

Minutes

Present

S. Robinson, Chair	L. Poonasamy	D. A. Prillo
A. Arkell	N. Hillier	G. Rudanycz
J. Armitage	T. Holland	M. Sabourin
D. Cutler	C. Hourigan (Wednesday)	M. Sheculski
T. Dion	M. Klein-Nouri	P. Sullivan-Taylor
S. Douglas	D. Lafontaine	N. Thick
S. Eaton	M. MacDougall	D. Thompson
C. Evans	C. Manning	A. Vidovic (Wednesday)
A. Fox	I. McKinnon	J. Walker
K. Gartshore	N. Montgomery	H. Whittle
K. Goldenberg	J. Petersen	J. Wright

Regrets

R. Henderson	B. Irwin	A. Vidovic (Thursday)
C. Hourigan (Thursday)	B. MacKinnon	

Guest

David Brown, Governance Solutions Inc.

Staff

A. Coghlan	R. Jabbour	S. Mills
F. Garvey	B. Knowles	A. M. Shin
J. Hofbauer, Recorder	K. McCarthy	E. Tilley
E. Horlock	A. McNabb	C. Timmings

Agenda

The agenda had been circulated and was approved on consent.

Minutes

Minutes of the Council meeting of December 3, 2020 had been circulated.

Motion 1

Moved by N. Hillier, seconded by M. Sheculski,

That the Minutes of the Council meeting of December 3, 2020 be approved as circulated.

CARRIED

Governance Vision

S. Robinson noted that the development and implementation of Council's governance vision has been a lengthy process and that implementing the Interim Nominating Committee is an important step in moving the vision forward. Recognizing the long history and ongoing work on the vision, the Executive suggested a presentation would set the context for the discussion about the Nominating Committee.

K. McCarthy, Director of Strategy highlighted the process for the development of the vision and the actions taken to date to move the vision forward. He shared evidence of the vision's ongoing relevance. It was noted that full implementation of the vision cannot take place until the government passes the legislative amendments requested by Council in December 2019.

A. Coghlan reported that CNO has had ongoing discussions with government about the need for legislative change but that, while there is support in principle, no timeline has been shared.

Nominating Committee Competencies and attributes

S. Robinson noted that Council will be establishing its Interim Nominating Committee in September. As a first step, Council input is being sought on the competencies and attributes required of committee members.

S. Robinson introduced David Brown from Governance Solutions Inc (GSI). D. Brown highlighted why and how the competencies and attributes were developed. He noted that consultation with the Executive Committee helped to refine the competencies.

D. Brown discussed how the competencies and attributes will be used in the recruitment and assessment of candidates for the Interim Nominating Committee. He highlighted the approaches GSI will take in recruiting qualified candidates, including the use of relevant networks and organizations.

D. Brown noted that applications will be received and initially assessed by GSI, providing an arms length and expert assessment. The Executive would then select candidates for further validation through references and an interview conducted by GSI. Based on the information from GSI about the validation, the Executive will recommend the members of the Interim Nominating Committee to Council in September.

Follow-up Action

Recruit members for the Interim Nominating Committee.
Executive Director and CEO

Nursing Education Program approval

S. Robinson noted that approval of nursing education programs is an important Council accountability. A. M. Shin, Director of Professional Practice shared a brief presentation on the program approval process.

Practical Nurse Program Annual Reviews

T. Holland, M. MacDougall, A. Vidovic and J. Wright declared a conflict of interest and left the meeting.

Motion 2

Moved by D. Cutler, seconded by N. Thick,

That the status of the following Practical Nursing Diploma programs that had an annual review be approved as listed:

Institution	Approval Status	Institution	Approval Status
Algonquin College	Approved	Humber College	Approved
Cambrian College	Approved	La Cité Collégiale	Approved
Canadore College	Approved	Lambton College	Approved
Centennial College	Approved	Loyalist College	Approved
Centennial College	Approved	Mohawk College	Approved
Collège Boréal	Approved	Niagara College	Approved
Confederation College	Approved	Northern College	Approved
Conestoga College	Approved	Sault College	Approved
Durham College	Approved	Seneca College	Approved
Fanshawe College	Approved	Sheridan College	Approved
Fleming College	Approved	St. Clair College	Approved
George Brown College*	Approved	St. Lawrence College	Approved
Georgian College*	Approved		

