Council Meeting Minutes

Hybrid Zoom Meeting – Livestreamed to the CDHO YouTube Channel
Friday, March 27, 2026 – 9:30 a.m. to 4:30 p.m.

COUNCIL MEMBERS PRESENT

Professional Members: Carmen Adebar, Michelle Atkinson (Chair), Anne-Marie Conaghan (Academic), Jennifer Cooper (Academic), Juli Kreutner, Liisa Moore (9:00a.m.-12:00p.m.), Tiffany Murray, Vanessa Pereira, Balbir Sohi, Krystal Afzalzada, Kylie McElrea

Public Members: Amit Sethi, Margaret Wade, Loree Beniuk; Christina Lee-Rotstein (9:00a.m.-12:00p.m., 2:45p.m.-3:53p.m.), Erin Betts (9:00a.m.-12:00p.m.), Pella Giabanis (9:00a.m.-12:00p.m., 1:45p.m.-2:30p.m.)

Regrets: Derek Gartshore, Nella Chiappetta, Jeny Jovanov

Administration: Dr. Glenn Pettifer (Registrar and CEO), Eric Bruce (Deputy Registrar/Director of Registration & Professional Conduct), Anita Arzoomanian (Director, Professional Practice), Paula Benbow (Director, Policy and Strategic Initiatives), Keisha Simpson (Manager, Registration), Jon Oliva (Manager, Information Technology Initiatives and Infrastructure), Veronica Douglas (Executive Administrator)

Guests: Julie Maciura, SML, CDHO Legal Counsel, Kevin McCarthy, The Regulator's Practice, Natalie Thiessen, The Regulator's Practice, Irwin Glasberg, Fairness Commissioner

1.0 CALL TO ORDER

1.1 Opening Remarks

The Chair, Michelle Atkinson, called the meeting to order at 9:09 a.m. She welcomed Council, staff, and guests to the March Council meeting. The following land acknowledgment was made:

The CDHO office and staff operate out of Toronto, Ontario, within the Dish With One Spoon Territory. The name Toronto originates from "Tkaronto", a Mohawk word meaning "the place in the water where the trees are standing". Toronto is the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples and is now the home to many diverse First Nations, Inuit, and Metis peoples. Toronto is also covered by Treaty 13 signed with the Mississaugas of the Credit, and the Williams Treaties signed with multiple Mississaugas and Chippewa bands. We wish to acknowledge this land on which CDHO operates and are thankful to be able to work and live in these territories.

1.2 Council Code of Conduct

Council was reminded of the Code of Conduct.

1.3 Council Policy Manual Update

Council was reminded of the Code of Conduct. The following policy was updated at the December Council meeting:

- GP-7 Council and Committee Stipend and Expenses

2.0 APPROVAL OF AGENDA

2.1 Review and Approval of Agenda

Council amended the order of the agenda. Amit Sethi's presentation was moved to 10:30 a.m. and the governance and strategic planning items were moved to 2:00 p.m.

MOTION: **THAT** Council moves to approve the modified March 27, 2026 Council meeting agenda as presented.

MOVED: Balbir Sohi
SECONDED: Jennifer Cooper
VOTE: **CARRIED**

3.0 DECLARATIONS OF POTENTIAL CONFLICTS OF INTEREST

3.1 Declarations of Conflict of Interest

No conflicts were declared.

4.0 MEETING MINUTES APPROVAL

MOTION: **THAT** Council moves to approve the December 12, 2025 and January 9, 2026 meeting minutes as presented.

MOVED: Kylie McElrea
SECONDED: Liisa Moore
VOTE: **CARRIED**

5.0 INFORMATION REQUESTED BY THE BOARD

Dr. Glenn Pettifer updated Council on the operations of the College.

The Chair updated their report to add additional meeting dates: March 13th (Veronica Douglas and Dr. Glenn Pettifer), March 17th (Vanessa Pereira), March 24th (Dr. Glenn Pettifer), and March 24th (Vanessa Pereira).

6.0 GOVERNANCE PROCESS ITEMS

6.1 Mentorship Reports

As part of the mentorship program, Council invites new members who have finished their mentorship to provide feedback on their experience. Program feedback was received from Nella Chiappetta (mentored by Vanessa Pereira), Carmen Adebar (mentored by Anne-Marie Conaghan), and Jeny Jovanov (mentored by Terri Strawn).

