



# **CDHO COUNCIL MEETING**

Friday, December 2, 2022

9:00 a.m. – 4:30 p.m.

**Location:**

Hybrid Meeting

## CDHO COUNCIL MEETING AGENDA

**Friday, December 2, 2022**

9:00 a.m. – 4:30 p.m.

Agenda Item	Topic and Relevant Council Policy	Action	Lead if not Chair	Verbal Report/ Attachment	Est. Time
<b>1.0</b>	<b>CALL TO ORDER</b>				<b>9:00</b>
1.1	Roll Call	Council Attendance	T. Strawn	<b>TAB 1</b>	<b>9:00</b>
1.2	Opening Remarks	Council Is Addressed	T. Strawn	--	<b>9:02</b>
1.3	Council Policy Manual Update	For Information	T. Strawn	<b>TAB 2</b>	<b>9:12</b>
1.4	Council Code of Conduct	For Information	T. Strawn	<b>TAB 3</b>	<b>9:13</b>
1.5	Rules of Order	For Information	J. Maciura	<b>TAB 4</b>	<b>9:15</b>
<b>2.0</b>	<b>APPROVAL OF AGENDA</b>				<b>9:20</b>
2.1	Review and Approval of Agenda	For Approval	T. Strawn	<b>TAB 5</b>	<b>9:20</b>
<b>3.0</b>	<b>DECLARATIONS OF POTENTIAL CONFLICT OF INTEREST</b>				<b>9:20</b>
3.1	Declarations of Conflict of Interest	Declare Conflicts	T. Strawn	<b>TAB 6</b>	<b>9:21</b>
<b>4.0</b>	<b>CONSENT AGENDA</b>				<b>9:22</b>
	<b>CONSENT AGENDA ITEMS (4.1. – 4.1.1)</b> A consent agenda is a bundle of items that is voted on, without discussion, as a package. It differentiates between routine matters not needing explanation and more complex issues needing examination. The Chair will ask if anyone wishes to remove an item from the consent agenda. Any Council member may request an item be removed so it can be discussed. To test whether an item should be included in the consent agenda, ask: <ol style="list-style-type: none"> <li>1. Is this item self-explanatory and uncontroversial? Or does it contain an issue that warrants board discussion?</li> <li>2. Is this item for information only? Or is it needed for another meeting agenda issue?</li> </ol>				
4.1	<b><u>Council Meeting Minutes</u></b>				
4.1.1	Meeting Minutes – September 16, 2022	For Approval	T. Strawn	<b>TAB 7</b>	<b>9:22</b>
<b>5.</b>	<b>INFORMATION REQUESTED BY THE BOARD</b>				
5.1	<b><u>Statutory Committee Reports</u></b>				
5.1.1	Executive Committee	For Information	T. Strawn	<b>TAB 8</b>	<b>9:25</b>
5.1.2	Discipline Committee	For Information	J. White	<b>TAB 8</b>	<b>9:25</b>

5.1.3	Fitness to Practise Committee	For Information	TBD	<b>TAB 8</b>	<b>9:25</b>
5.1.4	Inquiries, Complaints and Reports Committee	For Information	M. Atkinson	<b>TAB 8</b>	<b>9:25</b>
5.1.5	Patient Relations Committee	For Information	M. Leuprecht	<b>TAB 8</b>	<b>9:25</b>
5.1.6	Quality Assurance Committee	For Information	T. Strawn	<b>TAB 8</b>	<b>9:25</b>
5.1.7	Registration Committee	For Information	C. Lotz	<b>TAB 8</b>	<b>9:25</b>
5.2	<b><u>Non-Statutory Committee Reports</u></b>				
5.2.1	Examinations Committee	For Information	L. Voytek	<b>TAB 8</b>	<b>9:25</b>
5.3	<b><u>Incidental Briefing Reports</u></b>				
5.3.1	Council President's Report	For Information	T. Strawn	<b>TAB 9</b>	<b>9:25</b>
5.3.2	Registrar's Administrative Report	For Information	G. Pettifer	<b>TAB 10</b>	<b>9:25</b>
<b>6.0</b>	<b>BOARD EDUCATION</b>				<b>9:30</b>
6.1	Inequality in Access to Oral Health Care	Presentation and Discussion	Dr. Catherine Carstairs	--	<b>9:30</b>
	<b>BREAK</b>				<b>11:00</b>
6.2	Quality Assurance Strategic Planning	Presentation	Dr. Zubin Austin	--	<b>11:15</b>
	<b>LUNCH</b>				<b>12:00</b>
<b>7.0</b>	<b>OWNERSHIP LINKAGE</b>				
7.1	Status of Ownership Linkage Activities <i>The Chair will provide a verbal update to Council on the committee's activities.</i>	For Information	C. Grbac and Doha Melhem, Pivotal Research	--	<b>1:00</b>
<b>8.0</b>	<b>GOVERNANCE PROCESS ITEMS</b>				<b>1:45</b>
8.1	2023 Operations Budget <i>Council will be asked to approve the 2023 operations budget.</i>	For Approval	T. Strawn	<b>TAB 11</b>	<b>1:45</b>
8.2	2023 Governance Budget <i>Council will be asked to approve the 2023 governance budget.</i>	For Approval	T. Strawn	<b>TAB 12</b>	<b>1:55</b>
8.3	Non-Council Member Appointments <i>Council will be asked to appoint Non-Council members to the Registration and Discipline committees.</i>	For Approval	T. Strawn	<b>TAB 13</b>	<b>2:05</b>

8.4	Amendment to GP 7 Council Stipend and Expenses <i>Council will be asked to approve the proposed amendments providing the President fair, effective, and transparent compensation for work done in the President's role.</i>	For Approval	V. Pereira	<b>TAB 14</b>	<b>2:15</b>
	<b>BREAK</b>				<b>2:30</b>
8.5	Policy Content Review: GP 7 Council and Committee Stipend and Expenses <i>Council will be asked to consider amendments to the policy to bring the daily per diem rate and accommodation rate up to date for 2022 and consider remuneration for monitoring.</i>	For Approval	T. Strawn	<b>TAB 15</b>	<b>2:45</b>
8.6	Governance Committee Update <i>The Chair will provide a verbal update to Council on the committee's activities.</i>	For Information	M. Atkinson	--	<b>3:00</b>
8.7	Code of Conduct Amendment <i>Council will be asked to consider amendments to Bylaw 5.</i>	For Approval	T. Strawn	<b>TAB 16</b>	<b>3:05</b>
8.8	Dissolution of the Competency Profile Committee <i>Council will be asked to dissolve the Competency Profile Committee.</i>	For Approval	T. Strawn	<b>TAB 17</b>	<b>3:15</b>
8.9	Policy Content Review: GP 6.6 Governance Committee Terms of Reference <i>Council will be asked to review and approve the updated terms of reference for the Governance Committee.</i>	For Approval	T. Strawn	<b>TAB 18</b>	<b>3:20</b>
8.10	Council Coaching Advisory <i>Council will review the Coaching Advisory provided by the Governance Coach.</i>	For Information	T. Strawn	<b>TAB 19</b>	<b>3:25</b>
<b>9.0</b>	<b>ENDS ITEMS FOR CONSIDERATION</b>				<b>3:30</b>
	There are no agenda items at this meeting				<b>3:30</b>
<b>10.0</b>	<b>COUNCIL REGISTRAR DELEGATION ITEMS FOR CONSIDERATION</b>				<b>3:30</b>
	There are no agenda items for this meeting.				<b>3:30</b>
<b>11.0</b>	<b>EXECUTIVE LIMITATIONS ITEMS FOR CONSIDERATION</b>				<b>3:30</b>
11.1	Policy Content Review: EL 1 Treatment of the Public and Registrants	For Consideration	T. Strawn	<b>TAB 20</b>	<b>3:30</b>

11.2	Policy Content Review: EL 5 Protection of Assets	For Consideration	T. Strawn	<b>TAB 20</b>	<b>3:35</b>
11.3	Policy Content Review: EL 10 Development of Standards Governing Practice	For Consideration	T. Strawn	<b>TAB 20</b>	<b>3:40</b>
11.4	Policy Content Review: EL 11 Amendments to the Act or Bylaws	For Consideration	T. Strawn	<b>TAB 20</b>	<b>3:45</b>
<b>12.0</b>	<b>REQUIRED APPROVALS AGENDA</b>				<b>3:50</b>
	There are no agenda items at this meeting.				
<b>13.0</b>	<b>MONITORING BOARD PERFORMANCE</b>				<b>3:50</b>
	There are no agenda items at this meeting.				<b>3:50</b>
<b>14.0</b>	<b>MONITORING CEO PERFORMANCE</b>				<b>3:50</b>
	There are no agenda items for this meeting.				<b>3:50</b>
<b>15.0</b>	<b>SELF-EVALUATION OF GOVERNANCE PROCESS</b>				<b>3:50</b>
15.1	Council Meeting Evaluation	For Evaluation and Discussion	T. Strawn	--	<b>3:50</b>
<b>16.0</b>	<b>NEXT MEETING DATE — January 20, 2023</b>				<b>4:30</b>
<b>17.0</b>	<b>ADJOURNMENT</b>			<b>TAB 21</b>	<b>4:30</b>

## Roll Call

### Council Meeting

Friday, December 2, 2022

*Hybrid Meeting*

<input type="checkbox"/>	Michelle Atkinson	Elected
<input type="checkbox"/>	Loree Beniuk	Public
<input type="checkbox"/>	Erin Betts	Public
<input type="checkbox"/>	Maheen Cassim	Elected
<input type="checkbox"/>	Anne-Marie Conaghan	Academic
<input type="checkbox"/>	Jennifer Cooper	Academic
<input type="checkbox"/>	Pella Giabanis	Public
<input type="checkbox"/>	Carla Grbac	Elected
<input type="checkbox"/>	Alex Greco	Public
<input type="checkbox"/>	Farzana Hussain	Elected
<input type="checkbox"/>	Ehizele Martin Iyamabo	Public
<input type="checkbox"/>	Meghan Leuprecht	Public
<input type="checkbox"/>	Caroline Lotz	Elected
<input type="checkbox"/>	Angelica Palantzas	Public
<input type="checkbox"/>	Vanessa Pereira	Elected
<input type="checkbox"/>	Upneet (Sasha) Sidhu	Public
<input type="checkbox"/>	Terri Strawn	Elected
<input type="checkbox"/>	Margaret Wade	Public
<input type="checkbox"/>	Jacqueline White	Elected
<input type="checkbox"/>	Mary Yeomans	Elected
/20 total members		

## BRIEFING NOTE

**To:** Council

**From:** Chair

**Date:** December 2, 2022

**Topic:** Council Policy Manual Update

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The following policies were updated at the September 16, 2022 Council Meeting and the Policy Manual has been updated.

GP 3 Council Planning and Cycle Agenda Review  
GP 7 Council Stipend and Expenses  
GP 10 Governance Succession Planning

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## COUNCIL CODE OF CONDUCT

### 4. GLOBAL GOVERNANCE PROCESS POLICY

The purpose of the Council, on behalf of the public of Ontario, is to see to it that the College of Dental Hygienists of Ontario achieves appropriate results for the appropriate people at an appropriate cost, as specified in Council's Ends policies, while avoiding unacceptable actions and situations.

#### GP-8 Code of Conduct

Council Members shall conduct themselves in accordance with the bylaws.

#### Excerpt from Bylaw 5

##### 3.7 Council and Non-Council Committee Member Code of Conduct

- (1) This entire Code of Conduct, from sections 3.7 through to and including section 3.9, shall apply to Council Members and with necessary modifications, to Non-Council Committee Members. Any reference to Council Members shall be interpreted as also applying to Non-Council Committee Members as the circumstances may require.

##### Fiduciary Duties

- (2) Council Members shall act in the best interests of the College and of the public of Ontario. They shall perform their duties in accordance with the Act, the bylaw and any policies of the College.
- (3) Council Members shall conduct themselves in a manner which is ethical, business-like and lawful and upholds the reputation of the CDHO. This includes proper use of authority and appropriate decorum when acting as Council Members. Council Members shall treat one another and staff members with respect, co-operation and a willingness to deal openly on all matters.
- (4) Council Members must have loyalty to the College that supersedes any loyalties to staff, other organizations or any personal interest as a consumer.
- (5) Council Members are accountable to exercise the powers and discharge the duties of their office honestly and in good faith. Members shall exercise the degree of care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.
- (6) Council Members will not attempt to exercise individual authority over the organization.
- (7) When interacting with staff, Council Members must recognize that individual Council Members have no authority to instruct or evaluate employees, and no authority to insert themselves into employee operations.



- (8) Council Members shall recognize that the President or designate is the only person authorized to speak to the media on behalf of the Council. Council Members shall not presume to speak for the Council when interacting with the public. Council Members shall only report actual Council policy decisions when interacting with the public.
- (9) Council Members shall be familiar with the incorporating documents, relevant legislation and regulations, bylaws, and policies of the organization as well as the rules of procedure and proper conduct of a meeting so that any decision of the Council may be made in an efficient, knowledgeable and expeditious fashion.
- (10) Council Members will be properly prepared for, and actively participate in Council deliberation.
- (11) Council Members will support the legitimacy and authority of Council decisions, regardless of the member's personal position on the issue.
- (12) Council Members shall regularly take part in educational activities that will assist them in carrying out their responsibilities.
- (13) Council Members are expected to attend all meetings and to be punctual.
- (14) Council Members who are unable to attend a meeting shall inform the President and the Registrar/CEO of their expected absence and the reason for it.
- (15) Council Members shall be prepared **to serve on** committees and complete individual tasks as assigned by the Council from time to time.

#### **Conflict of Interest**

- (16) The terms "conflict of interest" and "appearance of bias" are often used interchangeably. The term "conflict of interest" generally applies to policy or administrative decisions while the term "appearance of bias" generally applies to an adjudicative type of decision. For the purpose of this bylaw, they mean the same thing.
- (17) Council Members must not carry out their duties when they are in a conflict of interest. A conflict of interest exists where a reasonable person could conclude that the personal interests of the individual or a related person or company could improperly influence the individual's judgment in performing his or her duties as a Council Member.
- (18) There must be no self-dealing or any conduct of private business or personal services between any Council Member and the organization, except as procedurally controlled to assure openness, competitive opportunity, and equal access to otherwise "inside" information. Council Members will annually disclose their involvements with other organizations, with vendors, or any associations that might be or might reasonably be seen as being a conflict.
- (19) Council Members may not accept an employment or administrative position with the College, including that of the Registrar, unless one year has passed since he or she was a Council Member or Non-Council Member.

- (20) Council Members will not use their Council or committee position to obtain employment in the organization for themselves, family members, or close associates. Should a Council Member wish to apply for employment, he or she must resign from the Council and not apply before a date twelve (12) months from the effective date of their resignation. Family members are spouse, life partner, child, parent, in-law, live-in grandparent or sibling.

***Examples of Conflicts of Interest***

- (21) Without limiting the usual and ordinary meaning of “conflict of interest” or “appearance of bias”, some examples of activities or circumstances that would usually constitute a conflict of interest or an appearance of bias for a Council or Non-Council Member include the following:
- (a) Where the decision could confer a more than trivial financial or other benefit or burden to the Council Member or their close relative or friend or affiliated entity;
  - (b) Where the Council Member or their close relative or friend or affiliated entity seeks or accepts more than a nominal gift from a person or entity connected to or affected by the College or its mandate or a gift which could reasonably be viewed as influencing the Council or Committee Member;
  - (c) Where the Council Member or their close relative or friend or affiliated entity uses the Council Member’s position with the College to advance their personal or financial interests;
  - (d) Where the Council Member takes action or counsels another to take action against the College, the reputation of the College or its staff;
  - (e) Where the Council Member is running for national or provincial public office and where the Council or Committee Member has not taken a leave of absence from all Council and committee positions at the College;
  - (f) Where the Council Member agrees to give or gives a presentation on an issue related to the College’s role or activities without prior College approval;
  - (g) Where the Council Member agrees to participate or participates in a committee, working group, task force or other group related to the College’s role or activities without prior College approval;
  - (h) Where the Council Member, who is not the official spokesperson for the College, is in communication with government officials, politicians or the media on any matter related to the College without prior College approval;
  - (i) Where the Council Member publishes, including a posting on social media, a statement that could impair the public’s confidence in the College or compromise the policy or public image of the College or the Council Member’s ability to make transparent, objective, impartial and fair decisions that are in the public interest;
  - (j) Where the Council Member appears to give preferential access to a person or entity that advances the interests of dental hygienists or that has policy-making responsibilities for dental hygienists or that oversees the regulation of dental hygienists without prior College approval;

- (k) Where the Council Member advises or assists anyone in their dealings with the College, including acting as a peer mentor unless the Council Member has prior College approval;
- (l) Where the Council Member demonstrates a closed mind on an issue that is coming up, or is likely to come up, before the College;
- (m) Where the Council Member is the subject of an inquiry or investigation by the College, the police or another authority that impairs the ability of the Council Member to participate in a decision or to continue to serve in his or her position or has the potential to jeopardize public trust in the member, the Council, the Committee or the College;
- (n) Where the Council Member applies for employment with the College without first resigning all Council and committee positions;
- (o) Where the Council Member has a connection with a person or issue to be determined that would reasonably be seen by those who know all of the circumstances as incompatible with his or her responsibilities as an impartial decision-maker; and
- (p) Where the Council Member or their close relative or friend or affiliated entity uses materials developed for the College for commercial purposes without prior College approval.

***Preventing and Addressing Conflicts of Interest***

- (22) Council Members shall avoid, where feasible, situations where they would have conflicting duties of confidentiality and disclosure between their role with the College and with another person or entity.
- (23) Where a Council Member is in doubt as to whether he or she has a conflict of interest, the Council Member shall consult with an appropriate person such as the Chair of the affected committee, the President, the Registrar, or independent legal counsel in a hearing.
- (24) If a Council Member believes that he or she has a conflict of interest in a particular matter, he or she shall,
  - (a) prior to any consideration of the matter, declare to the Council or the committee that he or she has a conflict of interest that prevents him or her from participating;
  - (b) not take part in the discussion of or vote on any question in respect of the matter;
  - (c) leave the room for the portion of the meeting relating to the matter even where the meeting is open to the public; and
  - (d) not attempt in any way to influence the voting or do anything which might be reasonably perceived as an attempt to influence other Council or Committee Members or the decision relating to that matter.
- (25) Where a Council Member declares a conflict of interest, that fact shall be recorded in the minutes of that meeting of Council or the committee.

- (26) Where a Council Member believes that another Council Member has a conflict of interest that has not been declared despite any appropriate informal communications with the other Council Member, the first Council Member shall advise an appropriate person such as the Chair of the affected committee, the President, the Registrar, or independent legal counsel in hearing matters. The person who is suggested as having a conflict of interest is entitled to address the matter before any decision is made regarding the issue under paragraph 28 of this Article.
- (27) Where a Council Member believes that another Council or Committee Member has already acted in a conflict of interest or is in an ongoing conflict of interest, he or she shall advise in writing an appropriate person such as the Chair of the affected committee, the President, the Registrar or independent legal counsel in hearing matters. The person who is suggested as having a conflict of interest is entitled to make submissions about the matter before any decision is made regarding the issue under paragraph 28 of this Article.
- (28) Where the Council or a Committee concludes that one of its members has a conflict of interest that has not been declared, it can, after allowing the affected member to make submissions regarding the issue, direct that the Council or Committee Member not participate in the discussion or decision, leave the room for that portion of the meeting and not try to or otherwise exert influence in the matter.

#### **Declaration of Conflict of Interest by Council and Non-Council Members**

- (29) Every Council Member shall declare, verbally, and where the Council deems it appropriate, in writing, if he or she has an actual or perceived conflict of interest pertaining to his or her duties as a Council or Committee Member. This declaration will take place at the first Council or Committee meeting at which he or she becomes aware of an actual or perceived conflict of interest and subsequently at the first Council meeting of each year.

#### **Confidentiality**

- (30) The purpose of this part of the bylaw is to provide helpful explanations as how to comply with the confidentiality provisions of the Code of Conduct. These provisions in no way limit the full extent of the duties set out in the Code of Conduct.
- (31) Council Members shall treat all information learned in the course of their duties, whether or not the information is related to an individual, as confidential and shall not disclose it unless a clearly identified exception applies.
- (32) Council Members shall review at least annually and when there are changes, the provisions in the *Regulated Health Professions Act* (especially section 36) and the Health Professions Procedural Code (especially sections 83 and 83.1), relating to confidentiality.
- (33) Council Members shall generally leave to College staff the disclosure of information under the legal exceptions to the duty of confidentiality. However, in appropriate circumstances, Council Members may disclose information directly when performing their duties, such as in rendering a decision and reasons on behalf of a committee, when appropriately discussing information that is public under the legislation and when consulting with their own legal counsel.

- (34) Even for communications within the College, Council Members shall only obtain or disclose information on a need-to-know basis.
- (35) Council Members will not share or post information on social media that compromises the organization or the Council's policy or public image.
- (36) Council Members shall take reasonable measures to safeguard College information including the safe management of paper documents and portable electronic devices and avoiding the use of unsecure electronic forms of communication or the use of social media for such communications.
- (37) Where a Council Member believes that there has been a breach of confidentiality by a Council or Committee Member, whether intentional or unintentional, he or she shall immediately advise the Registrar in writing providing all of the details. The Registrar shall notify the President as soon as possible of any breach of confidentiality by a Council or Committee Member.
- (38) Council Members will sign annually their agreement to abide by the Code of Conduct in its entirety.