CARRIED

T. Holland, M. MacDougall, A. Vidovic and J. Wright returned to the meeting.

Baccalaureate Nursing Program Annual Reviews

C. Evans and A. Vidovic declared a conflict of interest and left the meeting.

Motion 3

Moved by H. Whittle, seconded by M. Sabourin

That the status of the following Baccalaureate Nursing programs that had an annual review be approved as listed:

Institution	Nursing Program	Approval Status	Institution	Nursing Program	Approval Status
Brock University	Bachelor of Science in Nursing: Honours Program	Approved	Ontario Tech University	Bachelor of Science in Nursing Collaborative Program	Approved
Lakehead University	Bachelor of Science in Nursing Program	Approved		Bachelor of Science in Nursing - RPN Bridge Program	Approved
	Bachelor of Science Nursing Compressed Program	Approved	University of Toronto	Bachelor of Science in Nursing	Approved
Laurentian University	Bachelor of Science in Nursing Program	Approved	University of Ottawa	Bachelor of Science in Nursing	Approved
McMaster University	Bachelor of Science in Nursing Program - Basic Stream	Approved		Registered Practical Nurse Bridging Program	Approved
	Bachelor of Science in Nursing Program - Accelerated Stream	Approved		Bachelor of Science in Nursing Second Entry Program	Approved
	Bachelor of Science in Nursing Program - Post Diploma Registered Practical Nurse (RPN) Stream	Approved			
Queen's University	Bachelor of Nursing Science Program	Approved	University of Windsor	Bachelor of Science in Nursing	Approved
	Bachelor of Nursing Science Program - Accelerated Standing Track	Approved		Bachelor of Science in Nursing for Graduates of Lambton College Practical Nurse Program	Approved
Trent Fleming School of Nursing *	Collaborative Bachelor of Nursing Program	Approved	Western University	Western-Fanshawe Collaborative Bachelor of Science in Nursing Program	Approved
	Compressed Bachelor of Nursing Program	Approved		Bachelor of Science in Nursing Compressed Time Frame Program	Approved
	Post-RPN Bridging Pathway Bachelor of Nursing Program	Approved			
University of New Brunswick at Humber College *	Collaborative Bachelor of Nursing Program – Regular 4 Year Pathway	Approved			
	Collaborative Bachelor of Nursing Program – Second-entry Pathway	Approved			
	Collaborative Bachelor of Nursing Program – Bridge Pathway	Approved			

CARRIED

C. Evans and A. Vidovic returned to the meeting.

Baccalaureate Program Comprehensive Reviews

A. Vidovic declared a conflict of interest and left the meeting.

Motion 4

Moved by D. A. Prillo, seconded by C. Evans,

That the status of the following Baccalaureate Nursing programs that had a comprehensive review be approved as listed:

Institution	Nursing Program	Approval Status
Nipissing University	Bachelor of Science in Nursing Collaborative with Canadore College Program	Approved
	Bachelor of Science in Nursing Scholar Practitioner Program	Approved
	Registered Practical Nurse (RPN) to Bachelor of Science in Nursing Program	Approved
Ryerson University	Bachelor of Science in Nursing Collaborative Program	Approved
	Bachelor of Science in Nursing - Post Diploma Completion Program	Approved
York University	Bachelor of Science in Nursing Collaborative Program	Approved
	Bachelor of Science in Nursing Compressed Program	Approved
	Post RN for Internationally Educated Nurses Program	Approved

CARRIED

A. Vidovic returned to the meeting.

New Baccalaureate Programs – Stand alone CAAT Programs

Council was reminded that new programs always receive preliminary approval.

Motion 5

Moved by J. Petersen, seconded by G. Rudanycz,

That the status of the following new Baccalaureate Nursing programs that had a new program review receive preliminary approval as listed:

Institution	Nursing Program	Approval Status
Humber College	Bachelor of Science in Nursing – Direct Entry Pathway	Preliminary Approval
	Bachelor of Science in Nursing – Second Entry Pathway	Preliminary Approval
	Bachelor of Science in Nursing – Bridging Pathway	Preliminary Approval
St. Lawrence College	Bachelor of Science in Nursing	Preliminary Approval

CARRIED

Nurse Practitioner Programs

A. Vidovic and H. Whittle declared a conflict of interest and left the meeting.

Motion 6

Moved by D. Thompson, seconded by T. Dion,

That the status of the following Nurse Practitioner programs that had an annual review be approved as listed.