Carmen Adebar reported that the program was very helpful and expressed appreciation for the guidance provided by her mentor. Vanessa Pereira provided feedback on behalf of Nella Chiappetta, who was not in attendance, noting that her mentee found the program straightforward and positive. Jeny Jovanov submitted her feedback to the Chair prior to the meeting. She indicated that her time with her mentor was limited due to scheduling challenges and expressed that she would have preferred to be paired with a public member.

6.2 Governance Committee Update

Michelle Atkinson advised that the Governance Committee met once since the last Council meeting on February 24th, with Dr. Glenn Pettifer, Paula Benbow, Director of Policy and Strategic Initiatives, and consultants Natalie Thiessen and Kevin McCarthy from the Regulator's Practice. During that meeting, the consultants presented two draft policies (Council Performance Evaluation Framework and the Registrar/CEO Performance Evaluation Policy) for discussion and feedback. These policies have been brought forward to Council for further discussion today and will be presented to Council for approval this afternoon.

The Governance Committee also reviewed how the strategic plan will influence the Policy Manual. Paula Benbow, Director of Policy and Strategic Initiatives, will be conducting a review of the manual and will provide an update to Council later today.

The Chair also advised that approval of the CPMF is not included on this year's agenda, as the report was not required this year as the Ministry is currently revising the requirements for regulators.

6.3 Strategic Planning

Dr. Glenn Pettifer and Paula Benbow, Director of Policy and Strategic Initiatives, provided Council with an update on the CDHO's Strategic Plan. The Communications Team is currently working on the Annual Report which will be brought to Council in June.

1. Enhance Collaboration with the Public, Profession & System Partners

CDHO has been engaging with the Public/Ontarians Accessing Oral Health Care, Prospective Registrants/Applicants, Registrants, and System Partners through:

- Voice of the Patient Survey
- Citizen's Advisory Group
- Public Awareness Campaign
- Presentations to students
- Facilitating "*As of Right*" legislation
- The De-Brief
- Practice advice for registrants
- QA webinar
- Registrant Engagement Survey

CDHO regularly collaborates with:

- Associations/Societies
- Other Regulators in Ontario
- Federation of Dental Hygiene Regulators of Canada
- Educators
- Accreditation Body (CDAC)
- Government
- The Office of the Fairness Commissioner (OFC)

2. Support Professionalism, Quality Care & Continuous Learning

- CDHO has published new learning modules on Professionalism, Communication & Boundaries and another on Record Keeping. Both are available in English and French.
- CDHO has published a Practice Guideline and Checklist on AI use in dental hygiene practices that highlights professional obligations for RDHs, identifies potential risks, and provides risk mitigation strategies to protect the public interest.
- Changes to CPD requirements were sent out to registrants regarding the Quality Assurance program
- CDHO has prepared a Practice Guideline & Video on Informed Consent that will be rolled out in April

3. **Advance Commitments to Equity & Inclusion**
    - Communication has been sent out to registrants regarding the requirement of completion of The Path course by December 31, 2027
    - Practice Standard on Cultural Safety, Humility and Anti-Racism is in development
    - Demographic data collection continues in order to better understand the registrant composition and to address equity and inclusion issues
    - CDHO continues to support access to education for Indigenous students through the Indspire bursary

6.4 Council Performance Evaluation Framework (CPEF)

Kevin McCarthy and Natalie Thiessen from The Regulator's Practice joined Council to discuss the Council Performance Evaluation Framework (CPEF) and the Registrar/CEO Performance Evaluation policy. These policies support modernizing CDHO's governance practices that directly align with CDHO's strategic plan.

The CPEF policy establishes a clear and consistent framework for evaluating Council performance as a collective governing body. Its purpose is to strengthen governance effectiveness by supporting Council's accountability for fulfilling its public interest mandate, reinforcing shared responsibility, and embedding regular reflection on how Council governs, makes decisions, and exercises oversight.

Development of the policy was informed by a focused environmental scan of publicly available Council evaluation frameworks used by professional regulators across Canada. Building on this foundation, the policy incorporates elements of The Regulator's Practice governance evaluation framework, which has been applied with several Canadian regulators and demonstrated to be both effective and meaningful in practice. The policy was further shaped by relevant accountability requirements, including Ontario's College Performance Measurement Framework, as well as CDHO's bylaws, policies, and internal governance processes, to ensure alignment with CDHO's established structures and practices.