### **3.8 Disqualification of Council and Non-Council Members**

- (1) The Council shall disqualify a Registrant from sitting on Council or a Committee or serving as a Non-Council Member if the Registrant:
  - (a) is found by a panel of the Discipline Committee to have committed an act of professional misconduct or to be incompetent;
  - (b) is found by a panel of the Fitness to Practise Committee to be incapacitated;
  - (c) subject to the discretion of Council to excuse the absence, fails, without reasonable cause, to attend two consecutive meetings of the Council or fails, for any reason, to attend three consecutive meetings of the Council;
  - (d) subject to the discretion of Council to excuse the absence, fails to attend two consecutive meetings of a Committee without reasonable cause or fails, for any reason, to attend three consecutive meetings of a Committee of which she or he is a member;
  - (e) fails, without reasonable cause, to attend a hearing of a panel for which he or she has been selected;
  - (f) in the case of an Elected Member, ceases to qualify for election in the electoral district for which the Elected Member was Elected;
  - (g) in the case of an Academic Member, ceases to be Faculty;
  - (h) breaches section 36 of the Act which, in the opinion of Council, is of such a nature that warrants disqualification;
  - (i) ceases to be a Registrant;
  - (j) fails, in the opinion of the Council, to discharge properly or honestly any office to which he or she has been Elected, Selected or Appointed;

- (k) has breached the Code of Conduct or conflict of interest provisions of this bylaw which, in the opinion of the Conduct Committee or its delegate, is of such a nature that warrants disqualification;
  - (l) becomes a member of a Council of any other College regulated under the Act;
  - (m) is found guilty of a criminal offence which, in the opinion of Council, is of such a nature that warrants disqualification;
  - (n) has not complied, within 30 days, or as otherwise specified, of being given notice of the failure, the College's requirements to pay fees, or the College's requirements for the provision of information;
  - (o) has a term, limit or condition imposed by the Quality Assurance Committee, the Discipline Committee or the Fitness to Practise Committee on his or her certificate of registration;
  - (p) is or becomes an officer, director or employee of a Professional Advocacy Association (however, a Council Member shall not be disqualified by reason of serving on an association or organization to which he or she has been appointed by the Council as a representative of the College);
  - (q) initiates, joins, continues or materially contributes to a legal proceeding against the College of any Committee or representatives of the College;
  - (r) has been directed by the Inquiries, Complaints and Reports Committee to complete a specified continuing education or remediation program and/or to appear before a panel of the Committee to be cautioned in the six years prior to the term of such Member, or during the term of such Member; or
  - (s) has given an undertaking to the College in response to a request by a panel of the Inquiries, Complaints and Reports Committee related to a complaint or for a matter in which an investigator is appointed under clause 75(1)(a) or clause 75(1)(b) of the Code, in the six years prior to the term of such Member, or during the term of such Member.
- (2) Jurisdiction for disqualifying a Public Member falls to the Lieutenant Governor in Council. The President on behalf of Council shall report to the Public Appointments Secretariat if a Public Member:
- (a) subject to the discretion of Council to excuse the absence, fails, without reasonable cause, to attend two consecutive regular meetings of the Council or fails, for any reason, to attend three consecutive meetings of the Council;
  - (b) subject to the discretion of Council to excuse the absence, fails, without reasonable cause, to attend two consecutive regular meetings of a Committee of which she or he is a member or fails, for any reason, to attend three consecutive meetings of a Committee of which she or he is a member;
  - (c) fails, without reasonable cause, to attend a hearing of a panel for which she or he has been selected;

- (d) breaches section 36 of the Act which, in the opinion of Council, is of such a nature that warrants disqualification;
  - (e) has breached the Code of Conduct or conflict of interest provisions of this bylaw which, in the opinion of the Conduct Committee or its delegate, is of such a nature that warrants disqualification;
  - (f) ceases to be a resident of Ontario;
  - (g) fails, in the opinion of the Council, to discharge properly or honestly any office to which he or she has been appointed;
  - (h) becomes a member of a Council of any other College regulated under the Act;
  - (i) is found guilty of a criminal offence which, in the opinion of Council, is of such a nature that warrants disqualification;
  - (j) is or becomes an officer, director or employee of a Professional Advocacy Association (however, a Public Member shall not be reported to the Public Appointments Secretariat by reason of serving on an association or organization to which he or she has been appointed by the Council as a representative of the College); or
  - (k) initiates, joins, continues or materially contributes to a legal proceeding against the College or any Committee or representatives of the College.
- (3) A person who has served as a Council or Non-Council Member may not become an employee of the College until one year has passed following the expiration of their term of office.
- (4) A Council Member who has been disqualified from sitting on the Council ceases to be a member of the Council and ceases to be a member of any Committees, including any panel, to which he or she had been Appointed.

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## SCHEDULE III

### RULES OF ORDER OF COUNCIL

- (1) In this Schedule, "Member" means a Member of the Council.
- (2) Each agenda topic will be introduced briefly by the person or Committee representative raising it. Members may ask questions of clarification, then the person introducing the matter shall make a motion and another Member must second the motion before it can be debated.
- (3) When any Member wishes to speak, s/he shall so indicate by raising her or his hand and shall address the presiding officer and confine herself or himself to the matter under discussion.
- (4) Staff persons and consultants with expertise in a matter may be permitted by the presiding officer to answer specific questions about the matter.
- (5) Observers at a Council meeting are not allowed to speak to a matter that is under debate.
- (6) A Member may not speak again on the debate of a matter until every other Member who wishes to speak to it has been given an opportunity to do so. The only exception is that the person introducing the matter or a staff person may answer questions about the matter. Members will not speak to a matter more than twice without the permission of the presiding officer.
- (7) A Member may speak up to three (3) minutes upon any motion; additional time may be allotted with the permission of Council.
- (8) When a motion is under debate, no other motion can be made except to amend it, to postpone it, to put the motion to a vote, to adjourn the debate or the Council meeting or to refer the motion to a Committee.
- (9) A motion to amend the motion then under debate shall be disposed of first. Only one motion to amend the motion under debate can be made at a time.
- (10) When it appears to the presiding officer that the debate on a matter has concluded, when Council has passed a motion to vote on the motion or when the time allocated to the debate on the matter has concluded, the presiding officer shall put the motion to a vote.
- (11) When a matter is being voted on, no Member shall enter or leave the Council room, and no further debate is permitted.
- (12) No Member is entitled to vote upon any motion in which s/he has a conflict of interest, and the vote of any Member so interested will be disallowed.
- (13) Any motion decided by the Council shall not be re-introduced during the same meeting except by a two-thirds vote of the Members then present.



- (14) Whenever the presiding officer is of the opinion that a motion offered to the Council is contrary to these rules or the bylaws, s/he shall rule the motion out of order and give her or his reasons for doing so.
- (15) The presiding officer shall preserve order and decorum, and shall decide questions of order, subject to an appeal to the Council without debate.
- (16) The above rules may be relaxed by the presiding officer if it appears that greater informality is beneficial in the particular circumstances, unless the Council requires strict adherence.
- (17) Members are not permitted to discuss a matter with observers while it is being debated.
- (18) Members shall turn off cell phones during Council meetings and, except during a break in the meeting, shall not use a cell phone, blackberry or other electronic device. Laptops shall only be used during Council meetings to review materials related to Council business (e.g., electronic copies of background documents) and to make personal notes on the issue at hand.
- (19) Members are to be silent while others are speaking.
- (20) In all cases not provided for in these rules or by other rules of Council, the current edition of “Robert's Rules of Order” shall be followed so far as they may be applicable.
- (21) These rules shall apply, with necessary modifications, to meetings conducted by teleconference or any other electronic means permitted by the bylaws, including audio or video conferencing.

*Approved by Council September 25, 2015*

*Article 16.2(1) amended by Council March 4, 2016*

*Amended by Council June 3, 2016 to include Schedule III*

*Articles 1.1, 3.2, 3.3, 3.7, 3.9, 4.7, 4.10, 4.12, 4.14, 5.9, 12.1, 12.2, 14.2, 14.3, 15.4–15.6 16.1, 16.2, 16.4, amended by Council March 24, 2017*

*Articles 3.4(3), 5.8(3), 16.4(1, 2, 3, 5, 7) amended by Council March 22, 2019*

*Articles 3.7–3.17, 5.8, 19–21 amended by Council June 7, 2019*

*Articles 3.2(14), 3.15(1), 3.18(1), 4.3, 4.4, 4.12(1, 2, 3), 5.3(1)(a), 5.5, 7.1(1, 2, 3), 19.7 amended by Council September 18, 2020*

*Articles 1.1, 3.1(17), 3.3(1), 3.5, 3.8(3, 4), 3.9(11), 5.11(3, 4, 5, 6, 7, 8), 16.2(1, 2, 3), amended by Council June 10, 2022*

## Conflict of Interest Declaration 2022

### Annual Conflict of Interest Declaration

Michelle Atkinson on Friday, 1/21/2022

**1. Please type your full name:**

Michelle Atkinson

**2. I have read sections 3.7 to 3.9 of the CDHO Bylaw 5 and I understand that I am accountable as a member of Council to conduct myself in compliance with these bylaws.**

Yes

**3. I understand that I am obligated to declare a conflict of interest with my Council responsibilities, if and when one arises.**

Yes

**4. I also understand that I am obligated to report instances of another Council member's conflict of interest with Council responsibilities of which I become aware.**

Yes

**5. Having reviewed the examples of conflict of interest [sec 3.7(21), I am declaring:**

that I currently have potential conflicts of interest in my role as member of Council.

**6. I am declaring the following potential conflicts of interest in my role as a member of Council.**

Full time faculty member - Algonquin College

## Conflict of Interest Declaration 2022

### Annual Conflict of Interest Declaration

Loree Beniuk on Wednesday, 1/26/2022

**1. Please type your full name:**

Loree Beniuk

**2. I have read sections 3.7 to 3.9 of the CDHO Bylaw 5 and I understand that I am accountable as a member of Council to conduct myself in compliance with these bylaws.**

Yes

**3. I understand that I am obligated to declare a conflict of interest with my Council responsibilities, if and when one arises.**

Yes

**4. I also understand that I am obligated to report instances of another Council member's conflict of interest with Council responsibilities of which I become aware.**

Yes

**5. Having reviewed the examples of conflict of interest [sec 3.7(21), I am declaring:**

that I currently have no conflicts of interest in my role as a member of Council.

**6. I am declaring the following potential conflicts of interest in my role as a member of Council.**

## Conflict of Interest Declaration 2022

### Annual Conflict of Interest Declaration

Erin Betts on Friday, 1/21/2022

**1. Please type your full name:**

erin betts

**2. I have read sections 3.7 to 3.9 of the CDHO Bylaw 5 and I understand that I am accountable as a member of Council to conduct myself in compliance with these bylaws.**

Yes

**3. I understand that I am obligated to declare a conflict of interest with my Council responsibilities, if and when one arises.**

Yes

**4. I also understand that I am obligated to report instances of another Council member's conflict of interest with Council responsibilities of which I become aware.**

Yes

**5. Having reviewed the examples of conflict of interest [sec 3.7(21), I am declaring:**

that I currently have no conflicts of interest in my role as a member of Council.

**6. I am declaring the following potential conflicts of interest in my role as a member of Council.**

## Conflict of Interest Declaration 2022

### Annual Conflict of Interest Declaration

Maheen Cassim on Wednesday, 2/16/2022

**1. Please type your full name:**

Maheen Cassim

**2. I have read sections 3.7 to 3.9 of the CDHO Bylaw 5 and I understand that I am accountable as a member of Council to conduct myself in compliance with these bylaws.**

Yes

**3. I understand that I am obligated to declare a conflict of interest with my Council responsibilities, if and when one arises.**

Yes

**4. I also understand that I am obligated to report instances of another Council member's conflict of interest with Council responsibilities of which I become aware.**

Yes

**5. Having reviewed the examples of conflict of interest [sec 3.7(21), I am declaring:**

that I currently have no conflicts of interest in my role as a member of Council.

**6. I am declaring the following potential conflicts of interest in my role as a member of Council.**

Part time faculty member at Confederation College, Thunder Bay.

## Conflict of Interest Declaration 2022

### Annual Conflict of Interest Declaration

Anne-Marie Conaghan on Sunday, 1/23/2022

**1. Please type your full name:**

Anne-Marie Conaghan

**2. I have read sections 3.7 to 3.9 of the CDHO Bylaw 5 and I understand that I am accountable as a member of Council to conduct myself in compliance with these bylaws.**

Yes

**3. I understand that I am obligated to declare a conflict of interest with my Council responsibilities, if and when one arises.**

Yes

**4. I also understand that I am obligated to report instances of another Council member's conflict of interest with Council responsibilities of which I become aware.**

Yes

**5. Having reviewed the examples of conflict of interest [sec 3.7(21), I am declaring:**

that I currently have potential conflicts of interest in my role as member of Council.

**6. I am declaring the following potential conflicts of interest in my role as a member of Council.**

Program Coordinator, Georgian College. Item-writer, National Dental Hygiene Certification Board. Site-surveyor, Commission on Dental Accreditation of Canada.

## Conflict of Interest Declaration 2022

### Annual Conflict of Interest Declaration

Jennifer Cooper on Sunday, 1/23/2022

**1. Please type your full name:**

Jennifer Cooper

**2. I have read sections 3.7 to 3.9 of the CDHO Bylaw 5 and I understand that I am accountable as a member of Council to conduct myself in compliance with these bylaws.**

Yes

**3. I understand that I am obligated to declare a conflict of interest with my Council responsibilities, if and when one arises.**

Yes

**4. I also understand that I am obligated to report instances of another Council member's conflict of interest with Council responsibilities of which I become aware.**

Yes

**5. Having reviewed the examples of conflict of interest [sec 3.7(21), I am declaring:**

that I currently have potential conflicts of interest in my role as member of Council.

**6. I am declaring the following potential conflicts of interest in my role as a member of Council.**

Faculty at Fanshawe College, CDAC Surveyor (Dental Assisting Programs - Out of Province)

## Conflict of Interest Declaration 2022

### Annual Conflict of Interest Declaration

Pella Giabanis on Tuesday, 1/25/2022

**1. Please type your full name:**

Pella Giabanis

**2. I have read sections 3.7 to 3.9 of the CDHO Bylaw 5 and I understand that I am accountable as a member of Council to conduct myself in compliance with these bylaws.**

Yes

**3. I understand that I am obligated to declare a conflict of interest with my Council responsibilities, if and when one arises.**

Yes

**4. I also understand that I am obligated to report instances of another Council member's conflict of interest with Council responsibilities of which I become aware.**

Yes

**5. Having reviewed the examples of conflict of interest [sec 3.7(21), I am declaring:**

that I currently have no conflicts of interest in my role as a member of Council.

**6. I am declaring the following potential conflicts of interest in my role as a member of Council.**



## Conflict of Interest Declaration 2022

### Annual Conflict of Interest Declaration

Carla Grbac on Sunday, 1/23/2022

**1. Please type your full name:**

Carla Grbac

**2. I have read sections 3.7 to 3.9 of the CDHO Bylaw 5 and I understand that I am accountable as a member of Council to conduct myself in compliance with these bylaws.**

Yes

**3. I understand that I am obligated to declare a conflict of interest with my Council responsibilities, if and when one arises.**

Yes

**4. I also understand that I am obligated to report instances of another Council member's conflict of interest with Council responsibilities of which I become aware.**

Yes

**5. Having reviewed the examples of conflict of interest [sec 3.7(21), I am declaring:**

that I currently have no conflicts of interest in my role as a member of Council.

**6. I am declaring the following potential conflicts of interest in my role as a member of Council.**

## Conflict of Interest Declaration 2022

### Annual Conflict of Interest Declaration

Alessandro Greco on Friday, 2/4/2022

**1. Please type your full name:**

Alex Greco

**2. I have read sections 3.7 to 3.9 of the CDHO Bylaw 5 and I understand that I am accountable as a member of Council to conduct myself in compliance with these bylaws.**

Yes

**3. I understand that I am obligated to declare a conflict of interest with my Council responsibilities, if and when one arises.**

Yes

**4. I also understand that I am obligated to report instances of another Council member's conflict of interest with Council responsibilities of which I become aware.**

Yes

**5. Having reviewed the examples of conflict of interest [sec 3.7(21), I am declaring:**

that I currently have no conflicts of interest in my role as a member of Council.

**6. I am declaring the following potential conflicts of interest in my role as a member of Council.**

## Conflict of Interest Declaration 2022

### Annual Conflict of Interest Declaration

Farzana Hussain on Sunday, 1/23/2022

**1. Please type your full name:**

Farzana Hussain

**2. I have read sections 3.7 to 3.9 of the CDHO Bylaw 5 and I understand that I am accountable as a member of Council to conduct myself in compliance with these bylaws.**

Yes

**3. I understand that I am obligated to declare a conflict of interest with my Council responsibilities, if and when one arises.**

Yes

**4. I also understand that I am obligated to report instances of another Council member's conflict of interest with Council responsibilities of which I become aware.**

Yes

**5. Having reviewed the examples of conflict of interest [sec 3.7(21), I am declaring:**

that I currently have no conflicts of interest in my role as a member of Council.

**6. I am declaring the following potential conflicts of interest in my role as a member of Council.**

## Conflict of Interest Declaration 2022

### Annual Conflict of Interest Declaration

Ehizele Martin Iyamabo on Saturday, 1/22/2022

**1. Please type your full name:**

Martin Iyamabo

**2. I have read sections 3.7 to 3.9 of the CDHO Bylaw 5 and I understand that I am accountable as a member of Council to conduct myself in compliance with these bylaws.**

Yes

**3. I understand that I am obligated to declare a conflict of interest with my Council responsibilities, if and when one arises.**

Yes

**4. I also understand that I am obligated to report instances of another Council member's conflict of interest with Council responsibilities of which I become aware.**

Yes

**5. Having reviewed the examples of conflict of interest [sec 3.7(21), I am declaring:**

that I currently have no conflicts of interest in my role as a member of Council.

**6. I am declaring the following potential conflicts of interest in my role as a member of Council.**

## Conflict of Interest Declaration 2022

### Annual Conflict of Interest Declaration

Meghan Leuprecht on Sunday, 1/30/2022

**1. Please type your full name:**

Meghan Leuprecht

**2. I have read sections 3.7 to 3.9 of the CDHO Bylaw 5 and I understand that I am accountable as a member of Council to conduct myself in compliance with these bylaws.**

Yes

**3. I understand that I am obligated to declare a conflict of interest with my Council responsibilities, if and when one arises.**

Yes

**4. I also understand that I am obligated to report instances of another Council member's conflict of interest with Council responsibilities of which I become aware.**

Yes

**5. Having reviewed the examples of conflict of interest [sec 3.7(21), I am declaring:**

that I currently have potential conflicts of interest in my role as member of Council.

**6. I am declaring the following potential conflicts of interest in my role as a member of Council.**

Member of OCSWSSW

## Conflict of Interest Declaration 2022

### Annual Conflict of Interest Declaration

Caroline Lotz on Friday, 1/21/2022

**1. Please type your full name:**

Caroline Lotz

**2. I have read sections 3.7 to 3.9 of the CDHO Bylaw 5 and I understand that I am accountable as a member of Council to conduct myself in compliance with these bylaws.**

Yes

**3. I understand that I am obligated to declare a conflict of interest with my Council responsibilities, if and when one arises.**

Yes

**4. I also understand that I am obligated to report instances of another Council member's conflict of interest with Council responsibilities of which I become aware.**

Yes

**5. Having reviewed the examples of conflict of interest [sec 3.7(21), I am declaring:**

that I currently have no conflicts of interest in my role as a member of Council.

**6. I am declaring the following potential conflicts of interest in my role as a member of Council.**

Educator - Faculty of DH Program - Fanshawe College

## Conflict of Interest Declaration 2022

### Annual Conflict of Interest Declaration

Angelica Palantzas on Monday, 1/31/2022

**1. Please type your full name:**

Angelica Palantzas

**2. I have read sections 3.7 to 3.9 of the CDHO Bylaw 5 and I understand that I am accountable as a member of Council to conduct myself in compliance with these bylaws.**

Yes

**3. I understand that I am obligated to declare a conflict of interest with my Council responsibilities, if and when one arises.**

Yes

**4. I also understand that I am obligated to report instances of another Council member's conflict of interest with Council responsibilities of which I become aware.**

Yes

**5. Having reviewed the examples of conflict of interest [sec 3.7(21), I am declaring:**

that I currently have no conflicts of interest in my role as a member of Council.

**6. I am declaring the following potential conflicts of interest in my role as a member of Council.**

N/A

## Conflict of Interest Declaration 2022

### Annual Conflict of Interest Declaration

Vanessa Pereira on Friday, 1/21/2022

**1. Please type your full name:**

Vanessa Pereira

**2. I have read sections 3.7 to 3.9 of the CDHO Bylaw 5 and I understand that I am accountable as a member of Council to conduct myself in compliance with these bylaws.**

Yes

**3. I understand that I am obligated to declare a conflict of interest with my Council responsibilities, if and when one arises.**

Yes

**4. I also understand that I am obligated to report instances of another Council member's conflict of interest with Council responsibilities of which I become aware.**

Yes

**5. Having reviewed the examples of conflict of interest [sec 3.7(21), I am declaring:**

that I currently have no conflicts of interest in my role as a member of Council.

**6. I am declaring the following potential conflicts of interest in my role as a member of Council.**



## Council Member Declaration

I Upneet Singh Sidhu (please print name):

- ☒ Have read sections 3.7 to 3.9 of the CDHO Bylaw 5 and I understand that I am accountable as a member of Council to conduct myself in compliance with these bylaws.
- ☒ I understand that I am obligated to declare a conflict of interest with my Council responsibilities, if and when one arises.
- ☒ I also understand that I am obligated to report instances of another Council member's conflict of interest with Council responsibilities of which I become aware.
- ☒ Having reviewed the examples of conflict of interest [sec. 3.7(21)], I am declaring that I currently have no conflicts of interest in my role as a member of Council.