Institution	Nursing Program*	Approval Status
Lakehead University	Primary Health Care Nurse Practitioner	Approved
Laurentian University	Primary Health Care Nurse Practitioner	Approved
McMaster University	Primary Health Care Nurse Practitioner	Approved
Ryerson University	Primary Health Care Nurse Practitioner	Approved
University of Ottawa	Primary Health Care Nurse Practitioner	Approved
University of Toronto	Primary Health Care Nurse Practitioner – Global Health	Approved
University of Toronto	Primary Health Care Nurse Practitioner – Adult	Approved
University of Toronto	Primary Health Care Nurse Practitioner – Paediatrics	Approved
Western University	Primary Health Care Nurse Practitioner	Approved
York University	Primary Health Care Nurse Practitioner	Approved
Queens University	Primary Health Care Nurse Practitioner	Approved
University of Windsor	Primary Health Care Nurse Practitioner	Approved

* Approval includes masters and post-master's programs, as well as French programs as relevant.

CARRIED

A. Vidovic and H. Whittle returned to the meeting.

Follow-up Action

Inform the education programs of their approval status.

Update the status of programs on cno.org.

Executive Director and CEO

Fees By-Law amendment regarding Examination Fees

S. Robinson noted that the Finance Committee is recommending amendments Article to By-Law No. 2: Fees related to the payment of fees for registration examinations. The proposed changes support the transition from CNO collecting the fees to the exam provider collecting them directly.

Motion 7

Moved by M. Klein-Nouri, seconded by N. Thick,

That Council approve the following changes to By-Law No. 2: Fees, for notice and circulation:

That Article 8 of By-Law No. 2: Fees be amended as it appears in attachment 1 to the decision note.

That, effective 90 days after the last day of the last CPNRE window for Ontario applicants, Article 8 of By-Law No. 2: Fees be further amended as it appears in attachment 2 to the decision note.

CARRIED

In June, Council will receive a report on the feedback to the proposed by-law amendment and will make a final decision.

Follow-up Action

Circulate the proposed by-law changes.
Add to agenda for the June Council meeting.
Executive Director and CEO

Statutory Committee Reports

S. Robinson noted that the work of the statutory committees is important to public safety and that the committee reports are an important accountability mechanism.

Patient Relations Committee

S. Robinson highlighted the work done by the Patient Relations Committee regarding sexual abuse of patients. She shared information about new resources on the website and showed Council the video Intentional Harm: Sexual Abuse of Patients.

In discussion, it was confirmed that while the legislation requires that health regulators address sexual abuse, CNO's abuse prevention program addresses all forms of abuse.

Inquiries, Complaints and Reports Committee

S. Robinson highlighted the report of the Inquiries, Complaints and Reports Committee. She reported on the number of complaints and reports addressed by the committee in 2020.

Discipline Committee

T. Holland highlighted the report of the Discipline Committee. She noted that despite the need to move to virtual hearings as a result of the pandemic, the Discipline Committee addressed more matters in 2020 than in previous years.

There was discussion about the nature of the report and whether it should include information on the practice trends and issues that result in referrals to the Discipline Committee. It was noted that, as part of the strategic plan, CNO will be better positioned to collect such data.

Fitness to Practise Committee

T. Holland noted that there has been a major decline in the number of new referrals to the Fitness to Practise Committee beginning in 2019 when the Nurses' Health Program was launched

Quality Assurance Committee

M. Sheculski highlighted the impact of the pandemic on the work of the Quality Assurance Committee. She noted that, as a result of the deferral of practice assessment in 2020, the committee addressed nurses who had deferred practice assessments from 2019.

Registration Committee

J. Petersen highlighted the report of the Registration Committee. She noted that most of the applicants considered by the Registration Committee went on to be registered. It was identified that much of the Committee's work is around language proficiency.

Recess

Council recessed at 4:45 p.m.

DRAFT

Thursday, March 4, 2021

Election of the Executive Committee

S. Robinson informed Council that she delegated chairing the election of the Executive Committee to C. Evans.

C. Evans took the chair. She highlighted the following nominations for election as Officers:

President

S. Robinson

Vice-President, RN

N. Thick

Vice-President, RPN

N. Hillier

T. Holland

J. Wright

C. Evans requested nominations from the floor. None were forthcoming. She informed Council that S. Robinson was acclaimed as President and N. Thick as Vice-President, RN.

