

Council Minutes

March 12, 2026

Present

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

Regrets

C. Baretto	S. Larmour	L. Carpenter
S. Douglas	S. Mumberson	

Staff

A. Brennan	S. Mills	R. Singh
S. Crawford	R. Sussman, recorder	

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

Land Acknowledgement

A. Lamsen shared a Land Acknowledgement statement.

Agenda

The agenda was circulated.

Motion 1

Moved by R. Burke, seconded by D. Scott,

That the agenda for the Council meeting of March 12, 2026 be accepted as circulated.

CARRIED

Conflicts of interest

R. Lastimosa Jr. asked that Council members review the agenda and declare if they have conflicts of interest for any of the items. A conflict was declared for A. Lamsen on item 5.5; the item was removed from the consent agenda to be addressed later in the meeting. No further conflicts were declared.

Council members were referred to the summary of Council member responses to the Council and Committee Code of Conduct Compliance Form attached to the Council briefing package and asked for any updates.

Registrar & CEO Remarks

S. Crawford, Registrar & CEO, shared opening remarks. She highlighted CNO's key activities over the past quarter and outlined upcoming priorities, including collaborative work with system partners to clarify nursing accountabilities for registrants practising in aesthetics. She noted that presenters from Level 5 would join the meeting to outline the outcome of the collaborative process to develop the proposed future Strategic plan.

Council received an update on the automatic recognition process for labour mobility applicants. As of March 6, 2026, 255 applicants have been registered through the automatic recognition pathway.

Council also received an update on work underway to enhance CNO's hearings processes. Since the December Council meeting, staff have met and consulted with members of the Discipline Committee and Executive Committee to gather feedback and discuss opportunities to enhance efficiency. CNO is assessing where additional supports may have the greatest impact and will continue engagement with both committees as this work progresses.

Consent Agenda

R. Lastimoso Jr. introduced the consent agenda. Council received briefing materials on all items included in the consent agenda. Item 5.5 was removed from the consent agenda to be addressed later in the meeting.

Motion 2

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

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

The minutes of the Council meeting of December 11, 2025, as circulated;

The appointment of Dheeraj Jha, Public Member of Council to the Inquiries, Complaints & Reports Committee;

The appointment of the following 2026-2027 statutory committee chairs:

Discipline & Fitness to Practise	M. Hogard, RPN
Inquiries, Complaints & Reports	M. Sheculski, PM
Quality Assurance	L. Poonasamy, PM
Registration	S. Wilson, PM

The re-appointment of Joe Nunes to the Advisory Committee on Human Resources until June 2029; and

The re-appointment of Joe Nunes as the 2026-2027 Chair of the Advisory Committee on Human Resources.

CARRIED

The 2025 annual reports of the Patient Relations Committee, Discipline Committee, Fitness to Practise Committee, Inquiries, Complaints and Reports Committee, Quality Assurance Committee, and Registration Committee were received for information.

Finance & Risk Committee Report and Recommendations

V. Adetoye, Director, Business Services & Chief Financial Officer, joined the meeting. Council received the report of the Finance & Risk Committee meeting of February 19, 2026. J. Ding highlighted the report.

Unaudited Financial Statements

Council received the unaudited financial statements for the year ended December 31, 2025.

Motion 3

Moved by J. Ding, seconded by T. Holland,

That Council approve the unaudited financial statements for the year ended December 31, 2025.

CARRIED

Proposal to amend By-Law No. 2: Fees: Single NP classification

With Council's approval at the December meeting, by-law amendments to operationalize Ontario's single NP classification were circulated for a 60-day consultation period which ended February 9, 2026. The Finance & Risk Committee reviewed and considered the feedback from the consultation which had 485 respondents of which the majority support the proposed changes. Comments are detailed in the Committee's report, and the Committee did not find anything unexpected or concerning, as most respondents are in support of the proposed changes.

Motion 4

Moved by J. Ding, seconded by P. Sullivan,

That Council approve the proposed amendments to By-Law No. 2: Fees, as they appear in Attachment 3 of the Finance & Risk Committee report, with Articles 8.06 and 8.08 to be effective when the Canadian Nurse Practitioner Examination is no longer a Council approved examination for NP registration in Ontario.

CARRIED

Operating Coverage

As a result of discussions with CNO's auditors, Hilborn LLP, regarding updated (post-pandemic) guidance for operating coverage for not-for-profits, the Finance & Risk

Committee recommended an increase to CNO's operating coverage guideline. They recommended that the new guideline be 4 to 8 months of operating expenses. In order to ensure CNO's financial health to maintain operations and have the agility to respond to any unexpected events, the Committee suggested targeting the middle range of the new guideline (6 months of coverage) when planning for any future fee adjustments.

Motion 5

Moved by J. Ding, seconded by A. Lamsen,

That Council approve that CNO's operating coverage guideline be between 4 - 8 months of operating expenses.