OR

- ☐ I am declaring the following potential conflicts of interest in my role as a member of Council.

Organization, Associate, Vendor, Business, Person(s)	Description of Relationship, Role or Involvement

U. Singh  
Signature

3 / 15 / 2022  
Date

## Conflict of Interest Declaration 2022

### Annual Conflict of Interest Declaration

Terri Strawn on Friday, 1/21/2022

**1. Please type your full name:**

Terri Strawn

**2. I have read sections 3.7 to 3.9 of the CDHO Bylaw 5 and I understand that I am accountable as a member of Council to conduct myself in compliance with these bylaws.**

Yes

**3. I understand that I am obligated to declare a conflict of interest with my Council responsibilities, if and when one arises.**

Yes

**4. I also understand that I am obligated to report instances of another Council member's conflict of interest with Council responsibilities of which I become aware.**

Yes

**5. Having reviewed the examples of conflict of interest [sec 3.7(21), I am declaring:**

that I currently have potential conflicts of interest in my role as member of Council.

**6. I am declaring the following potential conflicts of interest in my role as a member of Council.**

Durham College - partial load faculty, Algonquin College - Part time faculty (depending on the semester), CDAC - periodic site surveyor, NDHCB - item writer, exam committee member

## Conflict of Interest Declaration 2022

### Annual Conflict of Interest Declaration

Margaret Wade on Saturday, 1/22/2022

**1. Please type your full name:**

Margaret Wade

**2. I have read sections 3.7 to 3.9 of the CDHO Bylaw 5 and I understand that I am accountable as a member of Council to conduct myself in compliance with these bylaws.**

Yes

**3. I understand that I am obligated to declare a conflict of interest with my Council responsibilities, if and when one arises.**

Yes

**4. I also understand that I am obligated to report instances of another Council member's conflict of interest with Council responsibilities of which I become aware.**

Yes

**5. Having reviewed the examples of conflict of interest [sec 3.7(21), I am declaring:**

that I currently have no conflicts of interest in my role as a member of Council.

**6. I am declaring the following potential conflicts of interest in my role as a member of Council.**

## Conflict of Interest Declaration 2022

### Annual Conflict of Interest Declaration

Jacqueline White on Saturday, 1/22/2022

**1. Please type your full name:**

Jacqueline White

**2. I have read sections 3.7 to 3.9 of the CDHO Bylaw 5 and I understand that I am accountable as a member of Council to conduct myself in compliance with these bylaws.**

Yes

**3. I understand that I am obligated to declare a conflict of interest with my Council responsibilities, if and when one arises.**

Yes

**4. I also understand that I am obligated to report instances of another Council member's conflict of interest with Council responsibilities of which I become aware.**

Yes

**5. Having reviewed the examples of conflict of interest [sec 3.7(21), I am declaring:**

that I currently have no conflicts of interest in my role as a member of Council.

**6. I am declaring the following potential conflicts of interest in my role as a member of Council.**

## Conflict of Interest Declaration 2022

### Annual Conflict of Interest Declaration

Mary Yeomans on Tuesday, 2/8/2022

**1. Please type your full name:**

Mary Yeomans

**2. I have read sections 3.7 to 3.9 of the CDHO Bylaw 5 and I understand that I am accountable as a member of Council to conduct myself in compliance with these bylaws.**

Yes

**3. I understand that I am obligated to declare a conflict of interest with my Council responsibilities, if and when one arises.**

Yes

**4. I also understand that I am obligated to report instances of another Council member's conflict of interest with Council responsibilities of which I become aware.**

Yes

**5. Having reviewed the examples of conflict of interest [sec 3.7(21), I am declaring:**

that I currently have potential conflicts of interest in my role as member of Council.

**6. I am declaring the following potential conflicts of interest in my role as a member of Council.**

Cambrian College educator - items/students in relation to Cambrian College will be a conflict

## COUNCIL MEETING MINUTES

Virtual Zoom Meeting

Livestreamed to the CDHO YouTube Channel

**Friday, September 16, 2022**

9:00 a.m. – 12:00 p.m.

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### COUNCIL MEMBERS PRESENT:

Terri Strawn, Professional Member, President  
Michelle Atkinson, Professional Member  
Loree Beniuk, Public Member  
Erin Betts, Public Member  
Anne-Marie Conaghan, Academic Member  
Jennifer Cooper, Academic Member  
Pella Giabanis, Public Member  
Carla Grbac, Professional Member  
Ehizele Martin Iyamabo, Public Member  
Meghan Leuprecht, Public Member  
Caroline Lotz, Professional Member  
Angelica Palantzas, Public Member  
Vanessa Pereira, Professional Member,  
Vice-President  
Margaret Wade, Public Member  
Jacqueline White, Professional Member  
Mary Yeomans, Professional Member

### REGRETS:

Maheen Cassim, Professional Member  
Farzana Hussain, Professional Member  
Alessandro Greco, Public Member  
Sasha Sidhu, Public Member

### ADMINISTRATION:

Dr. Glenn Pettifer, Registrar and CEO  
Veronica Douglas, Executive Administrator

### GUESTS:

Julie Maciura, SML, CDHO Legal Counsel  
Deanna Williams, Dundee Consulting  
Group Ltd.

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## 1.0 CALL TO ORDER

### 1.1 Roll Call

The Chair, Terri Strawn, called the meeting to order at 9:01 a.m.

### 1.2 Opening Remarks

Terri Strawn welcomed Council and guests to the September Council meeting. It was acknowledged that the CDHO office is located on the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the

Chippewa, the Haudenosaunee and the Wendat people and is now home to many diverse First Nations, Inuit and Métis people. It was also acknowledged that Toronto is covered by Treaty 13 with the Mississaugas of the Credit.

The President advised that Council attended a workshop on September 9, 2022, that focused on governance effectiveness and indigenous inclusion within health care regulatory bodies.

### **1.3 Council Policy Manual Update**

The Chair reported that the following policies had been updated:

- E 1-4 Global Ends
- GP-6.2 Ownership Linkage Committee Terms of Reference
- GP-6.6 Governance Committee Terms of Reference
- GP-11 Council Linkage with Ownership

### **1.4 Council Code of Conduct**

Council was reminded of the Code of Conduct.

## **2.0 APPROVAL OF AGENDA**

### **2.1 Review and Approval of Agenda**

**MOTION:** THAT Council moves to approve the September 16, 2022 Council meeting agenda as presented.

Moved: Carla Grbac

Seconded: Loree Beniuk

VOTE:

**CARRIED**

## **3.0 DECLARATIONS OF POTENTIAL CONFLICTS OF INTEREST**

### **3.1 Declarations of Conflict of Interest**

Terri Strawn declared a conflict with Item 7.2 President's Compensation.

## **4.0 CONSENT AGENDA (4.1-4.1.1)**

**MOTION:** THAT Council moves to approve the consent agenda.

Moved: Vanessa Pereira

Seconded: Mary Yeomans

VOTE:

**CARRIED**

## 5.0 INFORMATION REQUESTED BY THE BOARD

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

## 6.0 OWNERSHIP LINKAGE

### 5.1 Status of Ownership Linkage Activities

Carla Grbac updated Council on the Ownership Linkage Committee activities. The Ownership Linkage Committee met on July 11, August 22, and September 13, 2022. The committee has decided to work with Pivotal Research Inc. and will provide an update to Council at the next meeting once that work is underway.

## 7.0 GOVERNANCE PROCESS ITEMS FOR DECISION

### 7.1 2023 Council Meeting Dates

**MOTION:**     **THAT** Council approves the proposed 2023 meeting dates as amended.

	DATE	MEETING
1	Thursday, January 19, 2023	New Member Orientation
2	Friday, January 20, 2023	January Council Meeting
3	Thursday, March 30, 2023	Workshop
4	Friday, March 31, 2023	March Council Meeting
5	Thursday, June 1, 2023	Workshop
6	Friday, June 2, 2023	June Council Meeting
7	Friday, September 15, 2023 (virtual)	Workshop
8	Friday, September 22, 2023 (hybrid)	September Council Meeting
9	Thursday, November 30, 2023	Workshop
10	Friday, December 1, 2023	December Council Meeting

Moved:       Carla Grbac  
Seconded:   Jacqueline White  
VOTE:

**CARRIED**



## **7.2 Amendment to GP-7 Council Stipend and Expenses**

Terri Strawn declared a conflict of interest and was not present for the discussion.

Council discussed the proposed changes to the GP-7 Council and Committee Stipend and Expenses policy regarding the President's compensation. It was decided to bring it back to Council in December once remuneration for the Vice-President has been considered by the Executive Committee.

## **7.3 Policy Content Review: Amendment to GP-7 Council Stipend and Expenses**

**MOTION:**      **THAT** Council approves amendments to its policy GP-7: (1) a change in the year from 2020 to 2022 in policy item #4; (2) "President" replaces "Chair" in policy items #4.3 and #20, and "Vice-President" replaces "Vice-Chair" in policy item #4.3; (3) the addition of a phrase at the end of policy item #4.3 so that it now reads: "The supplemented rate for the President and Vice-President roles is recognition for the extra responsibilities inherent in these roles including preparing the agenda, chairing the meeting, writing reports to Council and preparing information for the Annual Report. The President and Vice-President are reimbursed at the supplemented rate for Council and Executive Meetings and any other occasion when they act as an official representative of the College; it cannot be claimed when attending a meeting as a member of another committee."

Moved:            Carla Grbac

Seconded:       Mary Yeomans

VOTE:

**CARRIED**

## **7.4 Amendment to GP-10 Governance Succession Planning**

**MOTION:**      **THAT** Council approves the amendments to its policy, GP-10 Governance Succession Planning with the addition of policy item #4 "Eligible members of the profession considering standing for election as a Professional or Academic Member of Council, are required to attend an orientation session prior to election. This session will outline the College's regulatory structure and mandate, governance structure, Council Member competency profile and expectations regarding commitment to participation as an active Member of Council."

Moved:            Anne-Marie Conaghan

Seconded:       Jennifer Cooper

VOTE:

**CARRIED**

## **7.5 Governance Committee Update**

Michelle Atkinson advised Council that the Governance Committee met on July 12, 2022. They are working with Deanna Williams, the consultant who is developing the annual third-party evaluation. She will be observing the September and December Council meetings and will be interviewing all Council members and some staff in order for them to provide input on their effectiveness.

## **7.6 Policy Content Review: GP-3 Council Planning Cycle and Agenda Control**

**MOTION:**      **THAT** Council approves (1) the amendment to policy item #2 of its policy GP-3 Council Planning Cycle and Agenda Control so that it now reads: “The Council shall maintain control of its own agenda by developing a multi-year cycle and an annual schedule that includes all elements of the Council’s work. Annually the Council will review its annual schedule and related meeting agendas and modify as required to accommodate any additional projects or priorities. [See multi-year cycle at the end of this policy.]; and (2) the deletion of policy item #2.4.1 “Every three years, beginning in 2018, review of its policy on continuing benefits to retired employees.”

Moved:            Michelle Atkinson

Seconded:       Carla Grbac

VOTE:

**CARRIED**

## **7.7 Policy Content Review: GP-6.4 Conduct Committee Terms of Reference**

The Council reviewed policy GP-6.4 Conduct Committee Terms of Reference and no changes were made.

## **8.0 ENDS ITEMS FOR CONSIDERATION**

There were no agenda items for this meeting.

## **9.0 COUNCIL REGISTRAR DELEGATION ITEMS FOR CONSIDERATION**

There were no agenda items for this meeting.

## **10.0 EXECUTIVE LIMITATIONS ITEMS FOR CONSIDERATION**

### **10.1 Policy Content Review: EL-3**

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

## 10.2 Policy Content Review: EL-2, EL-4, EL-6, and EL-9

The Council reviewed policy EL-2, EL-4, EL-6, and EL-9 and no changes were made.

## 11.0 REQUIRED APPROVALS AGENDA

There were no agenda items for this meeting.

## 12.0 MONITORING BOARD PERFORMANCE

## **12.1 GP-3 Council Planning and Cycle Agenda**

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

Moved: Mary Yeomans

Seconded: Erin Betts

VOTE:

**CARRIED**

## 12.2 GP-6.4 Conduct Committee Terms of Reference

**MOTION:** **THAT** Council has assessed the monitoring report for Governance Process 6.4 and determined there is sufficient, verifiable evidence of a reasonable interpretation.

Moved: Megan Leuprecht

Seconded: Jacqueline White

VOTE:

**CARRIED**

## 13.0 BOARD EDUCATION

There were no agenda items for this meeting.

## 14.0 MONITORING CEO PERFORMANCE

There were no agenda items for this meeting.

## 14.0 SELF-EVALUATION OF GOVERNANCE PROCESS

## 14.1 Council Meeting Evaluation

The Council Feedback Survey was sent to Council members to be completed electronically. Council reviewed the results in the meeting.

## 15.0 NEXT MEETING DATE

The next Council meeting is December 2, 2022.

## 16.0 ADJOURNMENT

**MOTION:**     **THAT** the Council meeting be adjourned at 12:21 p.m.

Moved:       Carla Grbac

Seconded:   Jennifer Cooper

VOTE:

**CARRIED**

**Approved by:**

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**Signature of Chair, Terri Strawn**

---

**Date**

## EXECUTIVE COMMITTEE REPORT

December 2, 2022

### COMMITTEE MEMBERS

#### Professional Members

Terri Strawn, President

Vanessa Pereira, Vice-President

Michelle Atkinson

#### Public Members

Alex Greco

Margaret Wade

**Mandate of the Committee:** Except as provided by the Act, the Executive Committee may exercise all the powers and duties of the Council with respect to any matter that, in the opinion of the Executive Committee, requires attention between meetings of the Council.

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### INTRODUCTION

Since its last report to Council, the Executive Committee met through videoconference on November 4, 2022. Approved Executive Committee meeting minutes are available to Council via Board Effect in the 'Library'.

### ITEMS FOR INFORMATION

#### CDHO Governance

The Executive planned the agendas for the December 1 Council workshop and the December 2 Council meeting.

The Executive Committee reviewed the CDHO's Q3 Financial Report and no issues were raised.

The Governance budget was finalized and will be presented to Council at the December meeting for approval.

### **Non-Council Committee Member Appointments**

A call for Non-Council members for the Discipline and Registration committees was placed. The Executive reviewed 13 applications and are bringing forward their recommendations to Council for appointment at the December Council meeting.

### **Competency Profile Committee**

This committee has not met since the last Council meeting. Due to the competency profiles being developed, Executive will bring forth a recommendation to Council to sunset this committee.

### **Governance Committee**

The third-party Council evaluation is underway. Deanna Williams has been completing interviews with Council members.

Further updates will be provided at the Council meeting.

## DISCIPLINE COMMITTEE REPORT

December 2, 2022

### COMMITTEE MEMBERS

**Chair:** Jacqueline White, Professional Member

**Vice-Chair:** Carla Grbac, Professional Member

#### Professional Members (Council)

Michelle Atkinson  
Maheen Cassim  
Anne-Marie Conaghan  
Jennifer Cooper  
Farzana Hussain  
Caroline Lotz  
Vanessa Pereira  
Terri Strawn  
Mary Yeomans

#### Public Members (Council)

Loree Beniuk  
Erin Betts  
Pella Giabanis  
Alessandro Greco  
Ehizele Martin Iyamabo  
Meghan Leuprecht  
Angelica Palantzas  
Upneet (Sasha) Sidhu  
Margaret Wade

#### Professional Members (Non-Council)

Gillian Dunn  
Paula Malcomson

**Mandate of the Committee:** To hear and decide on allegations of professional misconduct and/or incompetence made against registrants of the CDHO.

### INTRODUCTION

Since its last report to Council in September 2022, the Discipline Committee has not held a plenary meeting.

### ITEMS FOR INFORMATION – Related to Mandate

- *CDHO v. Cynthia DeMarco* was heard by a panel on April 29, 2022. The matter proceeded as a contested hearing in absentia (i.e., the Registrant was not in attendance at the hearing). The Registrant was found to have engaged in professional misconduct. A penalty hearing has been scheduled for January 6, 2023, following a request for an adjournment from the Registrant.

There are no other pending matters before the Discipline Committee as of the date of writing of this report.

**CONCLUSION**

The Discipline Committee is continuing to ensure that all matters referred to it are dealt with in a fair, consistent, and timely manner.



## FITNESS TO PRACTISE COMMITTEE REPORT

December 2, 2022

### COMMITTEE MEMBERS

**Chair:** Vacant

#### **Professional Members (Council)**

Michelle Atkinson  
Maheen Cassim  
Anne-Marie Conaghan  
Jennifer Cooper  
Carla Grbac  
Farzana Hussain  
Caroline Lotz  
Vanessa Pereira  
Terri Strawn  
Jacqueline White  
Mary Yeomans

#### **Public Members (Council)**

Loree Beniuk  
Erin Betts  
Pella Giabanis  
Alessandro Greco  
Ehizele Martin Iyamabo  
Meghan Leuprecht  
Angelica Palantzas  
Margaret Wade  
Upneet (Sasha) Sidhu

**Mandate of the Committee:** To hear and determine allegations of incapacity made against Registrants of the CDHO.

### INTRODUCTION

The Fitness to Practise Committee conducts hearings to determine whether a Registrant is suffering from a health condition or disorder that is affecting or may affect their ability to practise safely and effectively. Given the personal health information that is often at issue in such hearings, they are closed to the public; however, any finding by the Fitness to Practise Committee will be summarized on the College's Public Register. In addition, the College's bylaws permit information about any allegations of incapacity at issue in a hearing to be published. Further, when a finding of the Fitness to Practise Committee is under appeal, it will be noted on the Public Register.

### ITEMS FOR INFORMATION – Related to Mandate

The Fitness to Practise Committee has not met and panels of the Committee have conducted no hearings since the last report to Council in September 2022.

## INQUIRIES, COMPLAINTS AND REPORTS COMMITTEE REPORT

December 2, 2022  
(Reported to November 8, 2022)

### COMMITTEE MEMBERS

#### Panel A

**Chair:** Michelle Atkinson,  
Professional Member

#### Professional Members (Council)

Michelle Atkinson – Chair of Panel A  
Jennifer Cooper

#### Public Members (Council)

Loree Beniuk  
Erin Betts

#### Professional Members (Non-Council)

Larissa Voytek  
Kim McNamara

#### Panel B

**Chair:** Caroline Lotz, Professional  
Member

#### Professional Members (Council)

Caroline Lotz – Chair of Panel B  
Mary Yeomans

#### Public Members (Council)

Meghan Leuprecht  
Margaret Wade

#### Professional Members (Non-Council)

Julie Farmer  
Tonia Peachman-Faust

**Mandate of the Committee:** The ICRC is a statutory Committee created under the *Regulated Health Professions Act, 1991*. Its mandate is to review all complaints, reports and inquiries in a fair and consistent manner to determine what action, if any, is appropriate in each case.

### INTRODUCTION

The Inquiries, Complaints and Reports Committee (ICRC) is divided into two main Panels (A and B) and a third supplementary Panel (C) may be established to accommodate the number of ongoing investigations, to avoid any potential conflicts of interest and to be able to select members, should the need arise, for a discipline hearing.

Since the last Report to Council, the panels of the ICRC met on the following dates by video conference:

Panel A	Panel B
September 22, 2022 November 18, 2022 (scheduled)	October 21, 2022

**ITEMS FOR INFORMATION – Related to Mandate**

The following tables detail, in summary form, the activities of the ICRC since the last Report to Council (which reported information up to August 29, 2022).

Number of investigations carried over from previous period(s) <sup>1</sup>			
	Complaints	Reports and Incapacity Inquiries	QA Referrals
Investigations commenced before August 29, 2022	12	13	nil

Intake of new investigations			
	Complaints	Registrar's Reports	QA Referrals
August 30, 2022 to November 8, 2022	5	1	1

Decisions made and finalized by ICRC			
	Complaints Outcomes	Reports and Incapacity Outcomes	QAC Outcomes
August 30, 2022 to November 8, 2022	No Further Action: 3 Advice and Recommendations: 3 Alternative Dispute Resolution (ADR) decision ratified: 1		

At the time of writing (November 8, 2022), 1 complaint matter and two report matters were deliberated by the ICRC, but the Decisions with Reasons have not been finalized. The outcomes and timelines will be reported on the next report to Council.

Since August 1, 2022, the ICRC has offered Alternative Dispute Resolution (ADR) in eligible complaint matters. Both the Complainant and Registrant must agree to the process. The ICRC ratified its first ADR decision on October 21, 2022.

<sup>1</sup> Carryover (carried over) refers to investigations that began before the last Council meeting which are still being investigated or have been completed.

Health Professions Appeal and Review Board Matters			
	Total Matters in progress (including where Decision pending)	Matters heard, Decision pending	Decision(s) Received
August 30, 2022 to November 8, 2022	6	2	2 (Both Decisions and Reasons upheld by HPARB)

### Incapacity

The ICRC continues to deal with one incapacity matter since the last report to Council.

### Timelines

The *Regulated Health Professions Act, 1991* states that complaints shall be disposed of within 150 days. However, if a complaint is not disposed of within 150 days, the ICRC does not lose jurisdiction to continue the investigation. A notice, however, must be provided to the complainant at 150 days and to all parties and the Health Professions Appeal and Review Board at 210 days. At 240 days and every thirty days thereafter, the College provides notice to the parties setting out the reason for the delay. Although these timelines only apply to complaints, the ICRC aims to dispose of all investigations using the same benchmarks of 150, 210 and 240 days. Reasons for a delay may be due to the complexity of the matter.

