

Council Minutes

March 19 and 20, 2025

Present

P. Sullivan, Chair	C. Gilchrist	E. Mutia
H. Anyia	T. Hands	G. Oltmann
P. Carmichael Pilon	J. Hess	F. Osime
J. Ding	M. Hogard	L. Poonasamy
L. Donnelly	J. Ko	D. Scott
S. Douglas	S. Larmour	M. Sheculski
G. Fox	R. Lastimoso Jr.	W. Stryker
T. Fukushima	C. Mumberson	D. Thompson

Regrets

L. Carpenter	S. Leduc	S. Wilson
T. Crowder	J. Mathew	R. Burke
D. Edwards	K. Wagg	A. Lamsen
C. Hourigan		
M. Krauter		

Guests

N. Thick, Chair, Nominating Committee
S. Yun, Sarah Yun Law

Land Acknowledgement

J. Ding shared a Land Acknowledgement statement.

Agenda

The agenda had been circulated.

P. Sullivan noted that the agenda has been revised.

Motion 1

Moved by M. Sheculski, seconded by T. Fukushima,

That the revised agenda for the Council meeting of March 19 and 20, 2025 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.

P. Sullivan asked that Council members review the agenda and declare if they have conflicts of interest for any of the items.

None declared.

Consent Agenda

P. Sullivan introduced the consent agenda. It was 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 J. Ko, seconded by J. Ding,

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

That the Minutes of Council Meeting of September 25, 2024, be approved as circulated.

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

That the Minutes of Executive Committee Meeting of November 14, 2024, be approved as circulated.

That the Minutes of Executive Committee Meeting of December 5, 2024, be approved as circulated.

That the following statutory committee appointments be confirmed:

- Amy Vandekemp, RPN, as an appointed committee member to the Inquiries, Complaints and Reports Committee (ICRC) until June 2026¹;
- Randy (Randall) Burke, Patti (Patricia) Carmichael Pilon and Shari Wilson to the Discipline & Fitness to Practise committees;
- Wes Stryker to the Inquiries, Complaints and Reports Committee; and
- Shari Wilson to the Registration Committee.

That the following 2025-2026 statutory committee chairs be appointed:

Discipline & Fitness to Practise	M. Hogard
Quality Assurance	H. Anyia
Registration	F. Osime

That Bob Canuel be reappointed as a member of the Sub-Committee on Compensation until June 2028.

That Joe Nunes be appointed as the 2025-2026 chair of the Sub-Committee on Compensation.

That preliminary approval to Fanshawe College for its Honours Bachelor of Science in Nursing and Honours Bachelor of Science in Nursing – RPN to BScN Completion Pathway programs as outlined in Attachment 1 is provided.

That the Ontario Internationally Educated Nurses Course Consortium's IEN Transition to Practice (TTP) Course be approved.

CARRIED

¹ When a nurse is appointed to fill a vacancy they complete the term of the previous incumbent, which in this case ends June 2026.

Draft minutes of the Executive Committee meeting of February 20, 2025 were received for information.

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 2025-2026 Executive Committee. Council members had received a briefing, including profiles from candidates.

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

Rodolfo Lastimoso Jr., RPN, President

Jerry Ding, RN, Vice-President

Michael Hogard, RPN, Vice-President

Maria Sheculski, Public Member

Diane Thompson, Public Member

P. Sullivan assumed the Chair.

Report of the Nominating Committee

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

Council Elections

N. Thick provided Council with an update regarding Council elections. She noted that results were confirmed, and candidates declared in accordance with the by-laws. She added that the candidate profiles reflected the shift to a competency-based election process, following work by the Nominating Committee and Council to update Council competencies and attributes.

Nominating Committee Terms of Reference

N. Thick identified that in June 2024, Council approved updates to simplify the Nominating Committee's membership composition. Council expressed continued support for the revised Nominating Committee Terms of Reference and associated by-law amendments, which will be brought forward for approval at the June Council meeting.

Statutory Committee Appointments

N. Thick noted that the Nominating Committee is recommending statutory committee appointments, which includes recommendations regarding the appointment of new Council members and 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 3

Moved by R. Lastimosa Jr., seconded by T. Fukushima,

That Council and committee members be appointed to statutory committees, effective June 4, 2025, as outlined in the committee appointment list presented by the Nominating Committee to Council on March 19, 2025.

CARRIED

A brief discussion ensued regarding the development of evaluation frameworks for statutory committee members to assess their engagement and contributions. There was a commitment from the committee to ensure they stay alert to any possibility of biases in the processes and/or practices. Council acknowledged the value of the discussion, noting the importance of continued dialogue on these topics.

N. Thick left the meeting.

National Nurse Practitioner Regulation Framework: Public Consultation Feedback and Decision

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.

P. Sullivan noted that in September 2024, Council approved draft regulation amendments to implement a new national framework for regulating Nurse Practitioners for circulation to registrants and system partners for feedback. She shared that this framework would move Ontario to registering one classification of Nurse Practitioners – to align with other regulators who will also be making this change across Canada.

