

Council Minutes

June 4, 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
G. Grewal	S. Leduc	D. Thompson
T. Hillhouse	H. Anyia	S. Wilson
J. Mathew	G. Fox	M. Sack
T. Holland	S. Douglas	K. Wagg
L. Rietze	N. Melnyk	S. Mumberson
M. Boudreau	S. Viau	K. Neilipovitz

Regrets

C. Baretto	C. Gilchrist	F. Kim
L. Carpenter	L. Given	F. Osime
S. Larmour		

Guests

B. MacKenzie, Hilborn LLP	U. Paracha, Hilborn LLP	M. Krauter, Chair, Nominating Committee
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Staff

A. Brennand	S. Mills	T. Terzis
S. Crawford	R. Sussman, recorder	

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

Land Acknowledgement

M. Sack shared a Land Acknowledgement.

Agenda

The agenda was circulated. Council was advised of a proposed change in the timing of the agenda, suggesting that item 7.2 would be addressed ahead of item 7.1

Motion 1

Moved by K. Wagg, seconded by S. Mumberson,

That the agenda for the Council meeting of June 4, 2026 be accepted as amended.

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. L. Rietze, S. Viau, A. Lamsen, and J. Ko declared a conflict for item 6.3.

No further conflicts were declared.

Registrar & CEO Remarks

S. Crawford, Registrar & CEO, shared opening remarks. She noted the upcoming transition to a single classification of nurse practitioner in July and the system partner engagement underway. She highlighted the many engagement opportunities that occurred with external partners including presentations and conferences.

CNO launched a new engagement activity that uses informal, virtual lunch-hour sessions designed to create space for two-way dialogue with nurses. Early sessions were focused on topics like certifying death, Quality Assurance and documentation. CNO also developed a new presentation series for applicants and nursing students. The March session introduced final year nursing students and soon to be applicants to CNO, walked them through the registration process and provided an opportunity to answer questions. Further sessions will be held throughout the year to support new cohorts.

The Aesthetics practice guideline is being updated and will be released shortly. New practice requirements related to aesthetics will be proposed to the Scope of Practice and Medication standards and will come to a future Council meeting for review.

Consent Agenda

R. Lastimosa Jr. introduced the consent agenda. Council received briefing materials on all items included in the consent agenda. It was noted that T. Holland's name was inadvertently left off the attendance list for the March 12, 2026 Council minutes, and would be added.

Motion 2

Moved by W. Cheuk, seconded by A. Lamsen,

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

The minutes of the Council meeting of March 12 ,2026, as amended;

The 2025 Annual Report;

The appointment of Wes Stryker, public member of Council, to the Quality Assurance Committee;

In accordance with Article 55.02 of By-Law No. 1: General, leaving the RN Council member seat in the Southwestern District vacant until June 2027;

The appointment of Doreen Bankole, RN, Todd Hillhouse, public member of Council and Shari Wilson, public member of Council as members of the Finance & Risk Committee for 2026-2027;

The appointment of Jijo Mathew, RN, Kimberly Wagg, RPN and Shari Wilson, public member of Council, as members of the Conduct Committee for 2026-2027;
and

The appointment of Nicole Krywionek, RN, to the Inquiries, Complaints & Reports Committee until June 2027.

CARRIED

Strategic Plan 2021-2026 Reporting

Council received a report on the current Strategic Plan. S. Crawford outlined the outcome measures presented on the dashboard. Council inquired about feedback related to the Transition to Practice (TTP) program. B. Knowles, Director, Analytics & Research, advised that an evaluation is underway and will require time to gather sufficient feedback. The evaluation results will be brought to Council. S. Crawford advised that an evaluation and analysis is built into the process prior to any significant changes being implemented.

S. Crawford presented data regarding the project progress dashboard. Council asked about tracking average application lengths. B. Knowles explained that CNO tracks timelines for applications and can distill data by many factors and components of the application process. M. DoCouto, Director, Registration & Customer Service advised that on average, Internationally Educated Nurses (IENs) are registered within 12 months from meeting the education requirement, and labour mobility applicants can be registered within two days. Council noted improvements on timelines for applicants over the course of the Strategic Plan 2021-2026 period.