Numbers of days to disposition on completed matters from August 30, 2022, to November 8, 2022 (time of writing) were as follows:

Timeline	Complaints	Registrar's Reports	QA Referrals
150 days or less	5		
151 days to 210 days	1		
211 days to 240 days			
More than 240 days			

### CONCLUSION

The ICRC continues to review all complaints and reports in a fair and consistent manner.

## PATIENT RELATIONS COMMITTEE REPORT

December 2, 2022

### Professional Members (Council)

Maheen Cassim

Farzana Hussain

### Professional Members (Non-Council)

Paula Malcomson

### Public Members (Council)

Alessandro Greco

Ehizele Martin Iyamabo

Meghan Leuprecht

**Mandate of the Committee:** As a statutory committee under the *RHPA*, the mandate of the Patient Relations Committee is to develop and implement a program that includes two distinct components: 1) measures for preventing or dealing with sexual abuse of patients; and 2) to inform the public about the importance of oral health and dental hygienists' responsibilities within health care.

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### INTRODUCTION

The Patient Relations Committee did not meet since the last Council meeting on September 16, 2022.

### ITEMS FOR INFORMATION — Related to Mandate

No further information to report.

## QUALITY ASSURANCE COMMITTEE REPORT

December 2, 2022

**Committee Members:** Terri Strawn, Professional Member (Chair)  
Anne-Marie Conaghan, Professional Member  
Farzana Hussain, Professional Member  
Angelica Palantzas, Public Member  
Margaret Wade, Public Member  
Julie Farmer, Non-Council Member  
Tonia Peachman-Faust, Non-Council Member

**Mandate of the Committee:** To fulfill the CDHO's legislative obligation to the public of Ontario and the Ministry of Health and Long-Term Care by facilitating dental hygienists as they monitor and improve their level of competence in their dental hygiene practice and environment, for consistency with CDHO Standards of Practice, bylaws and regulations.

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### INTRODUCTION

The Quality Assurance Committee met twice since the last report to Council. The Committee met by video conference on September 2 and November 8, 2022.

### ITEMS FOR INFORMATION – Related to Mandate

#### Welcome Emails

'Welcome to the Profession' notices were sent out by email in October to 332 Registrants who were registered between July 1 and September 30, 2022. The notice is designed to promote quality practice and to increase awareness of the CDHO resources available, such as the CDHO Knowledge Network, the practice advisors, and the Quality Assurance Program Self-Assessment and educational tools. This notice is sent by email to all new Registrants quarterly.

#### Quality Assurance Program Strategic Planning

A separate QA Strategic Planning Steering Committee has been struck to move forward with developing a strategic plan for the future of the Quality Assurance program. In the meantime, Registrants are aware that they are expected to maintain their Quality Assurance records in accordance with the current *Guidelines for Continuing Competency*.

## **Quality Assurance Records Peer Review Statistics (as of November 8, 2022)**

### **2022 Peer Assessment**

Of the 2501<sup>1</sup> quality assurance records requested

2472 have met the assessment guidelines<sup>2</sup>

10 are in the assessment process<sup>4</sup>

19 are participating in directed learning/remediation

### **2022 Practice Reviews**

Of the 19<sup>3</sup> on-site practice assessments requested

9 have met the assessment guidelines<sup>2</sup>

3 are in the assessment process

7 are participating in directed learning/remediation

### **2021 Peer Assessment**

Of the 2559<sup>1</sup> quality assurance records requested

2549 have met the assessment guidelines<sup>2</sup>

4 are in the assessment process<sup>4</sup>

6 are participating in directed learning/remediation

### **2021 Practice Reviews**

Of the 50<sup>3</sup> on-site practice assessments requested

44 have met the assessment guidelines<sup>2</sup>

1 is in the assessment process

5 are participating in directed learning/remediation

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<sup>1</sup> Includes Registrants who were selected by the Committee from referrals, for not completing the Annual Self-Assessment and/or have been carried forward from a previous assessment period.

<sup>2</sup> Includes Registrants who have resigned, were exempted, or deferred to another assessment period and those referred to the ICRC for non-compliance.

<sup>3</sup> Includes Registrants who were carried forward from a previous assessment period and those placed into Path 3 for failure to submit QA records.

<sup>4</sup> Includes Registrants who were granted an extension to submit, those awaiting Committee decision, and those required to participate in an onsite practice review as part of their assessment.

## REGISTRATION COMMITTEE REPORT

December 2, 2022

**Committee Members:** Maheen Cassim, Professional Member  
Caroline Lotz, Professional Member  
Jacqueline White, Professional Member  
Loree Beniuk, Public Member  
Pella Giabanis, Public Member  
Vacant, Non-Council Member

**Mandate of the Committee:** The Registration Committee is a statutory Committee under the *RHPA*. It assesses an Applicant's educational qualifications and suitability to practise dental hygiene in Ontario in an equitable and consistent manner. The Committee ensures that Registrants meet the requirements as set out in the registration regulations.

### INTRODUCTION

The Registration Committee convened by videoconference on September 16, 2022 since the last report to Council.

### ITEMS FOR INFORMATION – Related to Mandate

#### Registration Statistics

Since last reported to Council:

	August 24, 2022	November 3, 2022
General Certificate of Registration	13,081	13,197
Specialty Certificate of Registration	629	629
Inactive Certificate of Registration	846	798
Total Registrants	14,556	14,624
Authorized to Self-Initiate	6,548	6642



### **Applications for Registration**

Since the last report to Council on September 16, 2022, the College received 72 new applications for registration. In addition to these, 1 application (formerly submitted) required detailed review by the Registrar due to the Applicant's prior criminal conviction. Following the review of the submission and based on the information provided, the Registrar determined that the Applicant did not appear to be an ongoing public risk and granted the Applicant a Certificate of Registration.

### **Registration Committee Meeting**

A panel of the Registration Committee (Panel) met on September 16, 2022 to review a referral from the Registrar. Following the review of the submission and based on the information provided, the Panel directed the Registrar to issue the Applicant a Certificate of Registration subject to terms, conditions, and limitations.

The Panel also reviewed an application from the Southern Ontario Dental College (SODC) for approval of their Restorative Dental Hygiene Program. Upon thorough review of the materials submitted by the SODC and the evaluation conducted by Jane Keir, Deputy Registrar/Director of Professional Practice (confirming that all the CDHO Restorative Competencies are taught within the program), the Panel approved the program as substantially equivalent to the program referred to in [subparagraph 2\(i\) of subsection 34\(1\) of O. Reg. 218/94 \(General\) made under the Dental Hygiene Act, 1991](#).

The SODC Restorative Dental Hygiene Program approval is listed on the [CDHO website](#), and the approval will remain in effect until such time as it is re-evaluated by the CDHO.

### **Changes to the Register**

Since last reported to Council on September 16, 2022:

- 91 applicants were registered to practise
- 16 previous Registrants of the College were re-registered
- 2 Registrants were reinstated (from suspended)
- 0 Registrants were suspended
- 0 Registrants were revoked for non-payment of fees
- 36 Registrants resigned
- 97 Registrants were authorized to self-initiate

## EXAMINATIONS COMMITTEE REPORT

December 2, 2022

### COMMITTEE MEMBERS

**Chair:** Larissa Voytek, Non-Council Member

**Professional Members (Non-Council)**

Fatimah Datoo

Tonia Peachman-Faust

**Mandate of the Committee:** The Examinations Committee is responsible for overseeing the College-administered written examination and clinical competency evaluations, and addressing appeals related to the examination results.

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### INTRODUCTION

The Examinations Committee has not met since the last Council meeting on September 16, 2022.

### CONCLUSION

The Examinations Committee continues to fulfill its mandate.

# President's Report to Council

**December 2, 2022**

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## **President's Activities**

September 30–October 1, 2022 – Attendance at Canadian Dental Hygienists Association Summit

October 17, 2022 – Meeting D. Williams re third-party Council evaluation

October 21, 2022 – Meeting Registrar re operations update

October 24 – 26, 2022 – Virtual attendance Canadian Network of Agencies for Regulators

October 28, 2022 – Joint ODHA/CDHO Executive Committee Meeting

November 5, 2022 – Executive Committee Meeting

November 7, 2022 – Quality Assurance Strategic Planning Steering Committee Meeting

November 21, 2022 – Meeting Zubin Austin re Quality Assurance Strategic Planning Project

## **CDHA Summit Attendance**

The President and the Chair of the Ownership Linkage Committee had the pleasure of attending this summit, a two-day in-person event marking the second annual National Day for Truth and Reconciliation. The program focused on indigenous issues including culture and history, and other important topics such as mental health and addictions and its impact on the healthcare system, an update on national oral health activities from the Office of the Chief Dental Officer of Canada and equity, diversity and inclusion.

Participants also were able to partake in an ownership linkage activity. This consisted of panelists who discussed indigenous inclusion initiatives and considerations and provided an opportunity for participants to discuss how to improve access to oral health care for Indigenous peoples, how to reduce barriers to oral health care faced by Indigenous peoples, and what resources are needed to make a positive difference to the oral health of Indigenous peoples.

We were challenged to:

1. Continue to build literacy to learn more and do better.
2. Challenge, inform and influence the networks that we have. The network of colleagues, family, those we hang out with. Talk to them about what you learned and what you will do about it.
3. Lead reconciliation in our sector.
4. Challenge racism every time we see it. Racism is a thing that is stalling reconciliation.

The actions of an ally:

- Listen
- We are honest about where we come from
- We realize we have privilege, and we openly discuss it
- We influence our own networks
- We are critical thinkers and seek out diverse perspectives and media
- We select indigenous-authorized sources to continue our ongoing learning
- We uphold indigenous voice in the centre
- We are aware of our own discomfort and choose to learn from it
- We have hope
- We challenge bias and racism against Indigenous peoples.

EDI and Unconscious bias key considerations for the CDHO:

- We can assess where we're at – look at our current practices
- Think about the importance of lived experiences in our sector
- Focus on language that connects with our community
- Look at setting realistic but inspirational targets and goals – be intentional
- Provide opportunities for continuous learning and development.

A further report of key takeaways will be provided at the Council workshop.

**“Do the best you can until you know better. Then when you know better, do better”.**

**— Maya Angelou**

### **CNAR Annual Conference**

The President attended the Canadian Network of Agencies for Regulators conference virtually October 25–27, 2022. Very few seminars in the program were not offered virtually and plenary seminars are available currently as recordings for attendees. The program included topics such as barriers to discipline and complaint processes; assessing character as a registration requirement; COVID-19 implications on regulation; equity, diversity and inclusion; and truth and reconciliation, top cases that may impact regulation of professions and more.

Two important presentations focused on Indigenous inclusion which is a priority for the CDHO. One, A Collaborative Professional Standard: Indigenous Cultural Safety, Cultural Humility, and Anti-Racism was presented by Louise Aerts, CO, Strategy, Governance & Reconciliation, and Dave Bhauruth, Policy Consultant from the British Columbia College of Nurses and Midwives. This presentation profiled a collaborative approach to standard development between the British Columbia College of Nurses and Midwives and the College of Physicians and Surgeons of BC to address Indigenous-specific racism in BC. If Council would like to learn more, the standard can be accessed at:

[https://www.bccnm.ca/Documents/cultural\\_safety\\_humility/All\\_PS\\_cultural\\_safety\\_humility.pdf](https://www.bccnm.ca/Documents/cultural_safety_humility/All_PS_cultural_safety_humility.pdf)

The other, Equity, Diversity and Inclusion and Truth and Reconciliation was presented virtually only by Alyson Gaffney, ED, CNAR; Lara Kinkartz, Partner, WeirFoulds LLP; and Louise Aerts, CO, Strategy, Governance & Reconciliation BCCNM. A profile of how other organizations were approaching unconscious biases in their committee and staff work was discussed. Similar to CDHO, the College of Nurses and Midwives' staff, Council and committee members attend continuing education training on EDI and unconscious bias and attempt to identify potential biases when examining information put before them at all times. Taking the training together has improved communications and reduced defensiveness during these challenging conversations, making them easier and more productive. It was emphasized that the standards that were created at the BCCNM could be used as a framework for other provinces with further input from local Indigenous communities. The philosophy of "nothing about us without us" was highlighted, which is the "self-determination and participatory approaches to health promotion are essential to move past the effects of colonization and facilitate sustainable change with Indigenous peoples. It is essential that well-intentioned healthcare providers or policymakers partner with Indigenous communities to define problems and solutions".

### **Expense Policy Exceptions**

Subject to pre-approval by the President and under special circumstances, the President may use her discretion to approve costs for accommodation outside the policy allocation. In doing so, Council has requested that when discretion has been used, the President is to report to Council with the rationale for the decision.

There were no expenses approved outside the policy allocation.

### **Council Monitoring**

In an effort to increase the transparency of Council, the attendance record of Council members at meetings is included in this report. [[Appendix 1](#)]

### **Cost of Good Governance**

In an effort to increase the transparency of Council, the breakdown of honorariums and expenses per Council member has been provided. [[Appendix 2](#)]

## Appendix 1

Name	January 14, 2022 New Member Orientation	January 21, 2022 Meeting	February 25, 2022 Workshop	March 4, 2022 Meeting	June 9, 2022 Workshop	June 10, 2022 Meeting	September 9, 2022 Workshop	September 16, 2022 Meeting	December 1, 2022 Workshop	December 2, 2022 Meeting
<b>Professional Members</b>										
Atkinson, Michelle	✗	✓	✓	✓	✓	✓	✓	✓		
Cassim, Maheen	✓	✓	✓	✓	✓	✓	✓	✗		
Conaghan-Anne-Marie	✗	✓	✓	✓	✓	✓	✓	✓		
Cooper, Jennifer	✗	✓	✗	✓	✓	✓	✓	✓		
Grbac, Carla	✗	✓	✓	✓	✓	✓	✓	✓		
Hussain, Farzana	✓	✓	✓	✓	✓	✓	✗	✗		
Lotz, Caroline	✓	✓	✗	✓	✓	✓	✓	✓		
Pereira, Vanessa	✗	✓	✓	✓	✓	✓	✓	✓		
Strawn, Terri	✗	✓	✓	✓	✓	✓	✓	✓		
White, Jacqueline	✗	✓	✓	✓	✓	✓	✓	✓		
Yeomans, Mary	✓	✓	✓	✓	✓	✓	✓	✓		
<b>Public Members</b>										
Beniuk, Loree	✗	✓	✓	✓	✗	✗	✓	✓		
Betts, Erin	✗	✓	✓	✓	✓	✓	✗	✓		
Giabanis, Pella	✗	✓	✗	✗	✗	✓	✗	✓		
Greco, Alex	✗	✓	✗	✗	✗	✓	✓	✗		
Iyamabo, Martin	✗	✗	✓	✗	✗	✓	✓	✓		
Leuprecht, Meghan	✗	✓	✗	✓	✓	✓	✓	✓		
Palantzas, Angelica	✓	✓	✓	✓	✓	✓	✓	✓		
Sidhu, Upneet (Sasha)	N/A	N/A	N/A	N/A	✓	✓	✗	✓		
Wade, Margaret	✗	✓	✓	✓	✓	✓	✓	✓		

✓ Attended

✗ Did not attend

## Appendix 2

### Professional Council Members Honorarium and Expense Claim Submissions - Quarterly

For the Year ending December 31, 2022

	Q1 HONORARIUM	Q1 EXPENSES	Q2 HONORARIUM	Q2 EXPENSES	Q3 HONORARIUM	Q3 EXPENSES	Q4 HONORARIUM	Q4 EXPENSES	TOTAL
Terri Strawn (president)	3,372.30	0.00	2,928.25	0.00	1,878.10	0.00		0.00	8,178.65
Vanessa Pereira (vice-president)	2,419.50	0.00	2,146.20	0.00	1,370.50	0.00		0.00	5,936.20
Michelle Atkinson	3,249.00	0.00	2,431.00	0.00	1,701.50	0.00		0.00	7,381.50
Caroline Lotz	1,690.00	0.00	1,276.00	0.00	1,226.00	0.00		0.00	4,192.00
Ann-Marie Conaghan	1,407.00	0.00	1,969.00	0.00	1,124.00	0.00		0.00	4,500.00
Jennifer Cooper	1,840.00	0.00	1,842.00	0.00	1,636.00	0.00		0.00	5,318.00
Carla Grbac	1,049.00	0.00	1,665.00	0.00	1,779.25	0.00		0.00	4,493.25
Jacqueline White	1,049.00	0.00	1,357.00	0.00	766.00	0.00		0.00	3,172.00
Maheen Cassim	1,203.00	0.00	945.00	0.00	920.00	0.00		0.00	3,068.00
Farzana Hussain	1,561.00	0.00	1,099.00	0.00	408.00	0.00		0.00	3,068.00
Mary Yoemans	2,277.00	0.00	1,611.00	0.00	1,149.00	0.00		0.00	5,037.00
Ilga St. Onge	512.00	0.00	0.00	0.00	0.00	0.00		0.00	512.00
Non-Council Professional Members (combined)	2,531.00	0.00	1,890.00	0.00	1,692.00	0.00			6,113.00
								TOTAL	60,969.60

Includes claims for:

- council workshops/meetings
- committee meetings
- discipline hearings
- ad-hoc committee work

## Registrar's Report

**Public Interest Rationale** – The Registrar is responsible for working collaboratively with the CDHO Council to effectively position the College to achieve its mandate of holding the public interest at the forefront of its deliberations, decisions, and initiatives. This mandate includes ensuring that people who access care from Registered Dental Hygienists in Ontario receive safe, ethical, competent care and that the statutory obligations articulated in the [Regulated Health Professions Act, 1991](#), the [Dental Hygiene Act, 1991](#) and other applicable legislation are met.

This report provides Council with a summary update on work that was done in between Council meetings and represents a report of this work since Council's last meeting on June 10, 2022.

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### Operations

Staff continue to work largely remotely with individuals attending the office when the work process requires in-office attendance or meetings are required. A hybrid model of work location has been implemented. This is the preferred model for almost the entire CDHO staff complement.

The CDHO continues to be in conversation with some other Health Profession regulators regarding the potential for sharing the CDHO office space.

There is a continued examination of the existing IT infrastructure through the lens of risks to the organization, efficiency, security, and future capacity. Current planned modifications include digitization of the CDHO Registrant and Applicant processes, development and refinement of the College's document management strategy and process, and exploration of options for revision of the College's legacy Registrant database.

The revision of the College's website is underway. In addition to a review and redesign of the website framework/sitemap, staff are reviewing and grooming the material that currently exists on the website. Included in the website revision project is a rebranding of the CDHO organization.

### Elections

Elections of members of the profession from Districts 1, 5, and 6 occurred. Nominations opened on September 16, 2022 and closed on October 17, 2022. An online information session regarding Council member roles and responsibilities was provided by the Vice-President and the Registrar. Each nominee attended this information session. This orientation was designed to assist nominees in determining whether they can offer the commitment required to be a contributing, effective member of Council, as referenced in the College Performance Measurement Framework. There was only one eligible nominee for each of the three Districts. Consequently, the following individuals were elected by acclamation on November 2, 2022: Ms. Krista Dufour (District 1), Ms. Terri Strawn (District 5), and Ms. Michelle Atkinson (District 6). Congratulations to all!

### Human Resources

Ms. Sara-Beth Marit joined the College staff as Coordinator, Professional Programs on September 26, 2022. Ms. Julia Lee also joined us as Coordinator, Professional Programs on October 11, 2022.



## Financial

The College remains in a strong financial position. At the end of Q2, total expenses as a percentage of the budgeted expenses for the fiscal year was 61%, below the anticipated expenditure level for this point in the fiscal year (75%).

## Registrant Engagement

### Practice Advisory Service

Since the last report to Council, the Practice Advisory Service responded to 579 enquiries.

	Calls	Emails	Total Enquiries	Top 3 Topics
September 2022	144	88	232	Self-initiation/mentorship Billing Standing order Process of care Scope of practice
October 2022	103	89	192	
November (up to 17 <sup>th</sup> )	92	63	155	

## Communications

### Registrant Communications

Since Council last met, several communications (E-briefs) have been forwarded to Registered Dental Hygienists and posted on the College website. The Communications team has increased the presence of the CDHO on some of the social media platforms.

## Program Elements

### Registration:

The CDHO currently has 14,677 Registrants (active + inactive). The Registration renewal period has opened on October 15 and closes on December 1. To date, 46% of Registrants have renewed their Registration.

### Professional Conduct:

The College was pleased to announce the resolution of its first complaint through the Alternative Dispute Resolution process. In our work with Pivotal Research, we have completed the taxonomy framework that will be used to extract data from our complaint files. This aggregate data will be examined for trends in complaints characteristics. This information can then be used to direct some of our efforts in the creation of resources that are designed to assist Registered Dental Hygienists in ongoing quality assurance and continuing competence endeavours. Pivotal Research has also been contracted to develop a feedback survey that will be used to evaluate the experience of individuals who submit complaints to the CDHO throughout the complaint process. This project will begin in 2023. The College has just completed a review of the complaints data reported by other Health Profession Regulators with a view to characterizing the broader, comparative complaints context.

There are currently 11 open complaint files; 14 open report matters (that include referrals from the Quality Assurance Committee and matters related to incapacity). There is one open discipline matter.