The policy is designed to be public interest focused, clear and usable, explicit about roles and accountability, transparent and defensible, and capable of evolving over time.

Key Policy Features

- **Standards-aligned** yet individualized, ensuring coherence with Ontario CPMF requirements and existing CDHO governance policies
- **Outcomes-focused and principle based**, supporting meaningful reflection on governance effectiveness rather than procedural compliance
- **Flexible**, not prescriptive, by providing a framework that can be operationalized internally and/or by third parties according to the needs and capacity of the CDHO.

They also discussed a new Council Performance Evaluation policy. The purpose of this framework is to establish a clear and consistent approach to evaluating Council's performance. The evaluation supports Council's accountability for advancing the organization's public-interest mandate by strengthening governance quality, effectiveness, and continuous improvement by achieving the following outcomes:

- **Mandate-Aligned Governance**: Council decisions, behaviours, and practices consistently reflect and advance the organization's public-interest mandate.
- **Effective and Accountable Governance**: Council demonstrates clarity of roles, collective responsibility, and effective oversight in fulfilling its governance responsibilities through consistent enactment of the expectations set out in the Council and Non-Council Committee Member Code of Conduct.

- **Evidence-Informed Governance Insight**: Council has access to balanced, evidence-informed insight into its performance, enabling identification of strengths, risks, and opportunities for improvement.
- **Culture of Continuous Improvement**: Council sustains a culture that values reflection, learning, and improvement, supported by the identification and addressing of structural, behavioural, or cultural factors that influence governance effectiveness.

Council discussed and provided the following feedback:

- One member submitted comments concerning the language surrounding the Governance Committee responsibilities on overseeing fairness, noting that good governance involves consideration of opposing viewpoints
- Council discussed and agreed the existing "Respectful" principle within the policy sufficiently addresses concerns about fair and respectful interactions.
- The Governance Committee will look at expanding their Terms of Reference to include language around fairness and respect.
- It was noted that Council may revise the policy at any time
- The current evaluation applies to general Council meetings and follows a three-year cycle. This serves as a baseline, with opportunities to incorporate additional elements—such as evaluations of committees, individual members, or Chair/Vice-Chair roles—at the end of the cycle.
- The Governance Committee will discuss committee or staff evaluations

Council decided to approve the policy as presented.

MOTION: **THAT** Council approves the Council Performance Evaluation Framework as presented.

MOVED: Jennifer Cooper
SECONDED: Anne-Marie Conaghan
VOTE: **CARRIED**

6.5 CEO/Registrar Performance Evaluation Policy

The Registrar/CEO Evaluation policy was developed to strengthen CDHO Council's governance practice by establishing a clear, consistent, and evidence-informed approach to evaluating Registrar/CEO performance. It is intended to support Council's oversight role, reinforce alignment with the organization's public-interest mandate, and promote meaningful growth and accountability.

The policy was informed by a focused environmental scan and targeted research. An initial review of comparator frameworks among professional regulators revealed limited availability and wide variation in practice, prompting broader research across the not-for-profit and corporate governance sectors. This approach ensured the policy reflects evidence-informed governance practice rather than simply replicating existing models.

The policy is designed to be public interest-focused, clear and usable, explicit about roles and accountability, transparent and defensible, and capable of evolving over time.

Key Policy Features

- **Outcomes-focused and principle-based**, facilitating an effective and meaningful evaluation process
- **Evidence-informed,** drawing on relevant research and comparative insight
- **Adaptable and fit for purpose,** allowing Council to exercise judgment and tailor inputs to context, risk, and capacity
- **Cyclical and predictable**, with an annual evaluation supported by a three-year rolling cycle and periodic deeper review

- **Clear and descriptive,** supporting practical and consistent application

Council had a fulsome discussion regarding the use of a third-party. It was discussed that using a third-party upholds principles of fairness and maintains the objectivity of the process while maintaining Council accountability. The policy is meant as a high- level framework that sets out the evaluation process. This framework would work whether Council decides to use a third-party evaluator or to conduct the review themselves.

Concerns were raised around the policy being too vague and lacking a CEO job description and that more detail was needed. It was discussed that job descriptions focus on compliance and could make the policy too prescriptive, whereas Council is moving from a compliance framework to a new evaluation framework where the Registrar/CEO role is viewed more as a leadership role that supports initiatives and relationships that aren't captured in a traditional job description. Additional concerns were raised about how risk is mitigated if a wrong hiring decision was made without a job description to reference. Council and the consultants discussed and agreed that detailed inputs—such as job description elements—should be addressed during implementation rather than embedded in the policy. The policy is meant to be flexible and too much detail in the policy would make it too restrictive.