Organizational Health

E. Horlock, Director People & Communications, provided a presentation on CNO's Organizational Health. She noted the importance of creating a healthy organizational culture, and that the talent management strategy integrates recruitment, development, and engagement. Key indicators show strong organizational health: high retention, low turnover, and strong employee engagement, with strengths in leadership, trust, and culture. Progress is monitored through surveys, governance mechanisms, and external Human Resources expertise provided by the Advisory Committee on Human Resources. CNO demonstrates ongoing commitment to adapting and maintaining a healthy, high-performing workplace.

Council asked about survey trends and tracking. E. Horlock confirmed that survey responses are anonymous and confidential, and the survey is administered by an external party. The survey provides aggregate data which enables CNO to identify trends. Organizational and team plans are created annually to address feedback from staff, and results are reported during team meetings and all staff forums. CNO also conducts exit surveys for employees who are leaving CNO.

Council asked about succession planning. E. Horlock explained that CNO plans to update its current approach with a revised framework this year.

Council inquired about development opportunities. It was noted that CNO offers a variety of learning programs including through online platforms, a formal coaching program (including streams in leadership, general and equity topics), and workshops for all staff, managers and

team leads. CNO's Equity Plan and Indigenous Equity Framework play important roles to promote learning about diversity, equity and inclusion, and Indigenous culture.

Nursing Education Program Approval

R. Lastimoso Jr. advised that this item relates to both approval of the Brock University, Concurrent Bachelor of Nursing /Master of Nursing program, as well as the Annual Nursing Education Program Review.

S. Viau, L. Rietze, J. Ko, and A. Lamsen identified conflicts and left the meeting.

Brock University's Concurrent Bachelor of Nursing (BN)/Master of Nursing (MN) Program

Motion 3

Moved by P. Carmichael Pilon, seconded by T. Hillhouse,

That Council approve Brock University's Concurrent Bachelor of Nursing (BN)/Master of Nursing (MN) Program.

CARRIED

Annual Nursing Education Program Review

Motion 4

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

That Council approve the nursing programs noted in the Annual Review recommendations as listed in Attachment 2 to the decision note.

CARRIED

S. Viau, L. Rietze, J. Ko, and A. Lamsen returned to the meeting.

National Nurse Practitioner (NP) Framework: Neonatal NPs and Exam Registration Requirements

S. Crawford reminded Council that at the March 2026 Council meeting, Council approved a new, national entry-level NP registration exam, as well as by-law amendments to support implementation of a single NP framework coming into effect on July 1, 2026.

To support the transition to a single NP classification, and support neonatal health human resource needs in Ontario, neonatal NP applicants will have terms, conditions, and limitations (TCL) applied to their NP certificate of registration which would limit them to practice within the neonatal patient population or clinical setting that aligns with the scope and competencies of their NP neonatal education and training.

Applicants must meet all other registration requirements including an exam requirement. Council is being asked to consider approving neonatal NP examinations to enable these NP applicants to meet the examination requirement.

Motion 5

Moved by K. Neilipovitz, seconded by D. Jha,

That Council confirm its continued approval of the Neonatal Nurse Practitioner Core Board Certification Examination (if written in January 1994 or later) administered by the National Certification Corporation (NCC) for registration as an NP for individuals who will have practice TCLs (neonatal practice setting only) effective July 1, 2026. The applicant must have successfully completed this exam within three attempts.

CARRIED

Motion 6

Moved by L. Rietze, seconded by S. Wilson,

That Council approve the Alberta Neonatal Nurse Practitioner Objective Structured Clinical Examination (NNP-OSCE) administered in partnership with the University of Alberta and the College of Registered Nurses of Alberta (if written between March 1, 2024 and December 31, 2026) for registration as an NP for individuals who will have

practice TCLs (neonatal practice setting only) effective July 1, 2026. The applicant must have successfully completed the NNP-OSCE within three attempts.