### **Quality Assurance:**

The College has been successful in engaging Dr. Zubin Austin to lead the project that will see the creation of a Strategic Plan for the revision of the Quality Assurance program. A project Oversight Committee has been established. The next step in the process will be to survey Key Informants (stakeholders). Following this, members of the Profession will be surveyed. Information obtained from these consultations will be used to develop a QA Strategic Plan that will guide program evolution and development for 5–7 years. The strategic plan process will take 6–9 months and is anticipated to conclude in late 2023.

### **System Partner Representation**

#### [Federation of Dental Hygiene Regulators of Canada \(FDHRC\)](#)

The Registrar represented the CDHO at several virtual meetings of the FDHRC and a two-day in-person meeting at the end of the Canadian Network of Agencies of Regulation conference held in Charlottetown PEI in October. At this meeting, the FDHRC finalized its next strategic plan. I sit on the Appeals Committee of the FDHRC which, following amalgamation with the National Dental Hygiene Certification Board (NDHCB), administers the national certification exam. I have also been appointed as the FDHRC representative to sit on the Board of the newly formed, independent Commission on Dental Accreditation of Canada.

#### [Ontario Oral Health Professions Registrars](#)

This group of Registrars from the four oral health profession regulatory Colleges (CDHO, CDO, RCDSO, CDTO) meets monthly to discuss areas of common interest. We are currently examining a common strategy for engaging with Indigenous communities in Ontario with a view to developing a Standard of Practice on Cultural Safety and Anti-Racism. These conversations will also inform broader discussions on access to oral health care in the Province.

#### [Health Profession Regulators of Ontario \(HPRO\)](#)

HPRO supports information sharing and some collaborative initiatives among Ontario's Health Profession Regulators in Ontario. The group is comprised of the Registrars from each of Ontario's 26 health regulatory colleges that regulate 29 distinct health professions. HPRO supports collaborative initiatives to assist colleges in fulfilling their regulatory roles.

## **Suggested Motion – Friday, December 2, 2022**

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### **8.0 GOVERNANCE**

#### **8.1 2023 Operations Budget**

**MOTION:**     **THAT** Council moves to approve the 2023 Operations Budget as proposed.

Moved:

Seconded:

VOTE:

CDHO 2023 BUDGET ASSUMPTIONS		2022	2023
		ESTIMATED YEAR-END	BUDGETED
<b>INCOME</b>			
<b>Registration Income</b>	<b>Breakdown</b>		
	Registration	227,216	206,620
	Renewals	5,633,485	5,968,305
	Incorporation	19,750	18,250
	<b>SUBTOTAL REGISTRATION</b>	<b>5,880,451</b>	<b>6,193,175</b>
<b>Non-Registration Income</b>	<b>Breakdown</b>		
	Legal Recovery	33,926	10,000
	Interest - Investments	233,317	225,000
	<b>SUBTOTAL NON-REGISTRATION INCOME</b>	<b>267,243</b>	<b>235,000</b>
	<b>TOTAL INCOME</b>	<b>6,147,694</b>	<b>6,428,175</b>
<b>EXPENSES</b>			
<b>OPERATIONAL</b>			
<b>Account</b>	<b>Notes</b>		
JURISPRUDENCE		25,185	45,000
DRUG COURSE AND EXAM		17,590	20,000
SELF-INITIATION		0	0
MENTORSHIP		0	0
ICRC		99,749	83,000
DISCIPLINE		103,211	212,000
PUBLIC AND REGISTRANT ENGAGEMENT		45,850	40,000
QUALITY ASSURANCE		219,631	145,610
REGISTRATION		166,618	165,750
COMM. ON DENTAL ACCREDITATION (CDAC)		120,889	130,000
REGISTRANT RESOURCES		168,930	70,000
NATIONAL PROJECTS		0	75,000
SALARIES / BENEFITS		3,008,071	3,500,000
IT		373,966	297,500
POSTAGE/ STATIONERY/PRINT		11,363	25,000
RENT		430,477	500,000
LEASED EQUIPMENT		17,724	15,000
TELEPHONE/TELECONFERENCE		25,117	28,000
CONFERENCES/PROFESSIONAL DEVELOPMENT		72,836	110,000
SUBSCRIPTIONS, MEMBERSHIPS AND DUES		41,438	58,000
GENERAL OFFICE ADMINISTRATION		64,885	90,000
CONSULTING - GENERAL		40,414	60,000
LEGAL - GENERAL		29,888	50,000
	<b>SUBTOTAL FOR OPERATIONS</b>	<b>5,083,832</b>	<b>5,719,860</b>
<b>GOVERNANCE</b>			
CONSULTING (Governance)		38,357	100,000
COUNCIL TRAINING		31,297	75,000
COUNCIL MEETING HONORARIUM		73,348	145,000
COUNCIL/COMMITTEE MEETING EXPENSES		203,475	270,000
AUDIT - FINANCIAL		23,903	32,000
	<b>SUBTOTAL FOR GOVERNANCE</b>	<b>370,380</b>	<b>622,000</b>
	<b>TOTAL EXPENSES</b>	<b>5,454,210</b>	<b>6,341,860</b>
	<b>NET (INCOME - EXPENSES)</b>	<b>693,484</b>	<b>86,315</b>
<b>RESERVE FUND - STRATEGIC INITIATIVES</b>			
DRUG COURSE AND EXAM	COMPLETE REVIEW/REVISION		70,000
ICRC	PROCESS EXPERIENCE SURVEY AND MONITORING		110,000
PUBLIC AND REGISTRANT ENGAGEMENT	WEBSITE REVISION/BRANDING/DEI PROGRAM		395,000
QUALITY ASSURANCE	STRAT PLAN DEVELOPMENT/PEER CIRCLE/ED RESOURCES		455,000
AMALGAMATION	CONTIGENCY		100,000
IT	CRM UPDATE/REVISION/MIGRATION/DMS		420,000
CONTINGENCY FUND			200,000
OWNERSHIP LINKAGE	VOICE OF PATIENT/VOICE OF REGISTRANT		100,000
GOVERNANCE REVIEW	COLLEGE WIDE GOVERNANCE REVIEW		150,000
	<b>TOTAL FOR STRATEGIC INITIATIVES</b>		<b>2,000,000</b>

UNRESTRICTED NET ASSETS		
Item	Amount	Total
UNRESTRICTED NET ASSETS (2021)	8.8 M	
EST. SURPLUS FISCAL 2022	0.7 M	9.5 M
UNRESTRICTED OPERATING RESERVE	6.0 M	
ALLOCATION TO RESTRICTED FOR STRATEGIC INITIATIVES - 2022	2.0 M	1.50 M
SURPLUS FISCAL 2023	0.09 M	1.59 M
ALLOCATION TO RESTRICTED STRATEGIC INITIATIVES		
SURPLUS FISCAL 2024		
ALLOCATION TO RESTRICTED STRATEGIC INITIATIVES		1.59 M

## BRIEFING NOTE

<b>Meeting date:</b>	December 2, 2022
<b>Agenda item:</b>	Non-Council Member Appointments
<b>Owner:</b>	Executive Committee
<b>Appendix:</b>	Appendix A: Non-Council Committee Members
<b>Staff support:</b>	G. Pettifer

**Issue:** A number of Non-Council Committee member terms are ending on December 31, 2022. To fill these vacancies on the committees for 2023, Non-Council members need to be appointed at the December Council meeting.

**Public protection rationale:** The public interest includes the oversight of regulated oral health professionals by a competent, fully functioning regulatory body whose Committees are populated by members that present a diversity of background, opinion, and experience. Non-Council Committee members assist in bringing this diversity to the Committees on which they serve.

**Source of Authority:** [Bylaw No. 5](#) provides the guidelines for appointment and reappointment of Non-Council members to committees:

### 3.1 Eligibility Criteria for Council and Non-Council Members

- (4) For the purposes of appointment as a Non-Council Member, the Registrant is engaged in the practice of dental hygiene in Ontario or, if the Registrant is not engaged in the practice of dental hygiene, the Registrant resides in Ontario;

### 3.3 Nomination Procedure for Non-Council Members

- (1) The Council may appoint a Registrant who is not a Council Member to a Committee. These individuals shall be designated as Non-Council Members.
- (2) The Registrar shall solicit applications for Non-Council Members in accordance with the policy approved by the Council.

- (3) Non-Council Members may serve on the College's Committees and while they shall have voting rights on such Committees, they may not serve as chair of a Committee.
- (4) The term of office of a Non-Council Member Appointed by the Council is three years to a maximum term of service of six consecutive years.
  - (a) The term of office commences on January 1 in the calendar year following the appointment of the Non-Council Member unless otherwise specified by the Council.

**Background:** Non-Council Committee members are Registrants of the College who are not members of Council. They are appointed by Council to serve on specific committees to assist in making decisions which reflect CDHO's regulatory mandate of protecting the public interest and bring to this responsibility their knowledge of the dental hygiene profession, as well as the settings in which it is practised. They participate as full voting members of their committees and work with other Council members in managing committee work in a timely and expeditious manner.

The term of office for Non-Council Committee members is three years.

The Executive Committee has reviewed the Non-Council position vacancies and selected which Non-Council members should be appointed to each committee as attached in Appendix A.

**Next steps:** Council is being asked to appoint the Non-Council Committee members to their committees.

**MOTION:**      **THAT** Council appoint the following Non-Council members to the Discipline committee: Amanda Acker, Rowena Javier and Siobhan Brennan, and the following Non-Council members to the Registration committee: Lisa Frisch, for a period of three years effective January 1, 2023 and ending on December 31, 2025.

**MOVED:**

**SECONDED:**

**CARRIED:**

**DEFEATED:**

## BRIEFING NOTE

<b>Meeting date:</b>	December 2, 2022
<b>Agenda item:</b>	President's Compensation
<b>Appendices</b>	DRAFT Revised policy of GP-7 (4) Council and Committee Stipend and Expenses
<b>Owner:</b>	Executive Committee
<b>Staff support:</b>	G. Pettifer

**Public protection rationale:** The College must demonstrate responsible stewardship of its financial and human resources in achieving its statutory and regulatory mandate. Effective and transparent policies to govern Council member remuneration support trust in the College's work to protect the public.

**Issue:** Remuneration for the Council member in the role of President does not consider work done outside formal meetings or in short increments. A fair, efficient, and transparent mechanism to compensate the President for this work is needed while ensuring that the College manages its financial resources to carry out its mandate.

**Source of Authority:** The College is required to regulate the profession in accordance with the [Health Professions Procedural Code](#) (the Code), which is Schedule 2 to the [Regulated Health Professions Act, 1991, S.O. 1991, c. 18](#).

The Code sets out the following related to remuneration of Council members:

### ***Remuneration and expenses***

**8** Council members appointed by the Lieutenant Governor in Council shall be paid, by the Minister, the expenses and remuneration the Lieutenant Governor in Council determines. 1991, c. 18, Sched. 2, s. 8; 2006, c. 19, Sched. L, s. 10 (1).

### ***By-laws***

**94 (1)** The Council may make by-laws relating to the administrative and internal affairs of the College and, without limiting the generality of the foregoing, the Council may make by-laws,

(h) providing for the remuneration of the members of the Council and committees other than persons appointed by the Lieutenant Governor in Council and for the payment of the expenses of the Council and committees in the conduct of their business;

Article 7.1 of CDHO's bylaws [Remuneration of Council Members](#) directs the following regarding Council member remuneration:

*(1) Any remuneration of Elected and Academic Members shall be set and reviewed at least once every three years by the Council.*

**Background:** At the June 10, 2022, Council meeting, Council directed staff to draft changes to GP-7 Council and Committee Stipend and Expenses policy to include remuneration of informal (or ad hoc) meetings at an hourly rate of \$72 for the President, to be adopted at the September Council meeting and reviewed next in December 2023. In September, Council asked that the policy be rewritten to include compensation for Council members standing in for the President at ad hoc meetings.

**Proposed Changes to President Remuneration:**

That the President or their designate receive honoraria for ad hoc meetings with the CEO, Council members, and other stakeholders, at an hourly rate of \$72.

**Next steps:** Council is being asked to approve the changes to the Policy Manual as attached in [Appendix A](#).

**Decision:**

**MOTION:**     **THAT** Council approve changes to the GP-7 Council and Committee Stipend and Expenses with the addition of policy item #4.4: "For ad hoc meetings with the CEO, Council members, or other stakeholders, the President or their designate will receive honoraria at an hourly rate of \$72, rounded up to the hour. If more than one meeting is held on the same day, the President or their designate will be reimbursed on an hourly basis or receive a half-day per diem plus additional hours at the hourly rate – whichever is less."

Moved:

Seconded:

VOTE:

**Available Options:**

1. Pass the motion
2. Defeat the motion
3. Other



## Appendix A

### GP-7 Council and Committee Stipend and Expenses

Council members shall be paid an honorarium and reimbursed for reasonable expenses incurred in the conduct of Council-authorized College business.

1. All remunerations for public members on CDHO's Council will be governed by the guidelines issued by the Health Board Secretariat and are not covered in this policy.
  - 1.1. The President or Committee Chairs must identify work that may be required of public members outside properly constituted meetings. The Chair is responsible for advising staff of the expected frequency and duration of this work so that they can seek approval from the Secretariat prior to any claims being made by public members.
2. The stipulations that follow apply to those persons who are: (a) Dental Hygienists duly elected to Council by the registrants of the College, and (b) Dental Hygienists selected to serve on Council according to the bylaws.
  - 2.1. Remunerations for persons not covered above, or whose remuneration is to be calculated differently, will either have their remuneration outlined in the enabling motion passed by Council or through decision by the Executive Committee or at the discretion of the Registrar.
3. A per diem is an honorarium in recognition of the contribution to CDHO and its registrants. This per diem is not a salary nor is it to be considered salary replacement. A T4A is issued for taxation purposes.
4. Daily per diem rates are reviewed annually and adjusted to reflect the appropriate Cost of Living index. Per diem rates are set for 2020 as follows:
  - Member of Council or Committee (basic) - \$308.00
  - Chair of Committee – Member + 25%
  - President of Council – Member + 40%
  - Vice-President of Council – Member + 25%
  - 4.1. The maximum claim for any one calendar day is one day's per diem.
  - 4.2. The supplemented rate for the Committee Chair can only be claimed when the individual is assuming the role of Chair at a committee meeting; it cannot be claimed when attending a meeting as a member of another committee or attending a Council meeting.
  - 4.3. The supplemented rate for the President and Vice-President roles is recognition for the extra responsibilities inherent in these roles including preparing the agenda, chairing the meeting, writing reports to Council and preparing information for the Annual Report. The President and Vice-President are reimbursed at the supplemented rate for Council and Executive Meetings and any other occasion when they act as an official representative of the College.
  - 4.4. For ad hoc meetings with the CEO, Council members, or other stakeholders, the President or their designate will receive honoraria at an hourly rate of \$72, rounded

up to the hour. If more than one meeting is held on the same day, the President or their designate will be reimbursed on an hourly basis or receive a half-day per diem plus additional hours at the hourly rate – whichever is less.

5. Per Diem is paid for attendance at any face-to-face meeting to conduct Council or Committee business. It is also paid for participating in properly constituted telephone or electronic meetings. With prior notice to staff, per diem can also be paid for working sessions that may not take place as preparation for or within a properly constituted meeting. For the purpose of calculating Per Diem, a meeting scheduled for or lasting up to three hours will be deemed to be a half-day and a meeting scheduled for or lasting more than three hours will be deemed to be a full day. Extenuating circumstances will be referred to the President for resolution.
  - 5.1. A “day” means within a calendar date (12:01 a.m. – midnight).
  - 5.2. The minutes of any meeting wherein a per diem may be claimed must record those in attendance and the times of Call to Order and Adjournment. These records will be the official base for per diem claims.
  - 5.3. When a scheduled meeting is cancelled within five (5) business days of the meeting, a claim for one day’s per diem may be allowed at the discretion of the President.
6. When a member is so authorized by Council or pre-approved by the President to represent the College, the regular per diem and expense stipulation will apply. Any additional honorarium, if offered, must be declined or endorsed over to CDHO; small non-monetary tokens of appreciation are exempted.
7. An honorarium for approved preparation time, when approved, shall be paid on the following basis: ¼ day = \$25.00; ½ day = \$50.00; 1 day = \$100.00
  - 7.1. Committee Chairs must poll Committee members as to the time spent preparing for their meeting and come to a consensus. Following the meeting, the Chair must request approval from the President for preparation time. The Chair is responsible to advise Committee members of the approved amount of preparation time that may be claimed.
    - 7.1.1. Preparation time is paid at the discretion of the President. The President will inform the Registrar and Director of Corporate Services of any amounts approved at the time of approval.
8. Travel time of \$200.00 will be paid per meeting for a round-trip to conduct Council business, when a Council member must travel more than two (2) hours, one-way, regardless of when the travel is undertaken.
9. Travel expenses eligible to be reimbursed:
  - Air: Economy class round trip by the most direct route or most feasible under the circumstances, including ground transportation from home or office to and from the airport.
  - Train: VIA 1 class round trip by the most direct route including ground transportation from home or office, to and from the railway station.
  - Mileage: Mileage will be paid at the current provincial government rate as long as the total mileage to be claimed does not exceed the cost of Air or Train travel as described in the preceding two bulleted statements, without prior approval of the President.

- Parking and taxi expenses are reimbursed as per receipt. Receipt for taxi can include gratuity.
  - Public Transportation will be reimbursed as per standard fare. Receipts must include documentation showing route and cost associated with it.
10. Expenses for hotel accommodation will be reimbursed when the distance from the home residence to the meeting location exceeds 45 km. Council members are expected to make their own reservations and secure the best rate possible. Reimbursement is based on single room rate to \$250.00 per night (excluding taxes) maximum.
    - 10.1. The President may authorize reimbursement of hotel expense in the event of consecutive days of required meeting attendance regardless of the distance to the meeting from home residence.
    - 10.2. Hotel accommodation will not be reimbursed for the night before an afternoon meeting unless pre-authorized by the President.
    - 10.3. The President may pre-approve reimbursement of hotel accommodation in excess of the \$250 per night maximum in the event accommodation is unavailable at less than the maximum, or in the event of special circumstances, e.g., meetings held in cities where hotel rates exceed those in Toronto.
  11. Expenses for meals will be reimbursed at the actual cost to a daily maximum of \$90 where the maximum total amount for breakfast and lunch is \$40.00, and the maximum amount for dinner is \$50.00. Receipts inclusive of tax and tip must be submitted with the expense claim form. Expenses for alcoholic beverages will not be reimbursed.
  12. Expenses incurred for gratuities will be reimbursed to a maximum of \$10.00 per day for expenses other than gratuities included in receipts for meals and taxis. Examples for gratuities are hotel room, valet parking, bell person gratuities.
  13. Incidental receipted expenses for telephone, fax, postage, photocopying, courier, etc. and costs for related College business are eligible for reimbursement.
  14. Non-refundable expenses incurred in advance of a cancelled meeting may be claimed for reimbursement but must be accompanied by receipts and a detailed explanation.
  15. Individually purchased travel insurance is not eligible to be reimbursed. The College carries travel insurance that covers those traveling on CDHO official business including loss of life and disability insurance.
  16. Expenses being reimbursed by another source shall not be eligible for reimbursement by the College.
  17. Receipts are required in support of all expense claims. Claimants are expected to be cost conscious at all times.
  18. Claims are to be submitted within 30 days following the dates of the events upon which the claims are based. All claims for a fiscal year must be received for processing within 15 days of the close of that fiscal year, i.e., December 15<sup>th</sup>.
  19. Claims will be processed within 30 days; same day payment is not to be expected. Direct deposit is available if Individuals submit a voided cheque.

20. A member may apply to the Registrar for consideration of early reimbursement or an advance of funds to be used towards travel. Per diems will not be paid in advance. The Registrar's decision will be at her/his discretion.

## BRIEFING NOTE WITH MOTION

<b>Meeting date:</b>	December 2, 2022
<b>Agenda item:</b>	Policy Content Review: GP-7 Council and Committee Stipend and Expenses
<b>Appendices:</b>	DRAFT Revised policy of GP-7 Council and Committee Stipend and Expenses
<b>References</b>	N/A
<b>Owner:</b>	Executive

**Issue:** GP-7 (4) Council and Committee Stipend and Expenses was reviewed at the September 16, 2022 meeting. Additional changes are being brought to Council for approval.

**Public protection rationale:** The College must demonstrate responsible stewardship of its financial and human resources in achieving its statutory objectives and regulatory mandate. Effective and transparent policies to govern Council member remuneration support trust in the College's work to protect the public.

**Source of Authority:** The College is required to regulate the profession in accordance with the [Health Professions Procedural Code](#) (the Code), which is Schedule 2 to the [Regulated Health Professions Act, 1991, S.O. 1991, c. 18](#).

The CDHO Council [Policy Manual GP-7 Council Stipend and Expenses](#).

**Background:** Council policy GP-7 (4) indicates that professional member honorarium will be reviewed annually and adjusted to reflect the appropriate cost of living index. The CDHO uses the Consumer Price Index as published by Statistics Canada. According to Statistics Canada the "Consumer Price Index is one of the most widely used measures of inflation". This index can be used to calculate the price change between any 2 periods, the most commonly used calculation being the 12-month % change. This is used because the CPI represents changes in prices as experienced by Canadian consumers. It measures price change by comparing, through time, the cost of a fixed basket of goods and services.

Statistics Canada published that, as of July 2022, the CPI increased by 7.6% in the last 12 months.

Proposed changes:

**GP-7 (4)** Minor wording changes to keep the policy current and concise.

**GP-7 (10)** Council is being asked to discuss if \$250 per night for a hotel rate is still reasonable given the cost-of-living index.