CARRIED

Proposal to amend By-Law No. 2: Fees: Automatic Recognition

This Committee also reviewed proposed amendments to the Fees by-laws to support implementation of Automatic Recognition provisions under the RHPA. Legislative changes to enable automatic recognition for labour mobility applicants came into effect January 1, 2026. The legislative changes also outline considerations for these applicants to pay a reduced application fee, therefore CNO is proposing a 25% credit for labour mobility applicants who apply under automatic recognition on or after January 1st, 2026.

Council asked about the rationale for a rebate rather than a fees reduction. S. Mills clarified that applicants will be eligible to receive the credit once they complete the registration process. The proposed 25% credit is also consistent with the fee reduction previously introduced for interjurisdictional licensure.

Motion 6

Moved by J. Ding, seconded by K. Wagg,

That Council approve the proposed amendments to By-Law No. 2: Fees, as Attachment 4 to this report, for a 60-day circulation period.

CARRIED

Proposal to amend By-Law No. 2 Fees (motion to circulate proposed changes)

S. Mills, Chief Operating Officer, noted that CNO's operating coverage is projected to decline over the next few years, given that no fee increases are planned beyond 2026. The

Finance & Risk Committee reviewed a detailed analysis that outlined approaches for future fee increases. This Committee proposed to move to a new model of smaller annual increases as they create predictability for both registrants and CNO.

Staff prepared draft by-law amendments which align with the Committee's recommendation to increase CNO's operating coverage guideline and that also support moving to a new model for fee increases. S. Mills presented Council with illustrations depicting the operationalization of the proposed by law changes and how they will impact CNO's operating coverage in future years.

Council asked about the impact of changes in registration volumes in the future. S. Mills noted that CNO uses a conservative approach to estimating future growth when preparing budget estimates. One driver for costs is volume of registrants, if there is a reduction in registrants we would expect to see a reduction in costs as well. This proposal introduces flexibility to make small adjustments to a standard increase each year within set parameters. This approach will mitigate the risk of collecting more fee revenue than is warranted.

It was clarified that with Council's approval, this proposal to amend the Fees By-Laws would be circulated for feedback, with the final review of the proposal to occur at the June Council meeting.

Motion 7

Moved by H. Aniya, seconded by P. Sullivan,

That Council approve the 60-day circulation period relative to the proposed amendments as they appear in Attachment 1.

CARRIED

Strategic Planning

2027-2031 Strategic Plan

Presenters from Level 5 joined the meeting, E. Lebovits, S. Palka Melo, and J. De Jong. They presented slides outlining the development process of developing the new strategic plan and the input on the draft imperatives. This included comprehensive engagement with CNO, the public, and system partners.

S. Crawford stated that CNO's commitment to our purpose remains unchanged. However, the 2027-31 Strategic Plan will help to continue to achieve that purpose in a changing health

system with increasing complexity. The imperatives included brief descriptions, with two foundational enablers: CNO's Equity Strategy and Indigenous Equity Framework.

Council discussed the level of detail and language that could be used in describing the imperatives, emphasizing that they should build on work already underway and strengthen CNO priorities that are being carried forward. It was noted that the imperatives are intended to remain relevant beyond the duration of the strategic plan and to be evergreen in nature, and deliberately broad in scope.

Council discussed the dissemination of the proposed 2027-31 Strategic Plan. S. Crawford advised that Council approval is the first step, to be followed by an implementation approach which includes communication and dissemination, with more details on timing and milestones to come later in 2026.

Motion 7

Moved by L. Given, seconded by W. Cheuk,

That Council approve the College of Nurses of Ontario's *2027-2031 Strategic Plan*, as set out in attachment 1 of the decision note.

CARRIED

Following Council's approval of the 2027-31 Strategic Plan, B. Knowles, Director, Analytics & Research, discussed potential areas for measurement.

S. Crawford noted that over the coming months, the team will further develop key themes and measures to track progress, inform decision-making, and assess achievement of intended outcomes. Proposed measures and the overall approach will be brought back to Council at a future date. Work is also underway to develop the implementation plan to support a January 2027 launch. Preparatory work includes graphic design development and continued engagement with system partners. The Strategic Plan will become public when it comes into effect in January 2027. Council noted the importance of communicating and engaging with registrants regarding the plan.

Strategic Plan Reporting 2021-2026

Council received a report on the current Strategic Plan. The plan will remain in effect through 2026. S. Crawford outlined the outcomes of this plan presented on the dashboard.

Council asked about clarification regarding the applicant experience survey. M. DoCouto, Director, Registration and Customer Service explained that many factors go into the effectiveness assessment, some of the drivers include fees, the reinstatement process, and the volumes of Internationally Educated Nurses (IENs). There will be evaluation of the IEN experience after regulatory changes in April 2025, after sufficient time has passed. Council expressed interest in updates to this evaluation at future meetings.

