

College of Nurses of Ontario – Governance Reform

Current State ⁱ	Vision 2020	Reason for the Change ⁱⁱ	Relevant Legislation ⁱⁱⁱ
Terminology			
Council of the College	Board of Directors of the College	Changing the titles of the people and groups who govern the College makes their roles and responsibilities clearer to the public.	<ul style="list-style-type: none"> • RHPA • <i>Nursing Act, 1991</i> • O. Reg. 275/94
Council member(s)	Director(s)		<ul style="list-style-type: none"> • RHPA • <i>Nursing Act, 1991</i>
President of Council	Chair of the Board of Directors		<ul style="list-style-type: none"> • RHPA • <i>Nursing Act, 1991</i>
Vice-President of Council	Vice-Chair of the Board of Directors		<ul style="list-style-type: none"> • RHPA • <i>Nursing Act, 1991</i>
Executive Director of the College	Registrar & CEO of the College		<ul style="list-style-type: none"> • RHPA • <i>Nursing Act, 1991</i> • O. Reg. 275/94
Size, Composition, and Function of Board of Directors			
Size: 35 to 39 Council members	Size: 12 directors	Smaller boards of directors have been shown to communicate better, benefit from fuller participation of all directors, and make decisions faster and more effectively.	<ul style="list-style-type: none"> • <i>Nursing Act, 1991</i>
Council is composed of: <ul style="list-style-type: none"> • 21 nurses (14 RNs or NPs, and 7 RPNs); plus • 14 to 18 members of the public 	Board of Directors is composed of: <ul style="list-style-type: none"> • 6 nurses (including 1 RPN, 1 RN, and 1 NP); plus • 6 members of the public 	Eliminating the professional majority on the College’s Board increases the Board’s independence from the profession, maintains focus on the public interest, and enhances public trust in the College. However, professional expertise in regulation is maintained.	<ul style="list-style-type: none"> • <i>Nursing Act, 1991</i>

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Executive Committee exercises Council’s powers in between Council meetings.	No Executive Committee necessary.	A small Board of Directors can convene and act quickly in response to emerging issues, removing the need for an Executive Committee. It is best practice for the Board of Directors to make all decisions.	<ul style="list-style-type: none"> • RHPA
Procedures for Board of Directors			
The 21 nurse Council members are elected by their peers in accordance with the College’s by-laws.	All directors are appointed by the Board of Directors on the recommendation of a standing Nominating Committee, which includes non-directors.	Nurse directors are to be appointed rather than elected because the election of nurses to the Board creates the risk and the perception that nurse directors represent the profession rather than the public interest.	<ul style="list-style-type: none"> • RHPA • <i>Nursing Act, 1991</i>
The 14 to 18 public Council members are appointed by the Lieutenant Governor in Council.	Appointments are based on the competencies required for the role.	Competency-based appointments ensure the Board has the right mix of knowledge, skills, experience, and attributes to make evidence-informed decisions in the public interest.	<ul style="list-style-type: none"> • RHPA • <i>Nursing Act, 1991</i>
Nurse Council members: <ul style="list-style-type: none"> • serve 3-year terms of office; with a • maximum of 9 consecutive years of service.^{iv} 	All directors serve: <ul style="list-style-type: none"> • 3-year terms of office; with a • maximum of 6 consecutive years of service. • A 1-year extension is provided for the Chair of the Board of Directors to serve a second term. 	Terms of office ensure that new perspectives are regularly brought to the Board, while appropriate transition and succession planning is maintained.	<ul style="list-style-type: none"> • RHPA
No term limits exist for public Council members.			

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<p>Expenses and remuneration of:</p> <ul style="list-style-type: none"> nurse Council members are paid by the College in accordance with the by-laws, while public Council members are paid by the Minister in amounts determined by the Lieutenant Governor in Council. <p>The amounts paid by the College and the Minister are unequal.</p>	<p>Expenses and remuneration of all directors are:</p> <ul style="list-style-type: none"> equal; and paid by the College in accordance with the by-laws. 	<p>The College is to assume the cost of paying public directors from the government. The profession bears the total cost of its regulation, and those performing equal work receive equal pay.</p>	<ul style="list-style-type: none"> RHPA
<p>Council is led by:</p> <ul style="list-style-type: none"> The President; and 2 Vice-Presidents (1 RN and 1 RPN) <p>They are elected annually by the Council from among the Council's members.</p>	<p>Board of Directors is led by:</p> <ul style="list-style-type: none"> the Chair; and the Vice-Chair. <p>They are appointed annually by the Board on the basis of competencies.</p>	<p>The selection of Board leadership is to be on the basis of competencies and not professional designation.</p>	<ul style="list-style-type: none"> RHPA <i>Nursing Act, 1991</i>

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Composition of Statutory Committees			
<p>Panels of the following statutory committees currently must include Council members:</p> <ul style="list-style-type: none"> • Registration Committee • Inquiries, Complaints, and Reports Committee • Discipline Committee • Fitness to Practise Committee • Quality Assurance Committee <p>Amendments not yet in force provide that the composition of committees and panels shall be in accordance with regulations made by the Minister of Health and Long-Term Care.</p>	<p>Directors on the Board do not sit on statutory committees.</p>	<p>Eliminating the overlap in membership between the Board of Directors and the statutory committees of the College recognizes that the work of the Board and of each committee is different and requires people with specific knowledge, skills, and experience to carry it out.</p>	<ul style="list-style-type: none"> • RHPA (with amended regulations) • O. Reg. 275/94

ⁱ This column describes the current state of the College’s governance as set out in relevant legislation.

ⁱⁱ Please refer to the following reports for the evidence underlying Vision 2020:

- Leading in Regulatory Governance Task Force. “Final Report: A vision for the future.” Updated May 2017. The College of Nurses of Ontario. <http://www.cno.org/globalassets/1-whatiscno/governance/final-report---leading-in-regulatory-governance-task-force.pdf>
- “Governance Literature Review.” Updated November 28, 2016. The College of Nurses of Ontario. <http://www.cno.org/globalassets/1-whatiscno/governance/governance-literature-review---updated-november-2016.pdf>
- Governance Task Force. “Trends in Regulatory Governance.” January 2016. The College of Nurses of Ontario. <http://www.cno.org/globalassets/1-whatiscno/governance/trends-is-regulatory-governance.pdf>
- “Jurisdictional Governance Review Survey Summary Report.” January 16, 2016. The College of Nurses of Ontario. <http://www.cno.org/globalassets/1-whatiscno/governance/jurisdictional-survey---summary-report.pdf>

ⁱⁱⁱ The following legislation will be referred to:

- *Regulated Health Professions Act, 1991*, S.O. 1991, c. 18, including the Health Professions Procedural Code, being Schedule 2 to the *Regulated Health Professions Act* [RHPA]
- *Nursing Act, 1991*, S.O. 1991, c. 32
- O. Reg. 275/94: General, under the *Nursing Act, 1991*, S.O. 1991, c. 32

^{iv} Please note that the College’s by-laws provide that elections occur every three years, and elected councillors can serve a maximum of two consecutive terms. This functionally limits the College’s nurse Council members to a maximum of 6 consecutive years of service.