**Next steps:** Council is being asked to vote on the proposed revisions to policy GP-7 Council and Committee Stipend and Expenses (attached as [Appendix A](#)).

**Decision:**

**MOTION:**      **THAT** Council approve the revised GP-7 Council and Committee Stipend and Expenses policy as presented in [Appendix A](#).

Moved:

Seconded:

VOTE:

**Available Options:**

1. Pass the motion
2. Defeat the motion
3. Other

## Appendix A:

### GP-7 Council and Committee Stipend and Expenses

Council members shall be paid an honorarium and reimbursed for reasonable expenses incurred in the conduct of Council-authorized College business.

1. All remunerations for public members on CDHO's Council will be governed by the guidelines issued by the Health Board Secretariat and are not covered in this policy.
  - 1.1. The President or Committee Chairs must identify work that may be required of public members outside properly constituted meetings. The Chair is responsible for advising staff of the expected frequency and duration of this work so that they can seek approval from the Secretariat prior to any claims being made by public members.
2. The stipulations that follow apply to those persons who are: (a) Dental Hygienists duly elected to Council by the registrants of the College, and (b) Dental Hygienists selected to serve on Council according to the bylaws.
  - 2.1. Remunerations for persons not covered above, or whose remuneration is to be calculated differently, will either have their remuneration outlined in the enabling motion passed by Council or through decision by the Executive Committee or at the discretion of the Registrar.
3. A per diem is an honorarium in recognition of the contribution to CDHO and its registrants. This per diem is not a salary nor is it to be considered salary replacement. A T4A is issued for taxation purposes.
4. Daily per diem rates are reviewed annually and **may be** adjusted to reflect **significant changes in the appropriate** Cost of Living index. **As of December 2, 2022, per diem rates are set for 2022** as follows:
  - Member of Council or Committee ~~(basic)~~ - \$308.00
  - Chair of Committee ~~—Member~~ + 25%
  - President of Council ~~—Member~~ + 40%
  - Vice-President of Council ~~—Member~~ + 25%
  - 4.1. The maximum claim for any one calendar day is one day's per diem.
  - 4.2. The supplemented rate for the Committee Chair can only be claimed when the individual is assuming the role of Chair at a committee meeting; it cannot be claimed when attending a meeting as a member of another committee or attending a Council meeting.
  - 4.3. The supplemented rate for the President and Vice President roles is recognition for the extra responsibilities inherent in these roles including preparing the agenda, chairing the meeting, writing reports to Council and preparing information for the Annual Report. The President and Vice-President are reimbursed at the

supplemented rate for Council and Executive Meetings and any other occasion when they act as an official representative of the College; it cannot be claimed when attending a meeting as a member of another committee.

5. Per Diem is paid for attendance at any face-to-face meeting to conduct Council or Committee business. It is also paid for participating in properly constituted telephone or electronic meetings. With prior notice to staff, per diem can also be paid for working sessions that may not take place as preparation for or within a properly constituted meeting. For the purpose of calculating Per Diem, a meeting scheduled for or lasting up to three hours will be deemed to be a half-day and a meeting scheduled for or lasting more than three hours will be deemed to be a full day. Extenuating circumstances will be referred to the President for resolution.
  - 5.1. A “day” means within a calendar date (12:01 a.m. – midnight).
  - 5.2. The minutes of any meeting wherein a per diem may be claimed must record those in attendance and the times of Call to Order and Adjournment. These records will be the official base for per diem claims.
  - 5.3. When a scheduled meeting is cancelled within five (5) business days of the meeting, a claim for one day’s per diem may be allowed at the discretion of the President.
6. When a member is so authorized by Council or pre-approved by the President to represent the College, the regular per diem and expense stipulation will apply. Any additional honorarium, if offered, must be declined or endorsed over to CDHO; small non-monetary tokens of appreciation are exempted.
7. An honorarium for approved preparation time, when approved, shall be paid on the following basis: ¼ day = \$25.00; ½ day = \$50.00; 1 day = \$100.00
  - 7.1. Committee Chairs must poll Committee members as to the time spent preparing for their meeting and come to a consensus. Following the meeting, the Chair must request approval from the President for preparation time. The Chair is responsible to advise Committee members of the approved amount of preparation time that may be claimed.
    - 7.1.1. Preparation time is paid at the discretion of the President. The President will inform the Registrar and Director of Corporate Services of any amounts approved at the time of approval.
8. Travel time of \$200.00 will be paid per meeting for a round-trip to conduct Council business, when a Council member must travel more than two (2) hours, one-way, regardless of when the travel is undertaken.
9. Travel expenses eligible to be reimbursed:
  - Air: Economy class round trip by the most direct route or most feasible under the circumstances, including ground transportation from home or office to and from the airport.



- Train: VIA 1 class round trip by the most direct route including ground transportation from home or office, to and from the railway station.
  - Mileage: Mileage will be paid at the current provincial government rate as long as the total mileage to be claimed does not exceed the cost of Air or Train travel as described in the preceding two bulleted statements, without prior approval of the President.
  - Parking and taxi expenses are reimbursed as per receipt. Receipt for taxi can include gratuity.
  - Public Transportation will be reimbursed as per standard fare. Receipts must include documentation showing route and cost associated with it.
10. Expenses for hotel accommodation will be reimbursed when the distance from the home residence to the meeting location exceeds 45 km. Council members are expected to make their own reservations and secure the best rate possible. Reimbursement is based on single room rate to \$250.00 per night (excluding taxes) maximum.
    - 10.1. The President may authorize reimbursement of hotel expense in the event of consecutive days of required meeting attendance regardless of the distance to the meeting from home residence.
    - 10.2. Hotel accommodation will not be reimbursed for the night before an afternoon meeting unless pre-authorized by the President.
    - 10.3. The President may pre-approve reimbursement of hotel accommodation in excess of the \$250 per night maximum in the event accommodation is unavailable at less than the maximum, or in the event of special circumstances, e.g., meetings held in cities where hotel rates exceed those in Toronto.
  11. Expenses for meals will be reimbursed at the actual cost to a daily maximum of \$90 where the maximum total amount for breakfast and lunch is \$40.00, and the maximum amount for dinner is \$50.00. Receipts inclusive of tax and tip must be submitted with the expense claim form. Expenses for alcoholic beverages will not be reimbursed.
  12. Expenses incurred for gratuities will be reimbursed to a maximum of \$10.00 per day for expenses other than gratuities included in receipts for meals and taxis. Examples for gratuities are hotel room, valet parking, bell person gratuities.
  13. Incidental receipted expenses for telephone, fax, postage, photocopying, courier, etc. and costs for related College business are eligible for reimbursement.
  14. Non-refundable expenses incurred in advance of a cancelled meeting may be claimed for reimbursement but must be accompanied by receipts and a detailed explanation.
  15. Individually purchased travel insurance is not eligible to be reimbursed. The College carries travel insurance that covers those traveling on CDHO official business including loss of life and disability insurance.
  16. Expenses being reimbursed by another source shall not be eligible for reimbursement by the College.

17. Receipts are required in support of all expense claims. Claimants are expected to be cost conscious at all times.
18. Claims are to be submitted within 30 days following the dates of the events upon which the claims are based. All claims for a fiscal year must be received for processing within 15 days of the close of that fiscal year, i.e., December 15<sup>th</sup>.
19. Claims will be processed within 30 days; same day payment is not to be expected. Direct deposit is available if Individuals submit a voided cheque.
20. A member may apply to the President for consideration of early reimbursement or an advance of funds to be used towards travel. Per diems will not be paid in advance. The President's decision will be at her/his/their discretion.

## BRIEFING NOTE WITH MOTION

<b>Meeting date:</b>	December 2, 2022
<b>Agenda item:</b>	Bylaw 5 Amendment: Article 3.7 Council and Non-Council Committee Member Code of Conduct and Schedule III
<b>Appendices:</b>	Appendix A: Draft Revised Bylaw 5 Article 3.7(13) Appendix B: Draft Revised Schedule III
<b>References</b>	N/A
<b>Owner:</b>	Executive

**Issue:** Council is being asked to review the amendments to Bylaw 5 regarding Council and Non-Council Committee Member Code of Conduct and use of technology.

**Public protection rationale:** The public interest is served when the organization is overseen by a Council whose members are engaged, attentive participants in Council meetings; where decisions and discussions are undertaken without the unnecessary distraction of personal electronic devices.

**Source of Authority:** [CDHO Bylaw 5](#)

**Background:** The Executive Committee recommends updating the Council and Non-Council Member Code of Conduct to include messaging around the appropriate use of electronic devices during meetings. Council has not reviewed its policy on electronic devices since 2013 and changes are recommended to keep the Bylaw up to date with current technology.

Schedule III has also been updated to remove gendered language.

**Decision:**

**MOTION:** **THAT** the Council approve the updated bylaw 5 article 3.7 (13) which will now state: Council members are expected to attend all meetings and to be punctual. Council members shall only use personal electronic devices during a meeting if the Chair of the meeting permits it and must limit their use to the purposes for which this use is permitted. Where usage is permitted, it must not interfere with meeting decorum, engagement or participation, lead to a breach of privacy, or be used to instantaneously publish what occurs at the meeting (eg. posting on Twitter or live blogging). Council member shall not transmit or receive text messages or emails during meetings and may only make or receive phone calls in an emergency;

And that Council approve the removal of gendered language in 3.7 and Schedule III and replace them with gender neutral pronouns;

And that Council approve the removal of the references to Blackberry in Schedule III(18).

Moved:

Seconded:

VOTE:

**Available Options:**

1. Pass the motion
2. Defeat the motion
3. Other

## **Appendix A:**

### **Excerpt from Bylaw 5:**

#### **3.7 Council and Non-Council Committee Member Code of Conduct**

- (1) This entire Code of Conduct, from sections 3.7 through to and including section 3.9, shall apply to Council Members and with necessary modifications, to Non-Council Committee Members. Any reference to Council Members shall be interpreted as also applying to Non-Council Committee Members as the circumstances may require.

#### **Fiduciary Duties**

- (2) Council Members shall act in the best interests of the College and of the public of Ontario. They shall perform their duties in accordance with the Act, the bylaw and any policies of the College.
- (3) Council Members shall conduct themselves in a manner which is ethical, business-like and lawful and upholds the reputation of the CDHO. This includes proper use of authority and appropriate decorum when acting as Council Members. Council Members shall treat one another and staff members with respect, co-operation and a willingness to deal openly on all matters.
- (4) Council Members must have loyalty to the College that supersedes any loyalties to staff, other organizations or any personal interest as a consumer.
- (5) Council Members are accountable to exercise the powers and discharge the duties of their office honestly and in good faith. Members shall exercise the degree of care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.
- (6) Council Members will not attempt to exercise individual authority over the organization.
- (7) When interacting with staff, Council Members must recognize that individual Council Members have no authority to instruct or evaluate employees, and no authority to insert themselves into employee operations.
- (8) Council Members shall recognize that the President or designate is the only person authorized to speak to the media on behalf of the Council. Council Members shall not presume to speak for the Council when interacting with the public. Council Members shall only report actual Council policy decisions when interacting with the public.
- (9) Council Members shall be familiar with the incorporating documents, relevant legislation and regulations, bylaws, and policies of the organization as well as the rules of procedure and proper conduct of a meeting so that any decision of the Council may be made in an efficient, knowledgeable and expeditious fashion.
- (10) Council Members will be properly prepared for, and actively participate in Council deliberation.

- (11) Council Members will support the legitimacy and authority of Council decisions, regardless of the member's personal position on the issue.
- (12) Council Members shall regularly take part in educational activities that will assist them in carrying out their responsibilities.
- (13) Council Members are expected to attend all meetings and to be punctual. **Council Members shall only use personal electronic devices during a meeting if the Chair of the meeting permits it and must limit their use to the purposes for which this use is permitted. Where usage is permitted, it must not interfere with meeting decorum, engagement or participation, lead to a breach of privacy, or be used to instantaneously publish what occurs at the meeting (e.g., posting on Twitter or live-blogging). Council Members shall not transmit or receive text messages or emails during meetings and may only make or receive phone calls in an emergency.**
- (14) Council Members who are unable to attend a meeting shall inform the President and the Registrar/CEO of their expected absence and the reason for it.
- (15) Council Members shall be prepared **to serve on** committees and complete individual tasks as assigned by the Council from time to time.

#### **Conflict of Interest**

- (16) The terms "conflict of interest" and "appearance of bias" are often used interchangeably. The term "conflict of interest" generally applies to policy or administrative decisions while the term "appearance of bias" generally applies to an adjudicative type of decision. For the purpose of this bylaw, they mean the same thing.
- (17) Council Members must not carry out their duties when they are in a conflict of interest. A conflict of interest exists where a reasonable person could conclude that the personal interests of the individual or a related person or company could improperly influence the individual's judgment in performing ~~his or her~~ **their** duties as a Council Member.
- (18) There must be no self-dealing or any conduct of private business or personal services between any Council Member and the organization, except as procedurally controlled to assure openness, competitive opportunity, and equal access to otherwise "inside" information. Council Members will annually disclose their involvements with other organizations, with vendors, or any associations that might be or might reasonably be seen as being a conflict.
- (19) Council Members may not accept an employment or administrative position with the College, including that of the Registrar, unless one year has passed since ~~he or she was~~ **they were** a Council Member or Non-Council Member.
- (20) Council Members will not use their Council or Committee position to obtain employment in the organization for themselves, family members, or close associates. Should a Council Member wish to apply for employment, ~~he or she~~ **they** must resign from the Council and not apply before a date twelve (12) months from the effective date of their resignation. Family members are spouse, life partner, child, parent, in-law, live-in grandparent or sibling.

### ***Examples of Conflicts of Interest***

- (21) Without limiting the usual and ordinary meaning of “conflict of interest” or “appearance of bias”, some examples of activities or circumstances that would usually constitute a conflict of interest or an appearance of bias for a Council or Non-Council Member include the following:
- (a) Where the decision could confer a more than trivial financial or other benefit or burden to the Council Member or their close relative or friend or affiliated entity;
  - (b) Where the Council Member or their close relative or friend or affiliated entity seeks or accepts more than a nominal gift from a person or entity connected to or affected by the College or its mandate or a gift which could reasonably be viewed as influencing the Council or Committee Member;
  - (c) Where the Council Member or their close relative or friend or affiliated entity uses the Council Member’s position with the College to advance their personal or financial interests;
  - (d) Where the Council Member takes action or counsels another to take action against the College, the reputation of the College or its staff;
  - (e) Where the Council Member is running for national or provincial public office and where the Council or Committee Member has not taken a leave of absence from all Council and committee positions at the College;
  - (f) Where the Council Member agrees to give or gives a presentation on an issue related to the College’s role or activities without prior College approval;
  - (g) Where the Council Member agrees to participate or participates in a committee, working group, task force or other group related to the College’s role or activities without prior College approval;
  - (h) Where the Council Member, who is not the official spokesperson for the College, is in communication with government officials, politicians or the media on any matter related to the College without prior College approval;
  - (i) Where the Council Member publishes, including a posting on social media, a statement that could impair the public’s confidence in the College or compromise the policy or public image of the College or the Council Member’s ability to make transparent, objective, impartial and fair decisions that are in the public interest;
  - (j) Where the Council Member appears to give preferential access to a person or entity that advances the interests of dental hygienists or that has policy-making responsibilities for dental hygienists or that oversees the regulation of dental hygienists without prior College approval;
  - (k) Where the Council Member advises or assists anyone in their dealings with the College, including acting as a peer mentor unless the Council Member has prior College approval;

- (l) Where the Council Member demonstrates a closed mind on an issue that is coming up, or is likely to come up, before the College;
- (m) Where the Council Member is the subject of an inquiry or investigation by the College, the police or another authority that impairs the ability of the Council Member to participate in a decision or to continue to serve in ~~his or her~~ **their** position or has the potential to jeopardize public trust in the member, the Council, the Committee or the College;
- (n) Where the Council Member applies for employment with the College without first resigning all Council and committee positions;
- (o) Where the Council Member has a connection with a person or issue to be determined that would reasonably be seen by those who know all of the circumstances as incompatible with ~~his or her~~ **their** responsibilities as an impartial decision-maker; and
- (p) Where the Council Member or their close relative or friend or affiliated entity uses materials developed for the College for commercial purposes without prior College approval.

#### ***Preventing and Addressing Conflicts of Interest***

- (22) Council Members shall avoid, where feasible, situations where they would have conflicting duties of confidentiality and disclosure between their role with the College and with another person or entity.
- (23) Where a Council Member is in doubt as to whether ~~he or she has~~ **they have** a conflict of interest, the Council Member shall consult with an appropriate person such as the Chair of the affected committee, the President, the Registrar, or independent legal counsel in a hearing.
- (24) If a Council Member believes ~~that he or she has~~ **they have** a conflict of interest in a particular matter, ~~he or she~~ **they** shall,
  - (a) prior to any consideration of the matter, declare to the Council or the committee that ~~he or she has~~ **they have** a conflict of interest that prevents ~~him or her~~ **them** from participating;
  - (b) not take part in the discussion of or vote on any question in respect of the matter;
  - (c) leave the room for the portion of the meeting relating to the matter even where the meeting is open to the public; and
  - (d) not attempt in any way to influence the voting or do anything which might be reasonably perceived as an attempt to influence other Council or Committee Members or the decision relating to that matter.
- (25) Where a Council Member declares a conflict of interest, that fact shall be recorded in the minutes of that meeting of Council or the committee.



- (26) Where a Council Member believes that another Council Member has a conflict of interest that has not been declared despite any appropriate informal communications with the other Council Member, the first Council Member shall advise an appropriate person such as the Chair of the affected committee, the President, the Registrar, or independent legal counsel in hearing matters. The person who is suggested as having a conflict of interest is entitled to address the matter before any decision is made regarding the issue under paragraph 28 of this Article.
- (27) Where a Council Member believes that another Council or Committee Member has already acted in a conflict of interest or is in an ongoing conflict of interest, ~~he or she~~ **they** shall advise in writing an appropriate person such as the Chair of the affected committee, the President, the Registrar or independent legal counsel in hearing matters. The person who is suggested as having a conflict of interest is entitled to make submissions about the matter before any decision is made regarding the issue under paragraph 28 of this Article.
- (28) Where the Council or a Committee concludes that one of its members has a conflict of interest that has not been declared, it can, after allowing the affected member to make submissions regarding the issue, direct that the Council or Committee Member not participate in the discussion or decision, leave the room for that portion of the meeting and not try to or otherwise exert influence in the matter.

#### **Declaration of Conflict of Interest by Council and Non-Council Members**

- (29) Every Council Member shall declare, verbally, and where the Council deems it appropriate, in writing, if ~~he or she has~~ **they have** an actual or perceived conflict of interest pertaining to ~~his or her~~ **their** duties as a Council or Committee Member. This declaration will take place at the first Council or Committee meeting at which ~~he or she~~ **they** becomes aware of an actual or perceived conflict of interest and subsequently at the first Council meeting of each year.

#### **Confidentiality**

- (30) The purpose of this part of the bylaw is to provide helpful explanations as how to comply with the confidentiality provisions of the Code of Conduct. These provisions in no way limit the full extent of the duties set out in the Code of Conduct.
- (31) Council Members shall treat all information learned in the course of their duties, whether or not the information is related to an individual, as confidential and shall not disclose it unless a clearly identified exception applies.
- (32) Council Members shall review at least annually and when there are changes, the provisions in the *Regulated Health Professions Act* (especially section 36) and the Health Professions Procedural Code (especially sections 83 and 83.1), relating to confidentiality.
- (33) Council Members shall generally leave to College staff the disclosure of information under the legal exceptions to the duty of confidentiality. However, in appropriate circumstances, Council Members may disclose information directly when performing their duties, such as in rendering a decision and reasons on behalf of a committee, when

appropriately discussing information that is public under the legislation and when consulting with their own legal counsel.

- (34) Even for communications within the College, Council Members shall only obtain or disclose information on a need-to-know basis.
- (35) Council Members will not share or post information on social media that compromises the organization or the Council's policy or public image.
- (36) Council Members shall take reasonable measures to safeguard College information including the safe management of paper documents and portable electronic devices and avoiding the use of unsecure electronic forms of communication or the use of social media for such communications.
- (37) Where a Council Member believes that there has been a breach of confidentiality by a Council or Committee Member, whether intentional or unintentional, ~~he or she~~ they shall immediately advise the Registrar in writing providing all of the details. The Registrar shall notify the President as soon as possible of any breach of confidentiality by a Council or Committee Member.
- (38) Council Members will sign annually their agreement to abide by the Code of Conduct in its entirety.

## **Appendix B:**

### **SCHEDULE III**

#### **RULES OF ORDER OF COUNCIL**

- (1) In this Schedule, "Member" means a Member of the Council.
- (2) Each agenda topic will be introduced briefly by the person or Committee representative raising it. Members may ask questions of clarification, then the person introducing the matter shall make a motion and another Member must second the motion before it can be debated.
- (3) When any Member wishes to speak, ~~s/he~~ **they** shall so indicate by raising ~~her or his~~ **their** hand and shall address the presiding officer and confine ~~herself or himself~~ **themselves** to the matter under discussion.
- (4) Staff persons and consultants with expertise in a matter may be permitted by the presiding officer to answer specific questions about the matter.
- (5) Observers at a Council meeting are not allowed to speak to a matter that is under debate.
- (6) A Member may not speak again on the debate of a matter until every other Member who wishes to speak to it has been given an opportunity to do so. The only exception is that the person introducing the matter or a staff person may answer questions about the matter. Members will not speak to a matter more than twice without the permission of the presiding officer.
- (7) A Member may speak up to three (3) minutes upon any motion; additional time may be allotted with the permission of Council.
- (8) When a motion is under debate, no other motion can be made except to amend it, to postpone it, to put the motion to a vote, to adjourn the debate or the Council meeting or to refer the motion to a Committee.
- (9) A motion to amend the motion then under debate shall be disposed of first. Only one motion to amend the motion under debate can be made at a time.
- (10) When it appears to the presiding officer that the debate on a matter has concluded, when Council has passed a motion to vote on the motion or when the time allocated to the debate on the matter has concluded, the presiding officer shall put the motion to a vote.
- (11) When a matter is being voted on, no Member shall enter or leave the Council room, and no further debate is permitted.
- (12) No Member is entitled to vote upon any motion in which ~~s/he has~~ **they have** a conflict of interest, and the vote of any Member so interested will be disallowed.
- (13) Any motion decided by the Council shall not be re-introduced during the same meeting except by a two-thirds vote of the Members then present.