S. Crawford presented data regarding the project progress dashboard. Projects are progressing and being completed as planned. S. Mills advised that that machine learning project is part of the larger initiative on the data lakehouse, and the shift of the customer relationship management platform into the cloud.

National Nurse Practitioner Regulation Framework

Discontinuation of Programs and Exams

Council requested clarification on the rationale for Canadian programs rather than Ontario programs. E. Tilley, Manager, Regulatory Policy, provided historical context that Canadian NP programs were brought to Council proactively when acute NPs were first being regulated in the province to foster timely registration. S. Crawford advised that the legislation speaks broadly to programs approved by Council.

Motion 8

Moved by R. Burke, seconded by G. Fox,

That Council approve July 1, 2026 as the revocation date of its approval of the education programs for NP registration in the Adult and Paediatrics specialty certificates that are listed in Attachment 1 (Table 1) to the decision note.

That Council approve January 1, 2027 as the revocation date of its approval of the American examinations for NP registration in the Adult and Primary Health Care specialty certificates that are listed in Attachment 1 (Table 2) to the decision note.

That Council approve July 1, 2026 as the revocation date of its approval of the Canadian examination for NP registration in the Primary Health Care specialty certificate that is listed in Attachment 1 (Table 2) to the decision note.

That Council approve July 1, 2026 as the revocation date of its approval of the American examinations for NP registration in the Paediatrics specialty certificate that are listed in Attachment 1 (Table 2) to the decision note.

CARRIED

Proposed Amendments to NP Standard

Motion 9

Moved by H. Aniya, seconded by J. Ding,

That Council approve the revisions to the *Nurse Practitioner standard*, as they appear in Attachment 1 of the decision note, to be effective on July 1, 2026.

CARRIED

Consultation Feedback on Proposed CNO By-Law Amendments

Motion 10

Moved by P. Sullivan, seconded by W. Cheuk,

That Council approve the proposed amendments to By-Law No. 1: General, as they appear in Attachment 1 of the decision note, effective July 1, 2026.

CARRIED

Approval of RN Prescribing Education

A. Lamsen left the meeting.

Motion 11

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

That Council approve Conestoga College's: Registered Nurse (RN) Prescribing course.

That Council provide preliminary approval for the University of Ottawa's new: Honours Bachelor of Science Nursing with RN prescribing.

CARRIED

A. Lamsen returned to the meeting.

Election of the Executive Committee

R. Lastimoso Jr. informed Council that, in accordance with by-laws, M. Krauter, Chair of the Nominating Committee, will chair the election of the 2026-2027 Executive Committee. Council members received a briefing, including profiles for the candidates.

M. Krauter joined the meeting and assumed the role of Chair. Following the processes set out in by-law, the following members of the Executive Committee were acclaimed:

- R. Lastimoso Jr., Chair
- G. Grewal, Vice-Chair RN
- M. Hogard, Vice-Chair RPN
- M. Sack, PM
- D. Thompson, PM

The Executive Committee election was closed.

R. Lastimoso Jr. assumed the role of Chair.

Nominating Committee Report

M. Krauter presented the Nominating Committee report. Council elections were held in the Eastern, Northeastern and Northwestern districts for RN/NPs and RPNs. As required under the bylaws, the Committee confirmed the results and declared the elected candidates.

In the fall of 2025, recruitment for non-Council committee members was hosted by a third-party governance firm. There were many strong candidates for limited spots. The Committee is recommending 13 new appointments, which will result in all statutory committee needs meeting or exceeding their member requirements.

M. Krauter presented the Nominating Committees recommendations for statutory committee membership.

Motion 12

Moved by C. Gilchrist, seconded by J. Ko,

That, based on the recommendation of the Nominating Committee, Council approve the appointment of Council and non-Council committee members to statutory committees, effective June 3, 2026, as outlined in the committee appointment list presented by the Nominating Committee to Council on March 12, 2026.

CARRIED

M. Krauter left the meeting.

Registrar & CEO Closing Remarks

S. Crawford noted the productive meeting addressing key strategic items, such as the implementation work for the single Nurse Practitioner classification in Ontario. Engagement will continue to be a priority for 2026, including preparing for the launch of the new Strategic Plan, ongoing knowledge translation related to new standards and guidelines, and the integration of the Truth and Reconciliation Call to Action 24 into CNO's Program Approval Framework.

S. Crawford extended appreciation for outgoing Council members and their contributions.

Next Meeting

R. Lastimoso Jr. identified that the next meeting will be June 3 and 4, 2026. He informed Council that the meeting will be hybrid (virtual and in-person).

R. Lastimoso Jr. acknowledged the commitment and contribution of the outgoing Council members.

Conclusion

At 1:45 p.m., on conclusion of the agenda

Motion 13

Moved by D. Bankole, seconded by W. Cheuk,

That the March 2026 Council meeting conclude.

CARRIED.