Following speeches and a question and answer period, Council members were sent electronic ballots for the election of the Vice-President, RPN. Following the voting, C. Evans informed Council that T. Holland was elected Vice-President, RPN.

C. Evans highlighted the following nominations for election as public members on the Executive Committee:

M. Sheculski

D. Thompson

C. Evans requested nominations from the floor. None were forthcoming. C. Evans noted that M. Sheculski and D. Thompson were acclaimed as the public members on the Executive.

Motion 8

Moved by A. Fox, seconded by D.A. Prillo,

That the ballots for the election of the Executive Committee be destroyed.

CARRIED

C. Evans highlighted the members of the 2021-2022 Executive Committee:

S. Robinson, NP, President
T. Holland, VP, RPN
M. Sheculski, PM
N. Thick, VP, RN
D. Thompson, PM

S. Robinson assumed the chair.

College Performance Measurement Framework

S. Robinson noted that the Ministry's College Performance Measurement Framework (CPMF) is new and may change based on the initial reports from regulators. She noted that, while staff have prepared this document, the Ministry requires Council approval.

E. Tilley, Strategy Consultant provided background on the CPMF, noting that it was prepared with input from staff across CNO and based on specific parameters set by the Ministry. CNO has identified areas where there is room for improvement and what might be addressed in 2021.

Motion 9

Moved by P. Sullivan-Taylor, seconded by M. Klein-Nouri,

That Council supports the submission to the Ministry of Health of CNO's response to the College Performance Measurement Framework for the 2020 calendar year, as seen in attachment 1 to the decision note.

CARRIED

Follow-up Action

Submit CPMF to the Ministry.
Post CPMF on cno.org.
Executive Director and CEO

Strategy 2021-2024: Update and next steps

S. Robinson noted that in December Council discussed CNO's new strategic plan, Strategy 2021-2024, and expressed an interest in learning more.

K. McCarthy provided Council with background on the development of Strategy 2021-2024 and the next steps in its implementation. Council will receive updates quarterly in 2021. In December there will be clearly defined outcomes, a roadmap and metrics. Formal reporting on the plan will begin in March 2022. In discussion it was noted that the plan is ambitious. It was confirmed that CNO is confident it can meet the plan over its four-year timeframe.

K. McCarthy noted that while CNO is taking the time needed to clarify definitions and measurement, work is underway on projects that will support meeting the purpose goals of the plan: modernizing practice standards, modernizing applicant assessment, and the new Quality Assurance Program.

Modernizing Practice Standards

S. Robinson noted that the discussion about CNO's work in modernizing practice standards had been deferred from December. R. Jabbour, Strategy Consultant, provided an overview of the work to date, including the approach to stakeholder engagement. She asked Council if there were specific considerations to keep in mind as the work proceeds.

There was discussion about the move to broad, umbrella standards like the Code of Conduct. It was noted that CNO is identifying any potential gaps to be addressed and clinical areas that might better be addressed by experts (e.g. public health for infection control). CNO is working with stakeholders and identifying partnerships in safety.

Modernizing Applicant Assessment

S. Robinson noted that CNO is reviewing its applicant processes. S. Vogler highlighted the approach being taken and identified an immediate change to the Council-approved process for assessing applicants for registration as an RN that could move some applicants forward in the process.

Motion 10

Moved by C. Evans, seconded by J. Wright,

That the Council approved nursing education assessment process for evaluating Registered Nurse (RN) applicants be amended to include passing the NCLEX-RN™, on or after January 1, 2015, as evidence that an RN applicant possesses the requisite nursing knowledge, skill and judgement to meet the nursing education requirement.

CARRIED

In discussing the proposed change, it was noted that Council approval of the NCLEX-RN™ was based on significant evidence that the examination is an accurate assessment of the knowledge, skill and judgement required to enter practice safely.

Follow-up Action

Inform relevant applicants of the change.
Executive Director and CEO

Quality Assurance Program

S. Robinson noted that CNO's Quality Assurance Program is an important proactive program that supports the Strategic Plan. A. McNabb, Strategy Consultant shared information about

CNO's approach to the Quality Assurance Program in 2020 and C. Mill, Manager, Practice Quality, highlighted how CNO plans to strengthen the program in 2021 and beyond. She informed Council that Quality Assurance for 2021 will launch shortly.