- (14) Whenever the presiding officer is of the opinion that a motion offered to the Council is contrary to these rules or the bylaws, ~~s/he~~ **they** shall rule the motion out of order and give her or his reasons for doing so.
- (15) The presiding officer shall preserve order and decorum, and shall decide questions of order, subject to an appeal to the Council without debate.
- (16) The above rules may be relaxed by the presiding officer if it appears that greater informality is beneficial in the particular circumstances, unless the Council requires strict adherence.
- (17) Members are not permitted to discuss a matter with observers while it is being debated.
- (18) Members shall turn off cell phones during Council meetings and, except during a break in the meeting, shall not use a cell phone, ~~blackberry~~ or other electronic device. Laptops shall only be used during Council meetings to review materials related to Council business (e.g., electronic copies of background documents) and to make personal notes on the issue at hand.
- (19) Members are to be silent while others are speaking.
- (20) In all cases not provided for in these rules or by other rules of Council, the current edition of "Robert's Rules of Order" shall be followed so far as they may be applicable.
- (21) These rules shall apply, with necessary modifications, to meetings conducted by teleconference or any other electronic means permitted by the bylaws, including audio or video conferencing.

## BRIEFING NOTE WITH MOTION

**To:** Council  
**From:** Executive Committee  
**Date:** December 2, 2022  
**Topic:** Dissolution of the Competency Profile Committee

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### **Background:**

At its December 4, 2020 meeting, Council appointed the Competency Profile Committee to support its work in developing competency profiles for professional and public appointee members of Council and College Committees. At its June 11, 2021 meeting, Council adopted the competency framework that the Competency Profile committee developed. Since then, the Committee has worked on an implementation plan.

The Committee has fulfilled its requirements described in GP-6.5 Competency Profile Committee Terms of Reference. Consequently, the Executive Committee is recommending the dissolution of the Competency Profile Committee. Any further implementation or modifications to the competency framework will be tasked to the Governance Committee. The updated Terms of Reference for the Governance Committee are presented to Council (8.9)

**MOTION:**       **WHEREAS** Council formed a Competency Profile Committee on December 4, 2020 to support Council in developing competency profiles for Council members; and

**WHEREAS** the Committee carried out its responsibilities in accordance with Governance Process Policy 6.5, including completion of a competency framework;

**THEREFORE, BE IT RESOLVED THAT** the Competency Profile Committee be dissolved with the appreciation of Council to committee members for their work.

**MOVED:**

**SECONDED:**

**VOTE**

## BRIEFING NOTE

<b>Meeting date:</b>	December 2, 2022
<b>Agenda item:</b>	Policy Amendment: Governance Committee Terms of Reference
<b>Appendices:</b>	Appendix A: Governance Committee Terms of Reference
<b>References:</b>	None
<b>Owner:</b>	Executive Committee
<b>Staff support:</b>	G. Pettifer

**Issue:** Council is being asked to review the amendments to Policy GP-6.6 Governance Committee Terms of Reference.

**Public protection rationale:** As the body charged with ensuring that Dental Hygienists provide safe, ethical and competent care to Ontarians, CDHO must make certain that individuals serving on Council and committees possess the knowledge, skills and experience to discharge their duties effectively.

**Source of Authority:** [CDHO Policy Manual](#).

**Background:** The Executive Committee recommends updating the Governance Committee Terms of Reference as attached in [Appendix A](#). The Competency Profile Committee has been dissolved, therefore, any modifications to the competency framework will be tasked to the Governance Committee.

**Next steps:** The Executive Committee recommends that the Council approve the terms of reference for the Governance Committee.

**Decision:**

**MOTION:** **THAT** the Council approve the updated Governance Process Policy 6.6 Governance Committee Terms of Reference which states “The committee supports the work of council as directed, through:  
5. Overseeing the implementation and modifications of the competency framework as needed.”

**MOVED:**

**SECONDED:**

**VOTE:**

CARRIED:

DEFEATED:

**Available Options:**

1. Pass the motion to approve the Governance Committee terms of reference as presented in Appendix A.
2. Defeat the motion
3. Other

## Appendix A

### GP-6.6 Governance Committee Terms of Reference

The Governance Committee is responsible for advising Council on elements of the effective governance of the organization and function of the Council. The Committee supports the work of Council, as directed, through:

1. Developing and reviewing the governance framework according to the schedule set by Council;
  2. Making recommendations to Council regarding processes for evaluating the effectiveness of Council (including a third-party review), Council meetings, Council committees, the Council President, and individual Council members;
  3. Regularly reviewing the performance of the Council as a whole and evaluating the contribution of individual Council and Committee members;
  4. Assisting Council with timely collection and collation of relevant governance data for inclusion in the CPMF report.
  5. **Overseeing the implementation and modifications of the competency framework as needed.**
1. Responsibilities of the Committee
    - 1.1. Preparation of a draft submission of Domain 1: Governance of the CPMF Report for Council's consideration at or before its March meeting.
    - 1.2. Preparation of draft submissions prior to the March Council meeting on Measures or Required Evidence of other Standards in other Domains where Council has responsibility.
    - 1.3. Preparation of a review of the completed CPMF submission for Council's consideration by the end of March. Such a review will be conducted with a view to assessing elements of the CPMF report that are consistent with Council's governance responsibility.
    - 1.4. Draft an evaluation framework for Council that integrates the policy governance framework and the performance measurement framework of the CPMF. For Council's consideration, a draft framework for an integrated evaluation as required by the CPMF.

#### Committee Authority

2. The committee's authority enables it to assist the Council in its work, while not interfering with Council holism.
  - 2.1. Authority for policy creation, amendment or deletion remains, as always, with Council.
  - 2.2. The Committee has authority to spend funds as required to accomplish its work in accordance with its Council-approved budget for meetings and other activities related



to its deliverables. Other than to Council, the Committee does not have the authority to report on its work.

- 2.3. The committee has authority to use staff resource time consistent with the Registrar's interpretation of a reasonable amount of administrative support for meetings. The committee does not have the authority to instruct the Registrar/CEO or any other staff member, other than to request support required in the conduct of its duties.

#### Committee Membership































3. The committee shall comprise of two Council Members who are Professional Members and one Council Member who is a Public Member. The tenure of the committee members shall be determined by the Council as required.
  - 3.1. The committee chair shall be elected by the committee at its first meeting from among its members.







THE GOVERNANCE COACH'S ADVISORY

## CDHO Council

### Coaching Advisory

Meeting Date	03/22	06/22	09/22	mo/yr	mo/yr
Ownership					
Governance Position					
Council Holism					
Ends Policies					
Council Means Policies					
Executive Limitations Policies					
Policy Sizes					
Delegation to Management					
Any Reasonable Interpretation					
Monitoring					

Key:

-  No activity this meeting on which to assess model consistency
-  Model consistent, based on minutes of this meeting
-  Not contravening principle, but opportunity for improvement
-  Not consistent with principle

**College of Dental Hygienists of Ontario Council**  
**June 10, 2022 Meeting**  
**September 16, 2022 Meeting**

### **Ownership**

**Policy Governance® Principle:** The Council governs on behalf of the government to whom it has a legal accountability and the people who access dental hygienists in Ontario – to whom it has moral accountability its “moral owners.” The Council has an obligation to be the informed voice of the owners. The Council provides leadership by first serving, seeking to put the interests of the owners ahead of any personal interests Council Members may have.

June: Council made a timely update to the Committee’s terms of reference.

September: There appears to be positive momentum in the area of ownership linkage as the Committee has met three times and is engaging a research firm to support the efforts to connect with the College’s ownership. This is encouraging as the pandemic seemed to stalled Council’s ability to carry out this important role.

### **Governance Position**

**Policy Governance® Principle:** The Council forms the middle link in a chain of moral authority between the owners and the Registrar. The Council’s role is to set direction for the organization on behalf of the owners, and properly empower the Registrar to manage. The Council is accountable for its own work and how it does that work. The Council is also accountable for what it has delegated to the Registrar. All authority in the staff organization and in Council committees and officers flows from the Council.

Council is doing a very good job in maintaining the discipline of monitoring its own performance. I address the specific self-monitoring reports for each meeting. Self-monitoring is one of the ways in which Council demonstrates its accountability for how it does its work.

June: The monitoring reports for GP 6.2 and GP-11 were well-done and drew attention to the lack of activity in the prior year.

September: In general, the self-monitoring reports are well done. I have made a few comments and attached the original reports with my more detailed comments.

The self-monitoring report for GP-3 Council Annual Planning Cycle and Agenda Control is nicely done. There are a couple instances where the interpretation simply restates the policy. In some Governance Process policies, an interpretation is unnecessary because there is only possible course of action. In these instances, it is fair to state that compliance will demonstrated when X happens as specified in the policy.

GP-6.4 Conduct Committee: In general, the report is well done. Two points of note: I noticed that the interpretations for several policy statements start by restating the policy which is not an interpretation; in some cases, the restatement of the policy is all that is provided.

## Council Holism

**Policy Governance® Principle: The Council has authority only as a group. Individual Council Members do not have any authority. Committees do not have any authority other than that specifically authorized by the Council. When the Council speaks with authority it has only one voice.**

June /September: There are no issues with this principle.

## Ends Policies

**Policy Governance® Principle: The Council defines in writing policies which describe the outcomes or effects that the organization is to produce, the recipients of those outcomes, and what it is worth to produce them. These are Ends policies. All decisions that are *not* about outcomes, recipients, or worth are means decisions.**

June: Council made a minor change to End 1.4. The wording of the motion states that the change was made to the Global End when, in fact, the change was made to policy item #1.4.

I will make this same suggestion relative to the motions where Council has approved amendments to its policies. *"Even if an amendment is limited to minor grammatical changes, a motion that only states that the Council amended its policy is not specific enough. Better is a motion that includes the full wording of the additions, deletions, or amendments, as well as the way in which a policy statement will now read. If there are a significant number of changes, state in the motion that the board approved the revised policy and that it is attached in an appendix to the minutes which becomes part of the official record of the meeting."* ("Just a Minute – Pay Attention to the Minutes". REALBoard Buzz, March 26, 2019)

More precise wording for the motion which specifies the change that was made could be: "...THAT Council approve the amendment of End Policy #1.4 to incorporate the bulleted points (underlined in the motion) into the policy statement so that it reads: Decision makers have evidence-informed and actionable information, particularly in the areas of dental hygiene practice, regulating the practice of dental hygiene and access to essential oral health services in Ontario."

The rationale for this wording is that minutes and motions formulate the record of Council decisions; future readers may not have the benefit of how the wording was changed.

## Council Means Policies

**Policy Governance® Principle: The Council defines in writing the job results, practices, and discipline that make up its own job. These policies are about the Council's means. To distinguish them from the means used by the staff, they are called Governance Process policies. The Council also defines in writing the details of how it will delegate to and hold the Registrar accountable. These means policies are called Council – Registrar Delegation policies.**

June: In referring to the amendments to GP-6.2 Ownership Linkage Committee and GP-11 Council Linkage with Owners, the motion states "modifications as discussed" which does not specify what amendments were made. Unless the reader was present for the discussion, the changes which were made would be unknown. Suggested motion for 6.2: "...THAT Council delete policy item #1.2 *"An initial ownership linkage plan provided to the Council for decision by December, 2017"* from its policy, GP-6.2 Ownership Linkage Committee.

Suggested motion for GP-11 Council Linkage with Owners: "...THAT Council amend GP-11 Council Linkage with Owners by moving policy item #1 so that it is part of the highest level policy item and that the remaining items be renumbered. The highest level statement will now read:

The "moral owners" of the College of Dental Hygienists of Ontario (CDHO) are defined as the public of Ontario.

The Council shall be accountable for the CDHO to its owners as a whole. The Council shall act on behalf of the owners as a whole, rather than being advocates for specific geographic areas or interest groups.

The privilege of self-governance has been granted to College of Dental Hygienists of Ontario (CDHO) by the Regulated Health Professions Act, 1991, S.O. 1991 C. 18. This legislation requires the CDHO to carry out its activities and govern registered Dental Hygienists in a manner that protects and serves the public interest. As the representative of the owners, the Council is obligated to identify and know what the owners want and need.

Suggested motion for GP-6.2: "...THAT Council update policy GP-6.2 Ownership Linkage Committee by deleting policy item #1.1 "An initial ownership linkage plan provided to the Council for decision by December 2017".

September: Council made a positive amendment to its Governance Process policy GP-10 Governance Succession Planning. This type of orientation supports sustainability by making it more likely professional members are able to immediately contribute to Council. Here again, I would suggest that the motion be more precise.

Because the change is relatively short, better (than attaching an Appendix to the minutes) would be a motion that states: "...THAT Council approves the amendment to its policy, GP-10 Governance Succession with the addition of policy item #4 *"Eligible members of the profession considering standing for election as a Professional or Academic Member of Council, are required to attend an orientation session prior to election. This session will outline the College's regulatory structure and mandate, governance structure, Council Member competency profile and expectations regarding commitment to participation as an active Member of Council."*

I want to note the excellent work that Council is doing to ensure that it has appropriate leadership on Council by providing a solid orientation to new Council members and developing a competency framework for Council. Good job!

I realize motion refers to Appendix A but it is unclear whether the Appendix will be attached to the minutes or is attached to the meeting package, in which case the amendment would be unavailable in the meeting record. When you are attaching an Appendix to the minutes, you can reserve this for policies where there have been substantial changes.

The same comment about the motion applies to the amendment to GP-7 Council Stipend and Expenses. In this case, better might be a motion that states: "THAT Council approves amendments to its policy GP-7: (1) a change in the year from 2020 to 2022 in policy item #4; (2) "President" replaces "Chair" in policy items #4.2 and #20, and Vice-President" replaces "Vice-Chair" in policy item #4.2"; (3) the addition of phrase at the end of policy item #4.3 so that it now reads: *"The supplemented rate for the Chair President and Vice Chair President roles is recognition for the extra responsibilities inherent in these roles including preparing the agenda, chairing the meeting, writing reports to Council and preparing information for the Annual Report. The President and Vice-President are reimbursed at the supplemented rate for Council and Executive Meetings and any other occasion when they act as an official representative of the College; it cannot be claimed when attending a meeting as a member of another committee."*

Suggested wording for the amendment to GP-3 Council Planning Cycle and Agenda Control: (Note: The minutes incorrectly identify the policy name as Council Planning and Cycle Agenda Review.) "...THAT Council approves (1) the amendment to policy item #2 of its policy GP-3 Council Planning Cycle and Agenda Control so that it now reads: *"The Council shall maintain control of its own agenda by developing a multi- year cycle and an annual schedule that includes all elements of the Council's work. Annually at its January/February meeting, the Council will ~~plan review~~ its ~~one-year goals~~ annual schedule and related meeting agendas and modify as required to accommodate any additional projects or priorities. [See multi-year cycle at the end of this policy.];*

and (2) the deletion of policy item #2.4.1 *“Every three years, beginning in 2018, review of its policy on continuing benefits to retired employees.”*

### **Executive Limitations Policies**

**Policy Governance® Principle:** The Council makes decisions about the means of the operational organization. However, rather than prescribing Council-chosen means -- which would enable the Registrar to escape accountability for attaining Ends, these policies define limits on operational means, thereby placing boundaries on the authority granted to the Registrar. These means would be unacceptable because they are unlawful, imprudent, or unethical, even if they worked to achieve Ends. Written policies describing these limits are called Executive Limitations.

There are no issues with this principle.

### **Policy Sizes**

**Policy Governance® Principle:** Council policies in every category are developed one level at a time, from the broadest, most inclusive level to succeeding levels of detail. Each level of detail added further limits the range of interpretation that is delegated. The policies in Ends, Governance Process, Council – Registrar Delegation, and Executive Limitations categories are comprehensive, and there are no Council policies outside of these four categories. They replace, at the Council level, more traditional documents such as mission statements, strategic plans and budgets.

There are no issues with this principle.

### **Clarity and Coherence of Delegation**

**Policy Governance® Principle:** The Council delegates operational matters only to the CEO. The Council does not delegate to anyone who reports to the CEO. The Council does not give Council officers or committees jobs that interfere with, duplicate, or obscure the job given to the Registrar. The Registrar is accountable to the Council for everything that happens in the operations of the organization.

There are no issues with this principle.

### **Any Reasonable Interpretation**

**Policy Governance® Principle:** The Registrar is given the right to make more detailed decisions about Ends and operational means, using any reasonable interpretation of Ends and Executive Limitations policies. (If there is no Registrar, the Council must delegate to two or more individuals, avoiding overlapping expectations or causing confusion about the authority of various managers.) The Council President is given the right to use any reasonable interpretation of Governance Process and Council – Registrar Delegation policies unless the Council has explicitly given that right to another Council member or Council Committee.

There are no issues with this principle.

### **Monitoring**

**Policy Governance® Principle:** The Council monitors the performance of the organization by fairly, systematically and thoroughly assessing whether the Registrar has made a reasonable interpretation of the policies it has delegated to the Registrar (Ends and Executive Limitations), and provided data demonstrating accomplishment of that interpretation. The Registrar’s evaluation is simply the cumulative summary of these assessments.

The monitoring report for EL-6 is generally well done. With this policy, the range of possible interpretation is relatively narrow and the interpretation may seem self-evident. Missing from all interpretations is a rationale for why the chosen measure is reasonable.

For example, the interpretation for #1.1 states: “Compliance will be demonstrated when access to funds from the investment portfolio is limited to designated CDHO employees. [This is reasonable](#) as it ensures that CDHO

investments are under the College's name and can only be accessed or withdrawn by individuals who have CDHO signing authority."

The question is "reasonable according to whom/what external authority"? I suspect that the either the RBC Wealth Management Investment or the auditors would confirm that this is standard practice for organizations like CDHO with similar portfolios. Something to pay attention to when developing interpretations.

### **Celebrate Your Progress**

Council is doing excellent work in maintaining the discipline of monitoring its own performance and making sound policy amendments. Self-monitoring is one of the ways in which Council demonstrates its accountability for how it does its work.

### **Keep Getting Better (One area we recommend you address as soon as possible)**

While monitoring reports are generally well done, they would be improved by ensuring there is a rationale for the provided interpretations.

## SUMMARY OF SUGGESTIONS FOR FURTHER ACTION

	Action Item	Coaching Report meeting date	Decision re Action	Date Action Completed
	<b>General</b>			
	<b>Linkage</b>			
1	Proceed with planning and implementing ownership linkage activities.	March 2022		
	<b>Council-Management Delegation</b>			
	<b>Ends</b>			
1	Prepare a plan of specific activities intentionally leading to a full review of Ends policies.	March 2022		
	<b>EL Policies</b>			
	<b>Finances</b>			
	<b>GP Policies</b>			
	<b>Agenda, Minutes and Meetings</b>			
1	Consider separate agenda items for Consent Agenda and Incidental Information	March 2022		
2	Ensure that motions amending policies state precisely the change that the Council has approved.	September 2022		
	<b>Monitoring</b>			
1	Ensure that an interpretation identifies the rationale for both the measure/standard of measurement in the interpretation.	June 2022		
	<b>Completed – to be removed from next list</b>			




## Monitoring Report

### EXECUTIVE LIMITATIONS 6

Due Date: June 2022

**Board policy is indicated in bold typeface throughout.**

I hereby present my monitoring report on your Executive Limitations 6 policy according to the schedule set out. I certify that the information contained in this report is true and *represents compliance with all aspects of the policy unless specifically stated otherwise.*

Signed  \_\_\_\_\_

Date: May 30, 2022

**EL – 6: The Registrar/CEO shall not permit investments to be managed in a way that is inconsistent with the objectives of reasonable growth and capital preservation.**

#### CEO INTERPRETATION:

Council has fully interpreted “investments managed inconsistent with the objectives of reasonable growth and capital preservation” in the items below (policies 1- 3). Therefore, compliance will be demonstrated when there is compliance with the policies that follow.

#### EVIDENCE:

I have reported compliance with the EL – 6 policies below that constitute Council’s interpretation of “investments managed inconsistent with the objectives of reasonable growth and capital preservation”. Consequently, there is compliance with the above statement.

#### I REPORT COMPLIANCE.

**EL – 6: The Registrar/CEO shall not permit investments to be managed in a way that is inconsistent with the objectives of reasonable growth and capital preservation.**


**Further, without limiting the scope of the above statement, the Registrar/CEO shall not:**

**1 Permit investments to be managed without the active involvement of a well- qualified Investment Professional who is independent of any investment fund.**

#### CEO INTERPRETATION:

The Council has interpreted “independent of any investment fund” in items 1.1 and 1.2 and partially interpreted “well qualified” in 1.3. Therefore, compliance will be demonstrated by compliance with these items as well as the following:

- a. “Active involvement” is interpreted as meaning that there are, at a minimum, regular quarterly meetings with the investment professional and that there are communications with the investment professional on an ‘as needed’ basis in between the minimum quarterly meetings. A minimum of quarterly meetings is reasonable because the investment instruments owned by the CDHO are all

Guaranteed Investment Certificates that yield a guaranteed interest yield over the life span of the instrument. As such, these investments are not, throughout their life span, subject to the volatility of the investment market that is seen with market share instruments. With this lack of volatility, the CDHO investment portfolio needs regular, but not intensive, oversight. The quarterly minimum frequency of communication between the CDHO and the investment professional regarding the CDHO investment portfolio provides necessary, responsible oversight of the CDHO portfolio. 


