Council Meeting Minutes

Virtual Zoom Meeting – Livestreamed to the CDHO YouTube Channel
Friday, September 26, 2025 – 9:00 a.m. to 4:30 p.m.

COUNCIL MEMBERS PRESENT

Professional Members: Carmen Adebar, Michelle Atkinson (Chair), Anne-Marie Conaghan (Academic), Jennifer Cooper (Academic), Krista Dufour, Juli Kreutner, Liisa Moore, Tiffany Murray, Vanessa Pereira, Balbir Sohi, Terri Strawn (Vice-Chair)

Public Members: Amit Sethi, Margaret Wade, Erin Betts, Christina Lee-Rotstein, Jeny Jovanov, Nella Chiappetta

Regrets: Candace Herod, Loree Beniuk, Pella Giabanis

Administration: Dr. Glenn Pettifer (Registrar and CEO), Eric Bruce (Deputy Registrar/Director of Registration & Professional Conduct) (11:15a.m.-12:00p.m.), Veronica Douglas (Executive Administrator)

Guests: Julie Maciura, SML, CDHO Legal Counsel (9:50a.m.-1:42p.m.), Doha Melhem, Pivotal Research (1:00 p.m.- 1:20p.m.)

1.0 CALL TO ORDER

1.1 Opening Remarks

The Chair, Michelle Atkinson, called the meeting to order at 9:00 a.m. She welcomed Council and guests to the June Council meeting.

The meeting began with an acknowledgement that 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.

Ms. Atkinson welcomed new Public Member, Nella Chiappetta, to their first Council meeting.

1.2 Council Code of Conduct

Council was reminded of the Code of Conduct.

1.3 Council Policy Manual Update

The following policy was updated at the June 20, 2025 Council meeting:

- GP-6.2 Ownership Linkage Committee Terms of Reference was removed
- GP-7 Council and Committee Stipend and Expenses
- CRD-6 Registrar/CEO Succession
- CRD-7 Registrar/CEO Termination

2.0 APPROVAL OF AGENDA

2.1 Review and Approval of Agenda

MOTION: **THAT** Council moves to approve the September 26, 2025 Council meeting agenda as presented.

MOVED: Terri Strawn
SECONDED: Christina Lee-Rotstein
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

A typo in the meeting minutes was corrected.

MOTION: **THAT** Council moves to approve the corrected June 20, 2025 meeting minutes as presented.

MOVED: Erin Betts
SECONDED: Tiffany Murray
VOTE: **CARRIED**

5.0 INFORMATION REQUESTED BY COUNCIL

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

The Chair updated their report to add additional meeting dates: September 12th (meeting with Dr. Pettifer and V. Douglas), September 24th (meeting with Dr. Pettifer) and September 24th (meeting with Terri Strawn).

6.0 COUNCIL EDUCATION

6.1 Regulatory Issues and Trends

Julie Maciura, SML, facilitated an interactive session on current regulatory issues and trends in the regulatory world. This session was organized in direct response to Council member feedback gathered through a recent survey, which highlighted the need for education in this area.

During the session, Julie Maciura presented a series of scenarios designed to illustrate the role of Council in managing change. Each scenario was grounded in real-life challenges currently faced by Canadian regulators. The issues explored included governance reform, enhanced

oversight, modifications to mandates, and the use of regulatory tools such as policy making, risk management, right-touch regulation, and decision trees.

Council members engaged in small group discussions to analyze the scenarios, after which they reconvened to share their perspectives and collectively examine the implications of each case. The session provided participants with practical insights into governance and oversight practices, while also offering strategies for applying regulatory tools effectively.

6.2 Registration Process

Eric Bruce, Deputy Registrar / Director, Registration and Professional Conduct, provided the committee with an overview of the registration process, including its role in protecting the public by establishing entry-to-practice requirements that ensure applicants possess the necessary clinical and professional competencies for safe practice. The presentation outlined the work of the Registration team, pathways and classes of registration, main registration requirements and conditions, the role of the Registration Committee and the application process.

