

Council Minutes

September 18, 2025

Present

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

Regrets

H. Anyia	T. Holland	K. Wagg
C. Baretto	S. Larmour	
L. Carpenter	S. Mumberson	

Staff

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

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

Land Acknowledgement

J. Ding shared a Land Acknowledgement statement.

Agenda

The agenda had been circulated.

Motion 1

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

That the agenda for the Council meeting of September 18, 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.

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

R. Lastimosa Jr. asked that Council members review the agenda and declare if they have conflicts of interest for any of the items. No conflicts were declared.

CEO Remarks

S. Crawford, Registrar & CEO, shared opening remarks. She highlighted the work that CNO has carried out over the summer and noted key opportunities ahead.

S. Crawford informed Council that, following the scope of practice changes that came into effect on July 1, 2025, CNO has published resources outlining nurses' professional accountabilities, thereby supporting the safe implementation of these changes

Council was informed of the progress of *Nursys* in Canada. S. Crawford identified that additional nursing regulators have joined this year, and full adoption is anticipated in 2026.

S. Crawford highlighted the release of the Nursing Statistics Report 2025 and discussed enhancements to the Nursing Data Dashboard.

S. Crawford shared that CNO has advanced its collaboration with the Indigenous Primary Health Care Council. She addressed key initiatives which included cultural competence training for staff, Council's participation in an Indigenous Cultural Awareness session, and a collaborative video on Indigenous health. S. Crawford also noted that a new land acknowledgement plaque has been installed in the atrium of CNO's offices as a permanent reminder of the traditional and ancestral territories on which the office is located.

During the question period, Council inquired about trends in discipline hearings. Staff noted that the volume has increased as CNO addresses a case accumulation from the pre- and immediate post-pandemic period, along with new cases coming forward. It was emphasized that the electronic forms, which have been recently revised, make it easier for the public to submit complaints and reports.

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 G. Fox, seconded by F. Osime,

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

That the Minutes of the Council meeting of June 4, 2025, be approved as circulated.

That the new baccalaureate nursing programs from Algonquin College, Georgian College, and Sheridan College included in the attachment, receive preliminary approval.

That Seneca Polytechnic's Transition to Practice Course be approved.

That the following be the dates of Council meetings in 2026:

- Wednesday, March 11 and Thursday, March 12, 2026
- Wednesday, June 3 and Thursday, June 4, 2026
- Wednesday, September 23 and Thursday, September 24, 2026
- Wednesday, December 9 and Thursday, December 10, 2026

That the following statutory committee appointments be confirmed:

- Lorne Given, Public Member of Council, to the Discipline/Fitness to Practise Committees
- Dheeraj Jha, Public Member of Council, to the Registration Committee
- Mary Ellen Renwick, RN, as an appointed committee member to the Inquiries, Complaints and Reports Committee (ICRC) until June 2026

That, in accordance with Article 55.02 of By-Law No. 1: General, and based on the recommendation of the Nominating Committee, Council approves leaving the RN Council member seat in the Eastern District vacant until June 2026.

CARRIED

Finance & Risk Committee Report and Recommendations

Council had received the report of the Finance & Risk Committee meeting of August 21, 2025. J. Ding highlighted the report. V. Adetoye, Director, Business Services & Chief Financial Officer, joined the meeting.

Unaudited Financial Statements

Council had received the unaudited financial statements for the six-months ended June 30, 2025. J. Ding reported that the surplus for the period is \$4.1M, which is \$1.6M higher than the budgeted surplus of \$2.5M.

Motion 3

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

That Council approve the unaudited financial statements for the six-months ended June 30, 2025.

CARRIED

Council engaged in a discussion about the reductions in expenditures on equipment and supplies. Staff clarified that these reductions were related to timing and noted that equipment and software licensing would be reflected later in the year. The discussion also addressed investment monitoring, and staff confirmed that financial advisors are consulted on an ongoing basis.

V. Adetoye left the meeting.

Strategic Plan 2021-2026 Reporting

Council received a report on the current Strategic Plan, with progress reported up to June 30, 2025. The plan remains in effect until the end of 2026, with development of the next plan beginning this year for launch in 2027. The quarterly update included written reports on the three strategic outcomes and four pillars. S. Crawford highlighted the Strategic Outcomes dashboard and the dashboard showing the status of projects supporting the implementation of the Strategic Plan.

Council discussed the Professional Conduct Remediation Dispositions data and suggested that future reporting include additional detail. A. Brennan identified that detailed reporting is provided annually through the Inquiries, Complaints and Reports Committee report and S. Crawford noted the opportunity to enhance the dashboards in the future.

Council engaged in a discussion about public trust. B. Knowles joined the meeting and highlighted the complexity of measuring trust in the regulator versus the profession and emphasized opportunity for further work should this measure be included in the next strategic plan. It was further noted that surveys, literature and extensive engagement will inform future approaches.

The metrics related to social media and communications were also reviewed by Council, specifically related to audience growth and engagement with CNO content such as the Nursing Statistics Report. K. Green joined the meeting and emphasized the use of both qualitative and quantitative measures to guide communication strategies to ensure outreach to priority audiences.

Council reviewed the applicant experience survey results, noting opportunities to better understand the drivers of applicant perceptions. N. Thakkar joined the meeting and shared that survey measures include multiple subcomponents, which can be examined as drivers of the outcome, with results posted quarterly and measures being subject to seasonal fluctuations.