Council discussed the possibility of keeping the policy and adapting it when they need to hire a new Registrar. It was noted that the policy is meant as a framework that could apply to any Registrar/CEO of a regulatory body. In the event of a new Registrar/CEO, Council retains the ability to calibrate the evaluation to whatever is needed at that time. Council agreed that the policy should remain agile and that more detailed tools could be developed by the Executive Committee as needed.

Council discussed whether the questions in Section 4 should be reframed as statements. While some members felt the questions lacked specificity, others supported the question-based approach as a more reflective and adaptable model that moved away from the statements in the policy governance framework. Council also explored the potential development of a separate risk register to mitigate risks if someone new comes in to the role. It was noted that though a risk register would be a separate framework, changing the questions to statements would mitigate that risk. The Chair sought input on whether to maintain the current question format or to convert them to statements. Council decided to amend the policy to change the questions to statements.

Christina Lee-Rotstein put forward a motion to table the vote until the policy is amended.

MOTION: **THAT** Council table the discussion pending Executive review with Natalie Thiessen.

MOVED: Christina Lee-Rotstein
SECONDED: Vanessa Pereira
VOTE: **FAILED**

There were 14 Council members present for the vote. 6 Council members supported the motion. The motion failed.

Christina Lee-Rotstein put forward a motion for a recorded vote for the previous motion.

MOTION: **THAT** Council perform a documented roll call.

MOVED: Christina Lee-Rotstein
SECONDED: Kylie McElrea
VOTE: **FAILED**

There were 14 members present. 6 Council members supported the motion. The motion failed.

MOTION: **THAT** Council approves the Registrar/CEO Performance Evaluation Policy as amended (the questions in the table on page 120 and 121 will be changed to statements).

MOVED: Anne-Marie Conaghan
SECONDED: Juli Kreutner
VOTE: **CARRIED**

Christina Lee-Rotstein abstained from voting.

6.6 Policy Framework Revisions

Paula Benbow, Director of Policy and Strategic Initiatives, provided Council with an initial Policy Manual review that included some enhancements for consideration given the transition from policy governance to a strategic plan. Some suggested changes include restructuring the sections within the policy manual, using a consistent template for policies including a new numbering system, considering policy vs. procedure, replacing language that no longer aligns with the new governance framework, using cycles rather than exact dates within the body of the policy, and referencing sources of authority and ensuring alignment with the strategic plan.

Next steps include creating a refined policy framework and a transition plan to migrate from the current Policy Manual to the new policy framework.

7.0 BOARD EDUCATION

7.1 Office of the Fairness Commissioner (OFC)

Fairness Commissioner Irwin Glaberg discussed the evolution of fair access legislation in Ontario and the role of the Office of the Fairness Commissioner (OFC) in ensuring fair registration practices in regulated health and non-health professions. He discussed the OFC's current initiatives, including working with higher risk regulators on their compliance action plans, running four regulator-focused webinars in 2026, and marking the 20th anniversary of its legislation. The OFC has also adopted a risk-informed compliance framework that enables regulators to comply with their legal obligations more effectively and to reduce unnecessary burdens on high-performing regulators and better allocate OFC resources. CDHO has received a low-risk rating, the best classification possible, in the first two assessment cycles.

Commissioner Glasberg also congratulated the CDHO on the results of the 2025 Registrant Experience Survey indicating that registrants were very satisfied with CDHO's registration practices, on their upgraded data management system and registrant portals, on their work with Accessing Centre for Expertise (ACE) on the analysis of the dental hygiene workforce in Ontario, and as host of HUB 601, which continues to form an integral part of an innovating collaborative initiative with other health regulators.

7.2 Upskilling AI

Amit Sethi provided an overview on artificial intelligence (AI) technologies, including foundational concepts in AI, Generative AI (Gen AI), and Agentic AI. He provided an overview of Large Language Models (LLMs) and highlighted key ethical considerations of using AI. He emphasized the importance of establishing organizational guardrails prior to implementing AI tools. These guardrails are necessary to protect public trust, safeguard sensitive data, minimize errors, and ensure responsible use. Council was advised to pause AI use until a formal policy is developed. Ethical considerations surrounding the use of AI technologies were

discussed include data privacy challenges, bias in AI systems, transparency and accountability, and societal impact and regulation.