7.0 GOVERNANCE PROCESS ITEMS

7.1 Governance Committee Update

The Governance Committee Chair, Michelle Atkinson, advised Council that the committee has not met since their last meeting in June. The Governance Committee is awaiting information from Kevin McCarthy regarding the Council performance framework and CEO evaluation policy. Council completed some work with Kevin McCarthy at their workshop on September 19th. The Governance Committee will reconvene once the draft framework and policy have been received from Kevin McCarthy.

7.2 Mentorship Report

As part of the mentorship program, Council invites new members who have finished their mentorship to provide feedback on the program. Christina Lee-Rotstein, who was mentored by Vanessa Pereira, provided the mentorship checklist to Council and shared her feedback. She appreciated the rigour of the program and noted that the checklist was helpful in ensuring all areas were covered. While she suggested no changes, she emphasized the importance of maintaining flexibility, particularly in addressing the differing needs of Public versus Professional members.

7.3 2026 Council Meeting Dates

Council completed a survey on scheduling preferences in advance of the meeting. It was decided that workshops would be scheduled the day before in-person meetings only. If additional workshops are required, they will be scheduled as needed in 2026.

Council reviewed and chose the following dates for the 2026 workshops and meetings:

Date	Notes
January	
Friday, January 9, 2026	January Council Meeting (virtual)
March:	
Thursday, March 26, 2026	Workshop (In person/Hybrid)
Friday, March 27, 2026	March Council Meeting (In person/Hybrid)
June:	
Friday, June 12, 2026	June Council Meeting (virtual)
September:	

Friday, September 11, 2026	September Council Meeting (virtual)
December:	
Thursday, December 3, 2026	Workshop (In person/Hybrid)
Friday, December 4, 2026	December Council Meeting (In person/Hybrid)

MOTION: **THAT** Council approved the proposed 2026 meeting dates.

MOVED: Balbir Sohi
SECONDED: Vanessa Pereira
VOTE: **CARRIED**

7.4 Status Update - Amendments to the Examinations and Registration Regulations

Council was provided with a briefing note regarding the amendments to the Examinations and Registration regulations.

The Ministry of Health advised CDHO on September 3, 2025, that the previously proposed amendments to the Examinations and Registration regulations were approved and filed with the Registrar of Regulations. The amendments were filed on August 29, 2025, and were published in the Ontario Gazette on September 13, 2025. The amendments came into effect as of the date of filing.

In summary, the proposed amendments related to the following:

- Revoking the Examinations Regulation to eliminate the fourth attempt for candidates at the national entry-to-practice examinations
- Renaming the "Inactive" class of certificate of registration to "Non-Practising"
- Replacing references to specific examining and accrediting bodies [i.e., the National Dental Hygiene Examination Board (NDHB) and the Commission on Dental Accreditation of Canada (CDAC)] with generic references
- Updating various reporting requirements (i.e., the information that an applicant must disclose regarding their conduct history) and making minor housekeeping amendments

CDHO staff have already begun implementing the amendments and an announcement was shared with all registrants notifying them of the applicable changes.

For the revocation of the Examinations regulation, applicants will no longer be permitted a fourth attempt at the national entry-to-practice examinations. Individuals who have not already completed a fourth attempt or who are in the process of completing remediation in advance of a fourth attempt are no longer eligible to take the examinations. CDHO has advised all affected individuals.

For renaming the Inactive certificate, staff have made appropriate revisions to the CDHO website, supporting documents, and messaging for applicants and registrants. The change to the name of the Inactive certificate will additionally require modifications to the public register and CDHO's internal database. These technical modifications are planned for early 2026, after the completion of the annual renewal period to avoid any potential interference with the year-end processes.