Executive Director update

A. Coghlan, Executive Director and CEO updated Council on:

- System partner collaborations examples:
 - Health Professions Regulators of Ontario and Ministry of Health in coordinated roll out of consistent information about the pandemic
 - Ministry of Long-Term Care Table of system partners to build and sustain staffing for Long-Term Care
- Implementation of governance change at the College of Teachers of Ontario that reflects Council's governance vision.

A. Coghlan noted that CNO's commitment is to act thoughtfully and with purpose in addressing diversity, equity and inclusion. E. Horlock presented an update on the work being done by staff. Council was informed that there will be a Council workshop in June. More information will be shared in Council's mid-meeting newsletter. Two new members of Leadership Team were introduced: Kate Dilworth, Manager, Education Program and Evelyn Tan, Manager, Technology Infrastructure.

Executive minutes

Council received the minutes of the Executive Committee meetings of January 13, 2021 and February 11, 2021.

Finance Committee

A. Fox highlighted the report of the Finance Committee's meeting of February 11, 2021.

Council members had received copies of the unaudited financial statements for the year ended December 31, 2020. A. Fox noted that a \$.4M deficit was budgeted for 2020. The year-end surplus of \$8.2M is \$8.6M more than the budgeted deficit. She reported that the Finance Committee had carefully reviewed the statements and the reasons for the variances.

Motion 11

Moved by A. Fox, seconded by N. Hillier,

That Council accept the unaudited financial statements for the year ended December 31, 2020.

CARRIED

A. Fox informed Council that the auditors attended the Finance Committee meeting and presented the plan for the 2020 audit. The Finance Committee held an in-camera meeting with the auditors.

The Committee also received a report of the Sub-Committee on Compensation's January 2021 meeting.

Statutory Committee Chairs

S. Robinson highlighted the Executive Committee's recommendations for Statutory Committee chairs. She noted that volunteers applied through an online competency-based form hosted by Governance Solutions Inc.

Motion 12

Moved by D. Lafontaine, seconded by J. Petersen,

That Council appoint the following 2021-2022 statutory committee chairs:

Discipline & Fitness to Practise	D. Cutler
Quality Assurance	L. Poonasamy
Registration	D. Thompson

CARRIED

Statutory Committee Appointments

S. Robinson highlighted the approach to recommending committee appointments for new Council members and for appointed committee members who are not Council members. She reminded Council that the appointed committee members complete pre-education and an online application that assesses the needed competencies and attributes. The proposed members of the committees were presented. Council was informed that the slates of committee membership will be posted in Boardvantage.

Motion 13

Moved by A. Fox, seconded by I. McKinnon,

That Council and committee members be appointed to statutory committees, effective June 2, 2021, in accordance with the list of committee appointments presented to Council by the Election and Appointments Committee (attachment to the minutes).

CARRIED

S. Robinson informed Council that a request for volunteers to serve on the standing committees – Conduct, Finance and Council's new Interim Nomination Committee – will be sent to Council

members following the Council meeting. The members of the Conduct and Finance Committees will be appointed by Council in June and the Interim Nominating Committee in September.

Appointment to the Sub-Committee on Compensation

The Finance Committee is recommending an appointment to the Sub-Committee on Compensation.

Motion 14

Moved by M. Sheculski, seconded by M. Sabourin,

That Craig Halket be reappointed to the Sub-Committee on Compensation until June 2024.

CARRIED

The Executive Committee is recommending the Chair of the Sub-Committee on Compensation.

Motion 15

Moved by D. Thompson, seconded by T. Holland,

That Craig Halket be appointed as the 2021-2022 Chair of the Sub-Committee on Compensation.

CARRIED

Reflection on team norms

Council de-briefed on the meeting, particularly on the impact of the new team norms on meeting effectiveness. It was identified that the meeting went smoothly with sufficient time for meaningful discussion of important items. It was noted that the President setting the time parameters for each agenda item was helpful, as was the change in behaviour of members in following the new norms.

There was discussion about an annual plan for Council, contacting identified staff resource with questions on the briefing note, Executive Committee meetings without staff and adding items to the Council agenda.

Conclusion

At 4:00 p.m., on completion of the agenda, it was,

Motion 16

Moved by C. Manning, seconded by M. Klein-Nouri,

That Council conclude.