CARRIED

Proposed Amendments to By-Law No. 2: Fees

R. Lastimoso Jr. reminded Council that in March, the circulation of Fees By-Law amendments for a 60-day consultation period, was approved. These by-law amendments were two-fold, the implementation of a 25% fee credit for labour mobility applicants applying under automatic recognition and the introduction of a new approach to setting fees. A summary of the feedback received from the consultation was included in the briefing note.

At the May meeting of the Finance & Risk Committee, the committee reviewed a preliminary report on the feedback received. The Finance & Risk Committee confirmed that the proposed by-law amendments related to automatic recognition and the new approach to setting fees are in the public interest. Council was reminded that a 2/3 majority is required to amend by-laws.

Motion 7

Moved by M. Sheculski, seconded by G. Grewal,

That Council approve the proposed amendment to By-Law No. 2: Fees, article 2.02.1.1, related to automatic recognition for labour mobility applicants as it appears in Attachment 1 effective June 24, 2026.

CARRIED

Council asked about the communication plan to inform registrants of the rationale for the fee changes. S. Mills, Chief Operating Officer, advised that robust communication plans are developed to outline these types of changes.

Council discussed legislative, operational and cost considerations and constraints surrounding options to pay fees in instalments or adjust the fee payment deadline.

Council asked about providing information during renewal about how fees are used. S. Mills advised that staff would initiate this work as part of the annual renewal process. Council was reminded that a 2/3 majority is required to amend by-laws.

Motion 8

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

That Council approve all other proposed amendments to By-Law No. 2: Fees, as they appear in Attachment 1 effective June 24, 2026.

CARRIED with one abstention (R. Burke)

Report of the May 14, 2026 Finance & Risk Committee Meeting

V. Adetoye, Director, Business Services & Chief Financial Officer, as well as auditors from Hillborn LLP joined the meeting. Council received the report of the Finance & Risk Committee meeting of May 14, 2026. M. Hogard presented an overview of the report.

Audited Financial Statements for the Year Ended December 31, 2025

Auditors from Hillborn LLP explained the purpose of the audit is to provide an independent opinion on CNO's financial statements and to ensure that the financial statements are free from material misstatement. Their role is to provide an opinion on the fairness of financial statements. It was noted that the audit is a collaborative process conducted in accordance with generally accepted auditing standards, with the common goal of ensuring reliable and accurate financial statements. The accounting standards for not-for-profit organizations as prescribed by CPA Canada remained unchanged for 2025 and therefore no changes were made to the format or presentation of the financial statements.

The auditors confirmed that Hillborn LLP did not provide any services to CNO beyond the annual audit. In their opinion, the financial statements present fairly and CNO's financial position as at December 31, 2025, are free of material misstatements.

Motion 9

Moved by M. Hogard, seconded by D. Thompson,

That Council approve CNO's audited financial statements for the year ended December 31, 2025.

CARRIED

Unaudited Financial Statements for the Three Months Ended March 31, 2026

Council received the unaudited financial statements for the three months ended March 31, 2026.

Motion 10

Moved by M. Hogard, seconded by W. Stryker,

That Council approve the unaudited financial statements for the three-month period ended March 31, 2026.

CARRIED

Terms of Reference: Advisory Committee on Human Resources

The Terms of Reference for the Advisory Committee on Human Resources were due for their biennial review.

Motion 11

Moved by M. Hogard, seconded by M. Boudreau,

That Council approve the proposed revisions to the Advisory Committee on Human Resources Terms of Reference as they appear in Attachment 5 to the report.

CARRIED

Terms of Reference: Finance & Risk Committee

The Terms of Reference for the Finance & Risk Committee were due for their biennial review. Proposed revisions align with the changes in the Advisory Committee on Human Resources Terms of Reference and are editorial in nature.

Motion 12

Moved by M. Hogard, seconded by J. Ko,

That Council approve the proposed revisions to the Finance & Risk Committee Terms of Reference as they appear in Attachment 6 to the report.

CARRIED

Auditor Appointment

The Finance & Risk Committee is recommending the reappointment of Hilborn as auditors for 2026.