S. Crawford highlighted that following Council's decision in September, CNO launched a 60-day public consultation to gather feedback from registrants and system partners on the proposed regulation changes. CNO has also engaged with various system partners, including academic partners, employers, Ontario regulators, associations, the Ministry of Health, the Office of the Fairness Commissioner, and the Citizen Advisory Group, through targeted discussions to further understand the potential impact of these changes.

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

S. Crawford noted that Council will receive ongoing updates as implementation progresses, and that CNO remains committed to working closely with system partners to support a smooth transition.

Motion 4

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

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 set out in Attachment 1 in this decision note, and direct that the proposed amendments be submitted to Government.

CARRIED

Report of the Finance & Risk Committee

Council had received the report of the Finance & Risk Committee meeting of February 20, 2025. T. Fukushima chaired the meeting and highlighted the report.

Financial Statements

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

Motion 5

Moved by T. Fukushima, seconded by E. Mutia,

That Council accept the unaudited financial statements for the year ending December 31, 2024.

CARRIED

Amendments to By-Law No. 2: Fees regarding Interjurisdictional Nurse Licensure

Council received notice of the proposed by-law amendments to support changes in nursing education regulation and the implementation of Interjurisdictional Nurse Licensure (INL).

The proposed amendments are recommended for circulation and will return to Council for final decision in June 2025.

Motion 6

Moved by T. Fukushima, seconded by C. Gilchrist,

That Council approve amendments to By-Law No. 2: Fees, as they appear in Attachment 3 to this report, for circulation.

CARRIED

Amendments to By-Law No. 2: Fees regarding the education requirement, for final approval. T. Fukushima highlighted that revisions to By-Law No. 2: Fees are required to align with upcoming nursing education regulation changes taking effect April 1, 2025. With Executive Committee approval, the proposed amendments were circulated for a 60-day consultation period beginning December 8, 2024.

The Finance & Risk Committee reviewed feedback from approximately 5,500 respondents and agreed that the changes are equitable and promote fairness.

Motion 7

Moved by Tomoko, seconded by S. Lamour,

That Council approve amendments to By-Law No. 2: Fees, as they appear in Attachment 4 to this report, effective April 1, 2025.

CARRIED

Strategic Plan Reporting

Council received an update on the implementation of the current Strategic Plan, with progress reported up to December 31, 2024. The plan remains in effect until the end of 2026, with development of the next plan beginning this year for launch in 2027.

Council engaged in a discussion and acknowledged the progress made, noting that some projects had evolved, particularly those tied to broader technology strategies. There was agreement on the importance of integrating new initiatives, such as those related to Interjurisdictional Licensure and the National Nurse Practitioner Framework, into future planning. Council posed questions around establishing and reporting on baseline data, specifically for metrics related to trust and applicant experience.

Trust was identified as an ongoing area of focus, particularly in relation to public perception. Council emphasized the need for clear engagement strategies and more innovative methods to assess impact.

S. Crawford stated that CNO's engagement efforts and strengthening strategic partnerships have been a key focus of our work. She also shared that CNO will continue to refine its performance measures and engagement strategies, especially as it begins work on the development of the next Strategic Plan.

Recess

Council recessed at 4:00 p.m. to reconvene at 9:00 a.m. on Thursday, March 20, 2025.

Thursday, March 20, 2025

CEO Opening Remarks

S. Crawford provided opening remarks. She highlighted CNO's recent engagement efforts across the province, including activities at the Thunder Bay Regional Health Sciences Centre. It was noted that northern regions, such as Thunder Bay, continue to face health human resource challenges, which were acknowledged in discussions with healthcare leaders.

Council was informed of the importance of proactive and responsive engagement, emphasizing collaboration with employers, nurses, and system partners. S. Crawford identified the efforts being made to avoid engagement fatigue by prioritizing meaningful interactions, aligning efforts with shifting health system dynamics, and focusing on mutuality, especially in engagements with Indigenous communities.

Council posed questions regarding fast-tracking U.S. applicants and education equivalency. S. Crawford reminded Council that new nursing education regulation changes will come into effect on April 1, 2025, supporting greater access for internationally educated applicants.

Scope of Practice and Medication Standard Revisions

Council received briefing materials, including proposed draft revisions to the Scope of Practice and Medication Standards. E. Tilley, Manager, Regulatory Policy and A. Nowell, Strategy Consultant, joined the meeting.

P. Sullivan provided a summary of the briefing note noting that the proposed revisions intend to address limitations in the current standards, which require an order from a specified health professional before administering any medication—an expectation that is more restrictive than what is permitted under legislation. She also highlighted changes to the scopes of practice of other health professionals, reinforcing the need to modernize CNO's standards to improve access to care and support nursing practice.