7.5 Registration Regulation Amendment – Approval of Accrediting Bodies

Since Amendments to CDHO's Registration Regulation came into effect on August 29, 2025. Part of these amendments removed references to specifically named accreditation bodies, i.e., the Commission on Dental Accreditation of Canada (CDAC) and the American Dental Association Commission on Dental Accreditation (ADA-CDA). These references were replaced with a generic reference to an accrediting "body approved by the Council". The purpose of these amendments was to increase the flexibility of the regulation to be able to adapt in the case of any potential future changes to accrediting bodies (e.g., change of name of the organisation, amalgamation, etc.)

Because the named accrediting bodies are no longer specifically listed in the Registration Regulation, Council was asked to formally approve both CDAC and ADA-CDA as accrediting bodies for the purpose of registration with CDHO.

Public protection rationale: CDHO protects the public by establishing requirements for registration, including the requirement for applicants to have graduated from an educational program that meets standards of rigour and quality. CDHO achieves this by requiring educational programs to be accredited by a body approved by Council or to be equivalent to such an accredited program. Council decided that approving CDAC and ADA-CDA as the approved accrediting bodies supported public protection mandate of CDHO.

Prior to the regulation amendments coming into effect, both CDAC and ADA-CDA were specifically named as the approved accrediting bodies in the regulation. CDAC is the body responsible for accrediting dental, dental specialty, dental residency, dental hygiene, and dental assisting programs in Canada. ADA-CDA is the equivalent organization operating in the United States. CDAC administers the accreditation process through various means, including initial and regular program reviews and on-site visits.

By naming CDAC and ADA-CDA as the approved accrediting bodies, Council ensures that the same accreditation requirements are in place as those that existed prior to the amendments to the Registration Regulation. No changes to accreditation requirements were proposed.

MOTION: **THAT** Council hereby moves that the Commission on Dental Accreditation of Canada and the American Dental Association Commission on Dental Accreditation are approved as accrediting bodies for the purpose of subparagraph 1.i of subsection 31(1) of Ontario Regulation 218/94.

MOVED: Tiffany Murray
SECONDED: Vanessa Pereira
VOTE: **CARRIED**

7.6 Changes to Labour Mobility Exemptions for Nunavut and the Yukon

Council was provided an update on the changes to labour mobility exemptions for Nunavut and the Yukon. The Health Professions Procedural Code ("Code") contains provisions that implement interprovincial labour mobility for all health professions, including dental hygienists. The provisions create a "certificate-to-certificate" registration process, whereby a dental hygienist who is registered in another Canadian jurisdiction can apply for registration with CDHO without having to undergo any additional training, examinations, or assessments or having to hold any additional experience. The purpose of these provisions is to make it easier for dental hygienists to obtain registration in Ontario and to facilitate labour mobility between Canadian jurisdictions.

Previously, when the labour mobility provisions were first enacted, the Government of Ontario registered an exception to labour mobility for dental hygienists registered in the Yukon and Nunavut. At that time, the Government was of the view that the registration requirements in those jurisdictions were not sufficiently similar to those in Ontario to permit applicants from Yukon and Nunavut to be registered under the labour mobility stream. As a result, dental

hygienists registered in Yukon and Nunavut were not permitted to apply to CDHO through the labour mobility stream and had to apply through the same stream as first-time applicants.

Council was advised that on August 29, 2025, CDHO received a letter from the Deputy Minister of Health and the Minister of Labour, Immigration, Training and Skills Development advising that the Government of Ontario had withdrawn this exception for dental hygienists from the Yukon and Nunavut. The letter noted that the Yukon had since made regulatory amendments to its registration practices and that there were only a small number of applicants from either territory to Ontario. Consequently, there is no concern related to public safety in Ontario by removing this exemption to labour mobility.

As a result, dental hygienists who are registered in the Yukon or Nunavut may now apply for registration with CDHO under the labour mobility stream. This change came into effect immediately and no further action by CDHO was required.

