee members, as it appears in attachment 3 to the Finance Committee report.

CARRIED

## By-laws

P. Sullivan highlighted two proposed edits to the by-laws to align with revised Financial Policies. N. Thick reminded Council that a 2/3 majority is necessary to approve by-law amendments.

## Motion 8

Moved by P. Sullivan, seconded by R. Dunn,

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

### 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

CARRIED

P. Sullivan noted that the Finance Committee also made recommendations regarding the membership of the Sub-Committee on Compensation and changes to fees, which are addressed separately on the agenda.

## Fees By-Law

N. Thick noted that as CNO's board of directors, Council is accountable for ensuring that CNO has the fiscal resources it needs to fulfil its mandate and to achieve its strategic plan. She reminded Council that last December, when the 2023 budget was reviewed, the possibility of a need to consider fee increases for 2024 was flagged.

Council members had received a briefing note, including the proposed amendments to By-Law No. 2: Fees. S. Mills, Chief Administrative Officer, highlighted the fee options considered, impacts on CNO's ongoing fiscal viability and the recommended option. It was noted that, based on recent experience, the increases will support CNO in having the financial resources to address unanticipated changes.



Council confirmed its confidence that the increases are needed to support CNO's ongoing fiscal viability and to support CNO's regulatory role and Strategic Plan.

Council was reminded that it is being asked to approve the amendments to the Fees By-Law for circulation. In June, Council will receive a report of the feedback and will be asked to make a final decision.

## **Motion 9**

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

That Council approve the proposed amendments to By-Law No. 2: Fees, as they appear in attachment 2 to the decision note, for notice and circulation.

CARRIED

It was confirmed that CNO's intention is to move towards moderate annual fee increases. If the proposed increases are approved in June, they include increases for three years. In 2025, a proposal to consider more gradual annual increases following in 2026 will come forward to Council.

## **Board evaluation**

N. Thick noted that in the fall of 2022, Council participated in its first in-depth evaluation in 2022. She flagged that the evaluation highlights some of Council's strengths, including its culture, respectful relationship with staff and commitment to CNO's public protection purpose.

N. Thick noted that in December Council identified five priority recommendations from the evaluation:

- a facilitated discussion about Council dynamics (held on March 7, 2023)
- enhancing orientation
- establishing a governance manual
- building on professional development and
- increasing meeting frequency.

The Executive was asked to bring a strategic and focused approach to implementation of the priority recommendations to Council.

Council was informed that the Executive discussed the recommendation for increased meetings and identified issues to be addressed before increasing the number of meetings, for example enhancing meeting effectiveness.

The Executive is recommending Council move forward the following three priorities for 2023:

- developing a governance manual
- enhancing orientation and
- building on professional development.

R. Jabbour, Strategy Consultant, reviewed the proposed approach to implementing the above recommendations, as outlined in the briefing note circulated to Council.

### Governance Manual

A proposed table of contents for a new Governance Manual was shared. The Governance Manual will be available before the June orientation. Over time, the manual will be expanded as new materials are developed, including materials resulting from governance work planned for the coming year.

It was suggested that government contacts for public members seeking information about their appointment, honoraria and expenses be included.

### Orientation

Council members received an outline of the content for the June orientation for all session. While most content will be provided at the June orientation for all (June 7), some orientation related content will be included in the June Council meeting and ongoing learning will take place throughout the year.

### Professional Development Plan - 2023

Council received a proposed professional development plan through March, 2024. The topics addressed in the professional development plan link to needs identified through the evaluation. Each year in March, Council will establish its professional development plan for the coming year.

It was suggested that, in addition to the priorities, consideration be given to implementing other recommendations that do not require major work. For example, it was suggested that use of a consent agenda might allow for more time for discussion of strategic issues.

## Motion 10

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

That the recommendations from Council's 2022 in-depth evaluation, as listed under 2023 priorities in the decision note, be prioritized for implementation in 2023.

CARRIED

### Evaluation Policy

Council's Evaluation Policy includes a light evaluation in 2023. Council agreed that a review of the implementation of the 2023 priorities, along with identification of priorities for the coming year, will take place in December 2023.

Council was reminded that its Evaluation Policy includes a Leadership Evaluation in 2023. This is an evaluation of the President and Executive Committee. The Executive will discuss this in May.

### **By-law amendment re. Statutory Committee functioning**

Council members had received a decision note, including notice of proposed by-law amendments regarding statutory committees. N. Thick noted that the main purpose of these amendments is to give CNO the flexibility to add members to statutory committees by removing the maximum membership.

She noted that Council had reviewed this proposal in principle in December and no concerns were expressed. N. Thick reminded Council that the 2/3 majority is required to pass by-law amendments.

### **Motion 11**

Moved by J. Armitage, seconded by L. Poonasamy,

That Articles 17, 18 and 21 of [By-Law No. 1: General](#), be amended as shown in attachment 1 to the decision note.

CARRIED

### **Statutory committee chairs**

The Executive recommends the 2023-2024 Statutory Committee chairs from among volunteers. Council had received a briefing note with the Executive Committee's recommendation.

### **Motion 12**

Moved by R. Kaur, seconded by T. Crowder,

That Council appoint the following 2023-2024 statutory committee chairs:

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

CARRIED

### **Filling statutory committee vacancy**

N. Thick noted that the Executive fills mid-term statutory committee vacancies and those decisions need to be confirmed at the next Council meeting. Council received a briefing note related to the committee appointment of a newly appointed public member.