Council members discussed the importance of having guidelines in place prior to using AI for Council and committee work. They had concerns regarding how information is retained in AI systems, use of personal devices (such as cell phones) during Council and committee meetings, and the risks associated with entering private information into AI tools. A Guideline on Artificial Intelligence in Dental Hygiene Practice has already been provided for registrants. Until a similar guideline is in place for Council members, Council should not use AI tools for any Council or committee related work.

8.0 EXECUTIVE LIMITATIONS ITEMS FOR CONSIDERATION

8.1 EL General Executive Constraint

Council reviewed the EL General Executive Constraint policy and no changes were made.

8.2 EL-2 Treatment of Staff

Council reviewed the EL-2 Treatment of Staff policy and no changes were made.

8.3 EL-3 Planning

Council reviewed the EL-3 Planning policy and no changes were made.

8.4 EL-7 Compensation and Benefits

Council reviewed the EL-7 Compensation and Benefits policy and no changes were made.

8.5 EL-8 Communication and Support to Council

Council reviewed the EL-8 Communication and Support to the Board policy and no changes were made.

MOTION TO MOVE IN CAMERA

MOTION: **THAT** Council move in Camera as per RHPA, *Schedule 2, Section 7(2)(d)* at 11:33 a.m., for agenda items 9.1–9.7.

MOVED: Loree Beniuk
SECONDED: Juli Kreutner
VOTE: **CARRIED**

9.0 MONITORING CEO PERFORMANCE

9.1 Global End

MOTION: **THAT** Council has assessed the monitoring report for the Global End policy and determined there is sufficient, verifiable evidence of a reasonable interpretation.

MOVED: Krystal Afzalzada
SECONDED: Tiffany Murray
VOTE: **CARRIED**

9.2 **E-1**

MOTION: **THAT** Council has assessed the monitoring report for End 1 and determined there is sufficient, verifiable evidence of a reasonable interpretation.

MOVED: Balbir Sohi
SECONDED: Jennifer Cooper
VOTE: **CARRIED**

9.3 **E-2**

MOTION: **THAT** Council has assessed the monitoring report for End 2 and determined there is sufficient, verifiable evidence of a reasonable interpretation.

MOVED: Loree Beniuk
SECONDED: Kylie McELrea
VOTE: **CARRIED**

9.4 **E-3**

MOTION: **THAT** Council has assessed the monitoring report for End 3 and determined there is sufficient, verifiable evidence of a reasonable interpretation.

MOVED: Amit Sethi
SECONDED: Erin Betts
VOTE: **CARRIED**

9.5 **E-4**

MOTION: **THAT** Council has assessed the monitoring report for End 4 and determined there is sufficient, verifiable evidence of a reasonable interpretation.

MOVED: Jennifer Cooper
SECONDED: Carmen Adebar
VOTE: **CARRIED**

9.6 **EL-4(1)**

MOTION: **THAT** Council has assessed the monitoring report for the EL 4(1) policy and determined there is sufficient, verifiable evidence of a reasonable interpretation.

MOVED: Tiffany Murray
SECONDED: Loree Beniuk
VOTE: **CARRIED**

9.7 **EL-7**

MOTION: **THAT** Council has assessed the monitoring report for the EL-7 policy and determined there is sufficient, verifiable evidence of a reasonable interpretation.

MOVED: Erin Betts
SECONDED: Carmen Adebar
VOTE: **CARRIED**

MOTION TO MOVE OUT OF CAMERA

MOTION: **THAT** Council move out of Camera as per RHPA, *Schedule 2, Section 7(2)(d)* at 12:04 p.m.

MOVED: Margaret Wade
SECONDED: Jennifer Cooper
VOTE: **CARRIED**

10.0 SELF-EVALUATION OF GOVERNANCE PROCESS

10.1 Council Meeting Evaluation

The Council Feedback Survey was sent to Council members to be completed electronically.

11.0 NEXT MEETING DATE

The next Council meeting is June 12, 2026

12.0 ADJOURNMENT

MOTION: **THAT** the Council meeting be adjourned at 3:53 p.m.

MOVED: Carmen Adebar
SECONDED: Krystal Afzalzada
VOTE: **CARRIED**

Approved by:

Signature of Chair, Michelle Atkinson

June 12, 2026
Date