Applications from individuals registered in the Yukon and Nunavut are rare. To date, CDHO has received one application from a dental hygienist currently registered in the Yukon via the labour mobility stream. It is more common for registrants in Ontario to seek registration in the northern territories than the reverse. CDHO does not anticipate that the removal of the labour mobility exemption by the Government of Ontario will change this trend.

CDHO will process applications from dental hygienists registered in other Canadian jurisdictions, now including the Yukon and Nunavut, in the same manner as previously.

7.7 Risk Register Overview

Over the last year, Senior CDHO staff worked closely with Doha Melhem, Vice President of Consulting & Chief Evaluator for Pivotal Research in the development of its Enterprise Risk Register and accompanying dashboard. The process involved a lengthy review of much of the CDHO Policy framework to identify those elements that pose a risk to the efficient, effective operation of CDHO. The Enterprise Risk Register that is used to inform the Risk Dashboard was included in the Council materials.

Doha Melhem presented the Risk Register and Dashboard to Council. She provided an overview of CDHO's evolving approach to developing its organizational risk register and shared the initial results from the first cycle of data collection. The risk register is intended to support Council's oversight role by providing a structured, data-driven view of organizational and regulatory risks.

The register captures both enterprise and regulatory risks, providing a framework for Council oversight and operational management. It is organized into six core domains, each with its own set of measurable indicators. Some metrics are already reportable through existing systems; others will require the development of new collection tools.

Each risk is scored based on two factors: *likelihood* (frequency of occurrence) and *impact* (severity of potential consequences). Using CDHO's Risk Occurrence Matrix, these scores

generate a risk priority level—low, moderate, high, or extreme—enabling data-informed action.

The register has now been implemented, and baseline results are available from the first quarter of FY2025 on the dashboard. All six risk domains are currently in the "Low Risk" priority range (on a 25-point risk priority scale).

While this first release captures the core set of metrics, additional measures are under development and will be integrated in future cycles. Work is in progress to include risk to patients and IT risks.

Council will be provided with the Risk Register and Dashboard and given time to provide feedback in advance of the December Council meeting. At the December meeting, Council will decide whether the Dashboard should be published on the CDHO website.

7.8 Strategic Plan Implementation

Dr. Pettifer presented drafts of the CDHO Partner Ecosystem and proposed plans aimed at accomplishing each of the first three Strategic Plan initiatives. The Chair, Michelle Atkinson, spoke to strategic priority four. The draft plans were presented to Council for consideration, amendment, and feedback. The pillars and broad initiatives were presented to Council with the understanding that during the December workshop day Council members will have the opportunity to discuss these in greater detail and drill down into specific areas. Final drafts will be presented at the December 2025 and January 2026 meetings. The following draft plans were reviewed:

- Strategic Plan Initiative 1 – **Enhance Collaboration with the Public, the Profession and System Partners**

  Council reviewed the CDHO System Partners Ecosystem document. Ryan Pestana will be providing a report on the public awareness campaign and the public engagement strategy for 2026 at the December Council meeting.

- Strategic Plan Initiative 2 – **Support Professionalism, Quality Care and Continuous Learning**

- Strategic Plan Initiative 3 – **Advance Commitments to Equity and Inclusion**

  Paula Benbow and Keisha Simpson will be presenting the workplan at the December Council meeting.

- Strategic Plan Initiative 4 – **Modernize Governance Practices**

Council were also provided with a Governance Support Proposal from Kevin McCarthy, The Regulator's Practice, that supports Council's strategic governance priorities. Council spent time

with Kevin McCarthy on September 19, 2025, with respect to developing a Council performance measurement framework and a Registrar/CEO performance assessment policy.

Council will meet again in December to move forward with this work and to talk about governance modernization.

8.0 MONITORING BOARD PERFORMANCE

8.1 CRD-4 Registrar/CEO Performance

The Council Chair reviewed the CRD-4 policy and confirmed the Registrar's performance review was completed in camera June 2025. Council is in compliance

8.2 CRD-5 Registrar/CEO Compensation

Council reviewed the CRD-5 policy and confirmed the Registrar's compensation was reviewed and completed in June 2025 and that Council's decision was conveyed to Dr. Pettifer in June 2025. Council is in compliance.