## **Motion 13**

Moved by F. Osime, seconded by M.E. Renwick,

That Council confirm the appointment of Joe Farag to the Discipline and Fitness to Practise committees.

CARRIED

## **Sub-Committee on Compensation**

The Sub-Committee on Compensation is a small, independent, expert committee that provides advice to the Finance Committee and CEO on staff compensation and Council and committee member stipends and expenses.

Council members had received a decision note with the Finance Committee recommendation regarding Sub-Committee membership and the Executive Committee recommendation regarding the Sub-Committee's chair.

## **Motion 14**

Moved by M. Sheculski, seconded by P. Sullivan,

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.

CARRIED

## **Nominating Committee report**

Council members had received a report of the Interim Nominating Committee (Nominating Committee). S. Robinson, Chair of the Nominating Committee joined Council to highlight the report and recommendations.

### Council vacancy

The Nominating Committee recommends the approach to filling Council vacancies, within the parameters of the By-Laws. S. Robinson highlighted the committees' recommendation:

## Motion 15

Moved by Z. Hamza, seconded by D. Thompson

That Jane Hess, RN, be appointed to fill the RN Council vacancy in the Central Eastern electoral district, until June 2025.

CARRIED

### Statutory committee appointments

S Robinson highlighted the processes used by the Nominating Committee to recommend the membership of statutory committees. She noted that members generally remain on the same statutory committees throughout their term of office. The focus of the work of the Nominating Committee was the recommendation of:

- candidates to fill appointed committee member vacancies and
- statutory committee appointments for new Council members.

She noted that the statutory committee membership is also based on the outcome of the Executive Committee election. Slides showing the membership of each statutory committee, highlighting changes in membership, were shared with Council.

## Motion 16

Moved by D. Edwards, seconded by E. Mutia,

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 (attached to the minutes).

CARRIED

### **Dates of next meetings**

N. Thick noted the following dates for up-coming Council meetings:

- Special meeting of Council to address changes to the Registration Regulation: May 9, 2023 at 7:00 p.m. and
- First meeting of the 2023-2024 Council: June 7 and 8, 2023

### **Conclusion**

At 3:05 p.m., on conclusion of the agenda and with consent, the Council meeting concluded.

## 2023-2024 Statutory Committee Members

### Executive Committee

Patricia Sullivan, RN, President  
Rodolfo Lastimoso, Vice-President, RPN  
Sylvain Leduc, NP, Vice-President, RN  
Jay Armitage, PM  
Fidelia Osime, 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\*  
Stephen Eaton, PM  
Terry Holland, RPN\*  
Raj Kaur, RPN  
Nicole Krywionek, RN\*  
Rodolfo Lastimoso, Jr.  
Sylvain Leduc, NP  
Grace Oltmann, RN  
Fidelia Osime, PM  
Mary Ellen Renwick, RN  
Donna Rothwell, RN\*  
Maria Sheculski, PM  
Shelley Sheedy, RN\*  
Diane Thompson, PM  
Amy Vandekemp, RPN\*  
Angela Ven den Hoven, RPN\*  
Heather Whittle, NP\*

### Quality Assurance Committee

Sylvain Leduc, NP, Chair  
Helen Anyia, RPN  
Lisa Connolly, NP\*  
Sylvia Douglas, PM  
Zaheeda Hamza, RN  
Ian McKinnon, PM  
Diane Morin-LeBlanc, RN\*  
Lalitha Poonasamy, PM  
Maria Sheculski, PM  
Yao (Jackie) Zhai, RPN\*

### Registration Committee

Andrea Arkell, PM, Chair  
Priscilla Ankamah, RN  
Helen Anyia, RPN  
Brock Cooper, NP\*  
Alexis Lamsen, RN\*  
Fidelia Osime, PM  
Jennifer Skuce, RPN\*  
Diane Thompson, PM

\* Appointed committee member

**Discipline & Fitness to Practise committees**

Michael Hogard, RPN, Chair

Janet Adanty, RN\*

Andrea Arkell, PM

Eloisa Busto, RPN\*

Antonia Colarossi, NP\*

Tim Crowder, PM

Jean-Laurent Domingue, RN\*

Sylvia Douglas, PM

Ramona Dunn, RN

David Edwards, RPN

Joe Farag, PM

Grace Fox, NP

Tomoko Fukushima, RN

Carly Gilchrist, RPN\*

Lynn Hall, RN\*

Tyler Hands, RN

Jane Hess, RN

Nazlin Hirji, RN\*

Carly Hourigan, PM

Aisha Jahangir, RN

Samuel Jennings, RPN\*

Morgan Krauter, NP

Sandra Larmour, PM

Sarah Louwagie, RPN\*

Marnie MacDougall, PM

Mary MacNeil, RN\*

Shannon Mantha, RN\*

Benson Mathai, RPN\*

Jane Mathews, RN\*

Donna May, RPN

Ian McKinnon, PM

Ahamad Mohammed, RPN\*

Sharon Moore, RN\*

Edsel Mutia, RN

Kerrie Naylor, RPN\*

Shakhnoz Niezova, RN\*

Patricia Nowieka-Bujko, RPN\*

Lalitha Poonasamy, PM

Susan Roger, RN\*

Michael Schroder, NP\*

Matthew Secord, RN\*

Andrew Sharpe, NP\*

Emilija Stojsavljevic, RPN\*

Kari Van Camp, NP\*

Kimberly Wagg, RPN

Terah White, RPN\*

Ingrid Wiltshire-Stoby, NP\*