E. Tilley emphasized that the revisions are designed to provide greater flexibility while maintaining safe and accountable nursing practice. She also noted that a communications and engagement plan is ready to launch, pending Council's approval.

During discussion, Council members identified the importance of clear and practical guidance to support implementation. E. Tilley confirmed that guidance would be included and reiterated the importance of avoiding overly prescriptive language.

Motion 8

Moved by D. Edwards, seconded by H. Anyia,

That Council approve the revisions to the Medication standard as they appear in Attachment 1 to the briefing note.

CARRIED

Motion 9

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

That Council approve the revisions to the Scope of Practice standard as they appear in attachment 2 to the briefing note.

CARRIED

Terms of Reference

R. Singh, Governance Consultant, joined the meeting.

Council received the drafts of the Terms of Reference for the Executive, Governance, and Patient Relations committees.

P. Sullivan reminded Council of the need for greater clarity around committee accountabilities and functions such as governance best practice. She identified that while no new committees would be established, the distinct Terms of Reference for the Executive, Governance, and Patient Relations committees would better reflect their respective responsibilities.

Motion 10

Moved by G. Oltmann, seconded by L. Donelly,

That the draft proposed terms of reference for the Executive Committee, the Governance Committee and the Patient Relations Committee, as they appear in

attachments 2, 3 and 4 to the briefing note, be approved to come into effect on June 4, 2025.

CARRIED

Conduct Committee Terms of Reference and Chair

A. Tong, Strategy Consultant, and S. Yun, Legal Counsel, joined the meeting.

P. Sullivan shared that in September 2024, Council approved Article 16: Code of Conduct Proceedings of By-Law No. 3: Council and Committee Code of Conduct. She noted that in order to align with the revised process set out in the by-law, updates have been made to the Conduct Committee Terms of Reference, which will allow for the appointment of a new Conduct Committee in June 2025.

Motion 11

Moved by L. Donelly, seconded by D. Edwards,

That Council approve the revised Conduct Committee Terms of Reference as they appear in Attachment 1 of this briefing note.

CARRIED

Motion 12

Moved by J. Hess, seconded by W. Stryker,

That Council approve staff conducting a search for the legal firm to act in the role of Conduct Committee Chair. Such search is to be based on the criteria discussed and will result in a recommendation being brought to Council with supporting rationale.

CARRIED

Proposed Amendments to By-law No. 1: General

Council received briefing materials related to the proposed amendments to By-Law No. 1: General in relation to the Patient Relations, Governance and Conduct Committee terms of reference. S. Yun highlighted that these amendments would ensure alignment with the Terms of Reference that have just been approved by Council.

Motion 13

Moved by M. Sheculski, seconded by C. Gilchrist,

That Council approve amendments to By-Law No. 1: General to come into effect on June 4, 2025, as they appear in Column 1 of attachment 1 to this decision note.

CARRIED

Council Role Descriptions

A. Vrachidis, Manager, Governance and External Relations joined the meeting. Council received a briefing note, the draft role statements, and a summary table outlining the key aspects, rationale, and findings from a literature review and environmental scan of governance practices in other organizations.

Motion 14

Moved by R. Lastimoso Jr., seconded by G. Oltmann,

That the Council Purpose and Role, Council Member Role and Council Chair Role as they appear in Attachments 2, 3 and 4, be approved.

CARRIED

A. Vrachidis confirmed the next steps will include updating the documents and notifying Council once these role descriptions have been incorporated into the Governance Manual.

Council Development Plan

Council had received a briefing note outlining possible topics for Council development in 2025. There was support for the proposed topics, including particular interest in Council's role in strategic planning.

CEO Closing Remarks

S. Crawford expressed appreciation to Council for their engagement.

She noted that Council's ongoing work will support the development of a new strategic plan and a third-party Council evaluation, both of which will guide future direction. The upcoming implementation of a single Nurse Practitioner classification in Ontario was highlighted as a significant milestone.

S. Crawford shared that CNO remains focused on supporting the nursing workforce and regulatory innovation, including enhancing labour mobility, streamlining registration for internationally educated nurses, and integrating tools like the Nursys database to support planning and mobility. She identified that these priorities align closely with the recent federal report, *Caring for Canadians: Canada's Future Health Workforce*, released by Health Canada in January 2025.

S. Crawford reflected on Council's ongoing focus on enhancing governance. She noted that Council will see the results of its work reflected in CNO's response to the 2024 College Performance Measurement Framework (CPMF).

Council members were invited to share topics that would enhance their effectiveness, to better inform future support. Council discussed CNO's engagement efforts, with a specific question around academic partnerships to support IENs. Clarification was provided to Council regarding program approval requirements, and it was noted that an academic reference group is in place to support dialogue.

Next Meeting

P. Sullivan noted that the first meeting of 2025-2026 Council will take place in early June. She noted that it will be a hybrid meeting, and all members are encouraged to attend in-person, if possible.

Conclusion

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

Motion 15

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

That the March 2025 Council meeting conclude.

CARRIED