9.0 COUNCIL-REGISTRAR DELEGATION ITEMS FOR CONSIDERATION

9.1 Policy Content Review: CRD-4 and CRD-5

Council reviewed and discussed the proposed changes to the CRD-4 and CRD-5 policies.

The changes were housekeeping in nature to better align the policies with the language used in the CDHO By-Laws and reflect best practices.

CRD-4
- Update the annual schedule
- Change 'Board' to 'Council'

CRD-5
- Change 'President' to 'Chair'

MOTION: THAT Council approves the changes to the CRD-4 and CRD-5 policies as proposed, including changing the term 'President' to 'Chair', 'Board' to 'Council', and removing gendered language.

Moved: Tiffany Murray
Seconded: Juli Kreutner
VOTE: **CARRIED**

10.0 ENDS ITEMS FOR CONSIDERATION

10.1 Policy Content Review: EL-2

There were no changes to the EL-2 policy.

10.2 Policy Content Review: E-3

There were no changes to the E-3 policy.

10.3 Policy Content Review: E-4

There were no changes to the E-4 policy.

10.4 Policy Content Review: E-6

There were no changes to the E-6 policy.

10.5 Policy Content Review: E-9

There were no changes to the E-9 policy.

MOTION TO MOVE IN CAMERA

MOTION: **THAT** Council move in Camera as per RHPA, *Schedule 2, Section 7(2)(d)* at 1:42 p.m., for agenda items 11.1–11.5.

MOVED: Jeny Jovanov
SECONDED: Nella Chiappetta
VOTE: **CARRIED**

11.0 MONITORING CEO PERFORMANCE

11.1 EL-1

MOTION: **THAT** That council has assessed the monitoring reports for Executive Limitations Policy 1 and determined there is sufficient, verifiable evidence of a reasonable interpretation.

MOVED: Margaret Wade
SECONDED: Nella Chiappetta
VOTE: **CARRIED**

11.2 EL-4(1)

MOTION: **THAT** council has assessed the monitoring reports for Executive Limitations Policy 4(1) and determined there is sufficient, verifiable evidence of a reasonable interpretation.

MOVED: Jennifer Cooper
SECONDED: Amit Sethi
VOTE: **CARRIED**

11.3 EL-5

MOTION: **THAT** That council has assessed the monitoring reports for Executive Limitations Policy 5 and determined there is sufficient, verifiable evidence of a reasonable interpretation.

MOVED: Krista Dufour
SECONDED: Erin Betts
VOTE: **CARRIED**

11.4 EL-10
MOTION: **THAT** That council has assessed the monitoring reports for Executive Limitations Policy 10 and determined there is sufficient, verifiable evidence of a reasonable interpretation.

MOVED: Tiffany Murray
SECONDED: Liisa Moore
VOTE: **CARRIED**

11.4 EL-11
MOTION: **THAT** That council has assessed the monitoring reports for Executive Limitations Policy 11 and determined there is sufficient, verifiable evidence of a reasonable interpretation.

MOVED: Erin Betts
SECONDED: Amit Sethi
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 2:42 p.m.

MOVED: Nella Chiappetta
SECONDED: Amit Sethi
VOTE: **CARRIED**

12.0 SELF-EVALUATION OF GOVERNANCE PROCESS

12.1 Council Meeting Evaluation

The Council Feedback Survey was sent to Council members to be completed electronically. The results have been included as Appendix A.

13.0 NEXT MEETING DATE

The next Council meeting is December 12, 2025.

14.0 ADJOURNMENT

MOTION: **THAT** the Council meeting be adjourned at 2:43 p.m.

Moved: Juli Kreutner
Seconded: Nella Chiappetta
VOTE: **CARRIED**

Approved by:

M. Atkinson

Signature of Chair, Michelle Atkinson

December 12, 2025

Date