Motion 13

Moved by M. Hogard, seconded by D. Scott,

That Council approve that Hilborn LLP be reappointed as CNO's auditors for the 2026 fiscal year.

CARRIED

Nominating Committee Report

M. Krauter, Chair of the Nominating Committee presented the Nominating Committee report. She reported that the Nominating Committee advises on competency-based appointments as well as recommending improvements to appointments processes.

Nominating Committee Terms of Reference

Proposed revisions are intended to introduce greater flexibility in the committee's composition, in light of challenges getting Council members to apply to serve on the committee and due to quorum issues experienced because of a mid-year resignation. The proposed revisions include:

- moving from 5 committee members to a range of between 5 and 7 members;
- moving from a requirement of 1 nurse council member and 1 public council member to a minimum of 1 council member on the committee

The committee would still be able to appoint more than one Council member – either a nurse or public member

Motion 14

Moved by T. Holland, seconded by P. Carmichael Pilon,

That, based on the recommendation of the Nominating Committee, Council approve the revised Nominating Committee Terms of Reference as set out in Attachment 2.

CARRIED

M. Krauter declared a conflict for the remaining items in the Nominating Committee Report and left the meeting.

Appointment of Nominating Committee

R. Lastimosa Jr. explained when Council approved the revised Terms of Reference, it enabled the appointment of two non-Council members to the Nominating Committee. With the increased flexibility in the Terms of Reference, the Nominating Committee has recommended two non-Council members.

Motion 15

Moved by R. Burke, seconded by S. Mumberson,

That, subject to Council approving the proposed revisions to the Nominating Committee Terms of Reference as shown in Attachment 2, the Nominating Committee recommends to Council that two non-Council members (named below) be appointed to serve as members of the Nominating Committee for a two-year term, ending in June 2028.

- Morgan Krauter
- Marc Spector

CARRIED

Appointment of Nominating Committee Chair

R. Lastimosa Jr. advised the Nominating Committee has presented a recommendation for Morgan Krauter to serve as chair of the Nominating Committee.

Motion 16

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

That, based on the recommendation of the Nominating Committee, Council appoint Morgan Krauter as the Chair of the Nominating Committee for 2026-2027.

CARRIED

Council Governance Priorities

R. Lastimosa Jr. noted that following the third-party evaluation of Council effectiveness, and in consultation with the Governance Committee, a number of proposed governance priorities were identified for implementation in 2026-2029. They will be reviewed annually and refined as necessary.

Motion 17

Moved by S. Viau, seconded by D. Thompson,

That Council approve the governance priorities identified in the briefing note for implementation in 2026-2029.

CARRIED

Council Development Plan

R. Lastimosa Jr. explained the topics proposed for Council development are informed by several factors, including the College Performance Measurement Framework (CPMF) requirement that ongoing education be guided by evaluation results, evolving public expectations and priorities identified by Council members. The topics align with Council's annual plan, with a view to upcoming decisions and governance priorities.

Council suggested it would be beneficial to receive additional governance education throughout the year. S. Crawford advised that staff will look for opportunities regarding this request.

Registrar & CEO Closing Remarks

S. Crawford noted the level of engagement of Council members. She highlighted that a focus moving forward is on preparing for the January launch of the new strategic plan by defining specific actions and success measures, while completing current plan objectives for a smooth transition. Efforts are underway to communicate the plan publicly and engage system partners.

CNO is also enhancing the Nursing Data Dashboard with more detailed, timely, and customizable application data. Additionally, a new policy makes it easier for non-binary and gender non-conforming nurses to update their legal names on the public register, respecting human rights related a person's gender identity and expression.

Next Meeting

R. Lastimosa Jr. identified that the next meeting will be September 23 and 24, 2026. He informed Council that the meeting will be hybrid (virtual and in-person).

Conclusion

At 2:27 p.m., on conclusion of the agenda

Motion 18

Moved by D. Scott, seconded by K. Wagg,

That the June 2026 Council meeting conclude.

CARRIED