C. Gora, B. Knowles, N. Thakkar, and K. Green left the meeting.

Comprehensive Standards Review

Council received briefing materials with information to support decision making regarding the revisions to two practice standards: *Documentation* and *Therapeutic Nurse-Client Relationship (TNCR)*. E. Tilley, Manager, Regulatory Policy, joined the meeting.

R. Lastimosa Jr. highlighted key changes to each of the practice standards.

Documentation Standard

Council received briefing materials with information to support decision making regarding the revisions to the Documentation Standard.

Motion 4

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

That the *Documentation* standard as set out in Attachment 1 of the decision note be approved by Council to come into effect February 1, 2026.

CARRIED

Therapeutic Nurse-Client Relationship Standard

Council discussed the proposed revisions to the Therapeutic Nurse-Client Relationship standard. Council noted the importance of clear language in the title to ensure both nurses and the public understand what this standard pertains to. It was noted that the proposed title may not clearly convey the nurse-patient relationship. They also highlighted the need for knowledge translation and communication strategies to support awareness. E. Tilley identified that DEI considerations, including cultural humility and inclusive language, were integrated into the standard, informed by evidence and consultation with diverse system partners.

It was agreed that both a revised title and the updated standard, which will reflect Council's feedback, will be brought back to Council at the December 2025 meeting for further consideration and approval.

RN Prescribing Standard Revision

Council received briefing materials with information to support decision making regarding revised language in the *RN Prescribing* standard.

Motion 5

Moved by W. Stryker, seconded by D. Thompson,

That the *Registered Nurse (RN) Prescribing* standard as set out in Attachment 1 of this decision note be approved by Council to come into effect September 19, 2025,

CARRIED

E. Tilley left the meeting.

Hearings Initiative

Council received a discussion note regarding the proposed initiative to include experienced adjudicators to the composition of Discipline and Fitness to Practise (FTP) panels. V. Adetoye, Director, Business Services & Chief Financial Officer, and Marla Burstyn, Manager, Hearings, joined the meeting.

Council discussed the proposed use of adjudicators to further strengthen hearings processes and provide additional expertise as panel chairs for selected matters. Staff clarified that adjudicators would be independent, not CNO employees, and would serve as one member on a five-person panel. This initiative could be implemented by way of a staged approach, with some panels having an adjudicator in the initial stages, followed by further evaluation. It was further noted that this initiative is intended to support complex hearings while maintaining the contribution of committee members.

Council inquired about decision-making authority, potential conflicts of interest, the selection and experience of adjudicators, and the need for a stepwise implementation. Staff noted that cost analysis and detailed operational processes had not commenced and would proceed pending Council's approval to further explore such a model. Council emphasized the importance of reviewing experiences from other tribunals and taking an incremental approach to implementation.

The Chair asked for a show of hands to determine if a majority of Council members support, in principle, the inclusion of experienced adjudicators on the committees. The item will return in December 2025 for further discussion.

V. Adetoye and M. Burstyn left the meeting.

Appointment of Conduct Committee Members

Council received a decision note to address the appointment of members to the Conduct Committee, selected from those Council members who had volunteered.

Motion 6

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

That, based on the recommendation of the Nominating Committee, Council appoint Patricia Sullivan, RN, Kimberly Wagg, RPN, Diane Thompson, Public Member, and Shari Wilson, Public Member, to serve as members of the 2025-2026 Conduct

Committee.

CARRIED

Appointment of Conduct Committee Chair

In March 2025, Council confirmed its support to appoint a legal firm to serve as the Conduct Committee Chair. Council received a decision note to consider the appointment of Hum Law to serve as Chair of the Conduct Committee.

Motion 7

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

That Council approve the appointment of Hum Law as the Chair of the Conduct Committee and authorizes staff to enter into an appropriate agreement with Hum Law to give effect to such appointment.

CARRIED

Council sought clarification on the appointment, noting whether it involved a law firm or an individual. Staff confirmed that a law firm is being appointed, led by an individual with the required expertise, with additional lawyers available as needed.

CEO Closing Remarks

S. Crawford expressed appreciation to Council for its engagement. She highlighted the work ahead and upcoming priorities for the December Council meeting.

For upcoming Council agenda topics, Council was provided with an update on the national Nurse Practitioner (NP) regulation framework, which proposes a single NP classification in Ontario to replace population-specific certificates, supporting labour mobility and workforce agility. Council was reminded that public consultation on the draft regulations received 2400 responses, with 69% in support, and that the amendments were submitted to the Ministry of Health in April 2025. Government approval is required for the changes to take effect, with potential implementation in 2026.

S. Crawford noted that CNO is working closely with the *Canadian Council of Registered Nurse Regulators* to develop a single entry-level NP exam, which will be presented for Council's consideration in December 2025, along with necessary by-law amendments to implement the single NP classification. Council was also reminded that robust planning and ongoing engagement activities are in place to support implementation.

Next Meeting

R. Lastimosa Jr. identified that the next meeting will be December 10 and 11, 2025. He informed Council that the meeting will be virtual.

Conclusion

At 1:30 p.m. on conclusion of the agenda.

Motion 8

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

That the September 2025 Council meeting conclude.

CARRIED.