CARRIED

Chair

DRAFT

Executive Committee

Sandra Robinson, RN, President
Terry Holland, Vice-President, RPN
Naomi Thick, Vice-President, RN
Maria Sheculski, PM
Diane Thompson, PM

Inquiries, Complaints and Reports Committee

Sandra Robinson, NP, Chair
Shana Anjema, RN*
Mary Campbell, RN*
Samantha Diceman, RPN*
Stephen Eaton, PM
Ryan Henderson, RN
Terry Holland, RPN
Kristin Kennedy, RN*
Michelle Lewis, RN*
Candace Ngungu, RN*
Judy Petersen, PM
Mary Ellen Renwick, RN
Donna Rothwell, RN
Maria Sheculski, PM
Kathleen Tabinga, RPN*
Naomi Thick, RN
Diane Thompson, PM
Amy Vandekemp, RPN*

Discipline Committee

Dawn Cutler, RN, Chair
Janet Adanty, RN*
Andrea Arkell, PM
Jay Armitage, PM
Eloisa Busto, RPN*
Margarita Cleghorne, RPN*
Jacqueline Dillon, RPN*
Tanya Dion, RN
Sylvia Douglas, PM
Ramona Dunn, RN
David Edwards, RPN*
Mary Furlan, RPN
Kerry Gartshore, RPN
Carly Gilchrist, RPN*
Karen Goldenberg, PM
Shaneika Grey, RPN*
Max Hamlyn, RPN*
Neil Hillier, RPN
Carly Hourigan, PM
Aisha Jahangir, RN
Karen LaForet, RN*
Rodolfo D. Lastimsa Jr., RPN
Marnie MacDougall, PM
Mary MacNeil, RN*
Benson Mathai, RPN*
Jane Mathews, RN*
Ian McKinnon, PM
Sharon Moore, RN*
Andrea Norgate, RN*
Susan Roger, RN*
Lalitha Poonasamy, PM
Martin Sabourin, RN
Michael Schroder, NP*
Heather Stevanka, RN*
Emilija Stojisavljevic, RPN*
Patricia Sullivan-Taylor, RN
Sherry Szucsko-Bedard, RN*
Safrina Tarani, RN*
Kari Van Camp, NP*
Jane Walker, RN
Terah White, RPN*
Colleen Wilkinson, RN*
Ingrid Wiltshire-Stoby, NP*
José Wright, RN

2020-2021 Committee Members

Fitness to Practise Committee

Dawn Cutler, RN, Chair
Janet Adanty, RN*
Andrea Arkell, PM
Jay Armitage, PM
Eloisa Busto, RPN*
Margarita Cleghorne, RPN*
Jacqueline Dillon, RPN*
Tanya Dion, RN
Sylvia Douglas, PM
Ramona Dunn, RN
David Edwards, RPN*
Mary Furlan, RPN
Kerry Gartshore, RPN
Carly Gilchrist, RPN*
Karen Goldenberg, PM
Shaneika Grey, RPN*
Max Hamlyn, RPN*
Neil Hillier, RPN
Carly Hourigan, PM
Aisha Jahangir, RN
Karen LaForet, RN*
Rodolfo D. Lastimsa Jr., RPN
Marnie MacDougall, PM
Mary MacNeil, RN*
Benson Mathai, RPN*
Jane Mathews, RN*
Ian McKinnon, PM
Sharon Moore, RN*
Andrea Norgate, RN*
Susan Roger, RN*
Lalitha Poonasamy, PM
Martin Sabourin, RN
Michael Schroder, NP*
Heather Stevanka, RN*
Emilija Stojsavljevic, RPN*
Patricia Sullivan-Taylor, RN
Sherry Szucsko-Bedard, RN*
Safrina Tarani, RN*
Kari Van Camp, NP*
Jane Walker, RN
Terah White, RPN*
Colleen Wilkinson, RN*
Ingrid Wiltshire-Stoby, NP*
Joseé Wright, RN

Quality Assurance Committee

Lalitha Poonasamy, PM, Chair
Katie Condon, RPN*
Sylvia Douglas, PM
Zaheeda Hamza, RN*
Neil Hillier, RPN
Monica Klein-Nouri, RN
Bonnie MacKinnon, RN
Ian McKinnon, PM
Diane Morin-LeBlanc, RN*
Maria Sheculski, PM

Registration Committee

Diane Thompson, Chair
Priscilla Ankamah, RN
Andrea Arkell, PM
Linda Bishop, RPN*
Brock Cooper, NP*
Carrie Heer, NP*
Raj Kaur, RPN
Judy Petersen, PM

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