#### **EVIDENCE:**

Director, Corporate Services confirmed (May 26, 2022) that she has corresponded via telephone and email (no in-person meetings due to Covid-19) on a quarterly basis, at a minimum, with the RBC investment team, the individuals of which have CIM and MBA designations and spoke with the RBC Wealth Management team on an as needed basis between visits. Meetings in 2022 were held as follows:

February 22, 2022 (phone/email)

May 10, 2022 (phone/email)

#### **I REPORT COMPLIANCE**

- b. “Well qualified” is partially interpreted in 1.3. “Well qualified” is also interpreted as meaning an investment professional who is employed by the investment arm of a major Canadian banking institution who has advanced Investment Advisor Certification. 

#### **EVIDENCE:**

RBC Wealth Management is acknowledged as a reputable investment firm connected to a major Canadian banking institution. The members of the RBC Wealth Management Investment team have CIM (Chartered Investment Manager) and MBA designations.

#### **I REPORT COMPLIANCE**

### **1.1 Permit the Investment Professional to take title to any assets.**

#### **CEO INTERPRETATION:**

Compliance will be demonstrated when access to funds from the investment portfolio is limited to designated CDHO employees. This is reasonable as it ensures that CDHO investments are under the College's name and can only be accessed or withdrawn by individuals who have CDHO signing authority.



#### **EVIDENCE:**

Director, Corporate Services verified (May 26, 2022) that documented terms and conditions related to accessing investments is up to date with respect to signing authorities. Furthermore, the Director, Corporate Services verified that Hilborn LLP (auditors) confirmed in February 2022 that all appropriate documentation related to the investment portfolio and signing authority was current and legally sound. Signing authority is limited to the Registrar/CEO and Director, Corporate Services.



#### **I REPORT COMPLIANCE**

### **1.2 Permit the Investment Professional to withdraw any funds from the accounts except to cover payment of previously agreed fees, or at the CDHO's specific direction.**

#### **CEO INTERPRETATION:**

Given that the investment portfolio is managed by the investment arm of the College's bank and is held in GICs, there is no need to withdraw any funds to pay fees. Any fees are paid upon purchase of the GIC.

#### **EVIDENCE:**

Director, Corporate Services has verified May 26, 2022, referencing monthly investment statements that no fees outside of the fees connected to the purchase of GICs have been paid to RBC Wealth Management in the last 12 months.

#### **I REPORT COMPLIANCE**

### **1.3 Neglect the regular review of Investment Professional's performance**

#### **CEO INTERPRETATION:**

GICs pay a fixed rate of interest and the Investment Professional's "performance" is not linked to the portfolio's return. Consequently, "performance" is interpreted as regularity of communication of members of the RBC Wealth Management with the CDHO regarding its investment portfolio and the receipt of monthly statements detailing activity within the CDHO's portfolio.

**EVIDENCE:**

The Director, Corporate Services confirms (May 26, 2022) that monthly statements that include details of any changes in investments (new GIC purchases, record of GIC maturation) are received monthly from RBC Wealth Management. Given the length of time that CDHO's RBC Wealth Management team has been managing the CDHO's investment portfolio, they are very familiar with the CDHO's investment direction. Regular communication occurs throughout the year via email or phone.

**I REPORT COMPLIANCE**

**2. Permit investments which are exposed to greater than a low level of risk and insufficiently diversified and staged to maximize return while protecting the principal.**

**CEO INTERPRETATION:**

Council has fully interpreted "low level of risk" and "insufficient diversification and staged" in items 2.1 and 2.2 below. There, compliance with those items will collectively constitute compliance with this policy.

**EVIDENCE:**

See compliance for 2.1 and 2.2

**I REPORT COMPLIANCE**

**2.1 Permit investments outside the Fixed Income Investment categories defined in Article 8.3(2) of the CDHO bylaws, more specifically defined below:**

- Bonds, debentures or other evidences of indebtedness, a) of or guaranteed by the government of Canada, b) of or guaranteed by the government of any province/territory of Canada.
- Bank commercial paper and Bankers' Acceptances of Schedule 1 Banks.
- Corporate Commercial Paper with an R1 rating or equivalent by the Dominion Bond Rating Service at the time of purchase.
- Guaranteed Investment Certificates of any trust corporation registered under the Loan and Trust Corporations Act of a province of Canada or the government of Canada and trust corporation CDIC insured term deposits.
- Corporate Debt instruments with a credit rating at the time of purchase of not less than BBB as determined by Dominion Bond Rating Service.
- High rate savings account.

**CEO INTERPRETATION:**

The Council has fully interpreted the allowable specific investment categories in its policy. Therefore, compliance will be demonstrated when the investment statement(s) confirm all investments fall within the guidelines itemized in the policy.

**EVIDENCE:**

Director, Corporate Services verified (May 26, 2022) on the online RBC Wealth Management site, which is updated daily, that all investments are currently GICs held by the top five banks in Canada and trust corporations registered under the Loan and Trust Corporations Act of a province of Canada. They are secure investments with low/no risk associated with them. Excess funds are in a savings account with RBC investments.

**I REPORT COMPLIANCE**

**2.2 Allow the maturity of any individual security to exceed 12 years.**

**CEO INTERPRETATION:**

Compliance will be demonstrated when the statement showing the maturity dates of the College's GIC holdings confirms that no long-term investments exceeds the 12-year maturation date.

**EVIDENCE:**

Director, Corporate Services verified (May 26, 2022) that RBC investment statements viewed on May 26, 2022 show that no investment exceeds a 2027 maturity date.

**3. Permit investments that are inconsistent with the liquidity requirements of the College.**

**CEO INTERPRETATION:**

Compliance will be demonstrated when (a) all investments have ladderred maturation dates and investments are held to term; and (b) operational cash needs can be met through transfer of funds from the high-interest savings account.

**EVIDENCE:**

Director, Corporate Services verified (May 26, 2022) that RBC investment statements viewed on May 26, 2022 show that all investments are ladderred with no investments exceeding a 2027 maturity date and all investments have matured according to scheduled dates. Director, Corporate Services verified (May 26, 2022) that no transfer of funds from the savings account to the operational account have been required because there is adequate operational cash.

**I REPORT COMPLIANCE**

Policy Section	Registrar Reported Compliance Status
	Green=Compliant Yellow= Partial Compliance Red=Non-Compliance
The Registrar/CEO shall not permit investments to be managed in a way that is inconsistent with the objectives of reasonable growth and capital preservation.	
Further, without limiting the scope of the above statement, the Registrar/CEO shall not: 1 Permit investments to be managed without the active involvement of a well- qualified Investment Professional who is independent of any investment fund.	
1.1 Permit the Investment Professional to take title to any assets.	
1.2 Permit the Investment Professional to withdraw any funds from the accounts except to cover payment of previously agreed fees, or at the CDHO's specific direction.	
1.3 Neglect the regular review of Investment Professional's performance	
2 Permit investments which are exposed to greater than a low level of risk and insufficiently diversified and staged to maximize return while protecting the principal.	
2.1 Permit investments outside the Fixed Income Investment categories defined in Article 8.3(2) of the CDHO bylaws, more specifically defined below: <ul style="list-style-type: none"> <li>• Bonds, debentures or other evidences of indebtedness, a) of or guaranteed by the government of Canada, b) of or guaranteed by the government of any province/territory of Canada.</li> <li>• Bank commercial paper and Bankers' Acceptances of Schedule 1 Banks.</li> <li>• Corporate Commercial Paper with an R1 rating or equivalent by the Dominion Bond Rating Service at the time of purchase.</li> </ul>	

<ul style="list-style-type: none"> <li>• Guaranteed Investment Certificates of any trust corporation registered under the Loan and Trust Corporations Act of a province of Canada or the government of Canada and trust corporation CDIC insured term deposits.</li> <li>• Corporate Debt instruments with a credit rating at the time of purchase of not less than BBB as determined by Dominion Bond Rating Service.</li> <li>• High rate savings account.</li> </ul>	
<p>2.2 Allow the maturity of any individual security to exceed 12 years.</p>	
<p>3 Permit investments that are inconsistent with the liquidity requirements of the College.</p>	

## Monitoring Report

### GOVERNANCE PROCESS POLICY 3

Due Date: September 2022

**Board policy is indicated in bold typeface throughout.**

I hereby present my monitoring report on your Governance Process policy 3 according to the schedule set out. I certify that the information contained in this report is true and represents compliance with all aspects of the policy unless specifically stated otherwise.

Name: Michelle Atkinson

Date: September 2, 2022

**To accomplish its job products with a governance style consistent with Council policies, the Council will follow an annual agenda which (a) completes a re- exploration of Ends policies annually and (b) continually improves Council performance through Council education and enriched input and deliberation.**

#### INTERPRETATION:

*Council is in compliance when the council adheres to the annual agenda that includes a review of the ends and council education. This interpretation is reasonable as the policy prescribes it. Council has fully interpreted this policy statement in policy items 1 – 4 below.*

#### EVIDENCE:

*Council has followed its annual agenda and has reviewed its Ends policies and continues to improve Council performance through Council education. The following topics were explored by Council during this past year:*

**March 2021** – Risk-Based, Right-Touch Regulation – Deborah Adams (Council Meeting)

*Ownership Linkage – Rose Mercier (Council Workshop)*

**June 2021** – Entry-to-Practice Competencies for Dental Hygienists (EPCCoDH) – Amie Dowell and Arlynn Brodie (Council Meeting)

*Diversity and Inclusion Presentation – Canadian Centre for Diversity and Inclusion (Council Workshop)*

**September 2021** – Learnings from the Pandemic – Rebecca Durcan (Council Meeting)

*CDHO and the Pandemic – CDHO Staff (Council Meeting)*

*Ten Principles of Policy Governance – Rose Mercier (Council Workshop)*

**November 2021** – Facilitative Chair Workshop – Facilitation First Inc. (Council Workshop)




**December 2021 – Council Competency Presentation – RCDSO (Council Meeting)**

*Governance Transition Presentation – Ontario College of Teachers (Council Meeting)*

- 1. The Council will convene a minimum of four meetings annually and will normally meet on a quarterly basis. The annual planning cycle is January 1 to December 31.**

INTERPRETATION:


*This policy is in compliance when the council convenes at least 4 meetings annually. This interpretation is reasonable as the policy prescribes it.* 

EVIDENCE:

*Four meetings were convened in 2021 – March 5, 2021, June 11, 2021, September 24, 2021, December 3, 2021. Council also convened on January 22, 2021, to elect the executive committee. In 2022, Council convened for two meetings – March 4, 2022, and June 10, 2022, and is scheduled for September 16, 2022, and December 2, 2022.*

- 2. The Council shall maintain control of its own agenda by developing a multi- year cycle and an annual schedule that includes all elements of the Council’s work. Annually at its January/February meeting, the Council will plan its one- year goals and related meeting agendas. [See multi-year cycle at the end of this policy.]**

INTERPRETATION:

*The Council shall maintain control of its own agenda by developing a multi-year cycle and an annual schedule that includes all elements of the Council’s work. Annually at its January/February meeting, the Council will plan its one-year goals and related meeting agendas. [See multi-year cycle at the end of this policy.]* 

EVIDENCE:

Council uses an agenda template that adheres to policy governance principles. Meeting minutes do not reflect discussions or decisions regarding an annual agenda however, the annual agenda is outlined in 4.

- 2.1. Review of the Ends in a timely fashion which allows the Registrar/CEO to build a budget based on accomplishing a one-year segment of the Council’s most recent statement of long-term ends.**

INTERPRETATION:

*This policy is in compliance when there is evidence in the council meeting minutes that the council reviews the ends by June of each year. This is reasonable as the meeting minutes are the evidence of Council's activities and June provides time for the Registrar to build and/or modify the annual budget.*

EVIDENCE:

*There is evidence in council meeting minutes (March 5, 2021, and September 24, 2021) that ends were reviewed. Ends Item 1 was deferred in June 2021 and unable to be completed prior due to the focus on a*

new registrars hire and onboarding. The review of Ends item 1 has been scheduled to take place by June 2023.

## **2.2 Linkage with the ownership to gain a representative mix of owner values, perceptions and expectations, prior to the above review.**

### **INTERPRETATION:**

*This policy is in compliance when there is evidence of plans for linkage as well as linkage with the ownership in meeting or workshop minutes. This is reasonable because meeting minutes and workshop agendas identify what is planned and what has occurred at meetings of council.*

### **EVIDENCE:**

*The ownership linkage monitoring indicated "there have been no ownership linkage activities because the committee has been inactive since March 2020 to present year, largely due to covid19 pandemic and council focusing all its resources to find a new registrar". The ownership linkage committee met on July 11, 2022 and will be bringing forward a plan at the September 2022 council meeting.*

## **2.3 Education related to Ends determination (for example, presentations relating to the external environment, demographic information, exploration of future perspectives which may have implications, presentations by advocacy groups and staff).**

### **INTERPRETATION:**

*Council is in compliance when education has been planned during either council meetings or workshops related to the ends annually. This is reasonable as workshops and council meetings are where council members meet and have an opportunity to receive education to allow them to make informed decision regarding the ends of the organization.*

### **EVIDENCE:**

*Annual education has been provided to Council at both council meetings and council workshops related to the ends. The following presentations were provided in 2021:*

**March 2021** – Risk-Based, Right-Touch Regulation – Deborah Adams (Council Meeting)

*Ownership Linkage – Rose Mercier (Council Workshop)*

**June 2021** – Entry-to-Practice Competencies for Dental Hygienists (EPCCoDH) – Amie Dowell and Arlynn Brodie (Council Meeting)

*Diversity and Inclusion Presentation – Canadian Centre for Diversity and Inclusion (Council Workshop)*

**September 2021** – Learnings from the Pandemic – Rebecca Durcan (Council Meeting)

*CDHO and the pandemic – CDHO Staff (Council Meeting)*

*Ten Principles of Policy Governance – Rose Mercier (Council Workshop)*

**November 2021** – Facilitative Chair Workshop – Facilitation First Inc. (Council Workshop)

**December 2021** – Council Competency Presentation – RCDSO (Council Meeting)

*Governance Transition Presentation – Ontario College of Teachers (Council Meeting)*

**2.4 Content review of selected Executive Limitations, Governance Process and Council – Registrar Delegation policies, consistent with a multi-year schedule that includes all policies.**

**INTERPRETATION:**

*Council is in compliance with this policy when there is evidence of a content review of policies according to the multi-year schedule. This is reasonable as it is prescribed in the policy statement.*

**EVIDENCE:**

*Council completed policy content review for GP 4.7, EL 2, 2.3, 2.7 and 2.8 on March 5, 2021. Council completed policy content review for GP4.4, 4.5, CRD 3.6, and 3.7. on June 11, 2021. Council completed policy content review for EL3 and EL9 on September 24, 2021.*

*E1 – deferred due to the inability of the Ownership Linkage Committee to meet and gather evidence to support recommendations for change. It is a governmental mandate of the CDHO. It is scheduled for next review by June 2023.*

*GP 6.1 was monitored in March 2021 however; policy content review will be deferred until March 2023.*

**2.5 Self-evaluation of the Council's own compliance with selected Governance Process and Council – Registrar Delegation policies, consistent with the schedule in the policy, GP 4.13 (Investment in Governance).**

**INTERPRETATION:**

*Council is in compliance with this policy when the council meeting agendas demonstrate the GP and CRD monitoring reports are scheduled to be assessed in the council meetings as per the schedule in GP 4.3.*

**EVIDENCE:**

*The Council meeting agenda for March 5, 2021, indicates GP monitoring reports for 4.4, 4.5 and 4.7 were scheduled. The Council meeting agenda for June 11 indicates monitoring reports for GP 4.4 (deferred from March), 4.5 (deferred from March) CRD 3.6 and CRD 3.7 were scheduled. The Council meeting agenda for September 24, 2021, indicates there were no items for monitoring.*

**2.6 Documentation of monitoring compliance by the Registrar with Executive Limitations and Ends policies. Monitoring reports will be read in advance of the Council meeting, and discussion will occur only if Council members assess interpretations as unreasonable, identify non-compliance, or identify potential need for policy amendments.**

**INTERPRETATION:**

*Council is in compliance with this policy when the assessment results report for council monitoring in Board Effect shows that council members have assessed the monitoring reports for 1. (Ends) and 2.*

*(General executive constraint) prior to the council meeting scheduled. This interpretation is reasonable because it is prescribed in policy.*

**EVIDENCE:**

*Council moved to the Board Effect platform in October 2021 and the President confirmed by phone on August 17, 2022, that they can confirm response rates with the Executive Assistant prior to council meetings where monitoring has been scheduled.*

**2.7 Education about the process of governance.**

**INTERPRETATION:**

*Council is in compliance with this policy when there is evidence of opportunities being available for Council to be educated in policy governance.*

**EVIDENCE:**

*Council was educated on policy governance by Rose Mercier (Governance Coach) on the following dates:*

*March 4, 2021 – Policy Review and Monitoring*

*June 4, 2021 – Self Monitoring*

*September 17, 2021 – Monitoring and transition to Board Effect*

*November 27, 2021 – Monitoring Content Review*

**3. Based on the annual schedule and specific Council-confirmed goals for the year ahead, the Council delegates to the Chair the authority to fill in the details of the meeting content. Potential agenda items shall be carefully screened. Screening questions shall include:**

- **Clarification as to whether the issue clearly belongs to the Council or the Registrar.**
- **Identification of what category an issue relates to – Ends, Executive Limitations, Governance Process, Council-Registrar Delegation.**
- **Review of what the Council has already said in this category, and how the current issue is related.**

**INTERPRETATION:**

*Council is in compliance with this policy when the chair reports screening potential agenda topics and materials prior to council meetings. This is reasonable because the policy prescribes it. To determine how a current issue is related requires a review of not only the topic to be placed on the agenda but of the materials to compare council's previous decisions.*

**EVIDENCE:**

*The Chair (Caroline Lotz) confirmed via email on August 22, 2022 that she screened all agendas and materials prior to council meetings in 2021. The current Chair (Terri Strawn) confirmed by phone on August 17, 2022, that she screened all agendas and materials prior to council meetings in 2022. The executive committee also screens council meeting agendas and materials prior to meeting dates as evidenced by their council meeting minutes.*

**3.1. The Council delegates the Chair the authority to confirm the agenda and meeting material for Council's public meeting prior to their publication.**

**INTERPRETATION:**

*Council is in compliance with this policy when the Chair confirms the agenda and meeting material for the public Council meeting prior to their publication.*

**EVIDENCE:**

*The Chair confirmed on August 17, 2022, by phone, that she reviews the agenda and meeting material prior to and at each Executive meeting prior to the publication of it for the public.*

**4. Throughout the year, the Council will attend to Required Approvals Agenda items as expeditiously as possible. When an item is brought to the Council via the Required Approvals Agenda, provided that compliance with all of the criteria in Executive Limitations has been demonstrated, the Council will not discuss the item prior to approval.**

MULTI-YEAR CYCLE SCHEDULE						
Policy No.	Policy Content Review	Year 4 (2020)	Year 1 (2021)	Year 2 (2022)	Year 3 (2023)	Year 4 (2024)
	Overall Public Benefit Ends Policy	Jun.	Jun.	Jun.	Jun.	Jun.
E 1	Safe High Quality Professional Practice	Jun.	Jun.	Jun.	Jun.	Jun.
E 2	Engagement with Other Professionals	Jun.	Jun.	Jun.	Jun.	Jun.
E 3	Health System and Public Policy Influence	Jun.	Jun.	Jun.	Jun.	Jun.
E 4	Public Awareness and Access to Benefits	Jun.	Jun.	Jun.	Jun.	Jun.
	General Executive Constraint		Mar.	Mar.	Mar.	Mar.
EL 1	Treatment of the Public and Registrants		Dec.	Dec.	Dec.	Dec.
EL2 2	Treatment of Staff	Sep.	Sep.	Sep.	Sep.	Sep.
EL 3	Planning	Sep.	Mar./Sep.	Mar./Sep.	Mar./Sep.	Mar./Sep.
EL 4	Financial Conditions and Activities	Sep.	Sep.	Sep.	Sep.	Sep.
EL 5	Protection of Assets	Dec.	Dec.	Dec.	Dec.	Dec.
EL 6	Investment	Sep.	Sep.	Sep.	Sep.	Sep.
EL 7	Compensation and Benefits		Mar.	Mar.	Mar.	Mar.
EL 8	Communication and Support to Council		Mar.	Mar.	Mar.	Mar.
EL 9	Ethical Behaviour	Sep.	Sep.	Sep.	Sep.	Sep.

**MULTI-YEAR CYCLE SCHEDULE**

<b>Policy No.</b>	<b>Policy Content Review</b>	<b>Year 4 (2020)</b>	<b>Year 1 (2021)</b>	<b>Year 2 (2022)</b>	<b>Year 3 (2023)</b>	<b>Year 4 (2024)</b>
EL 10	Development of Standards Governing Practice	Dec.	Dec.	Dec.	Dec.	Dec.
EL 11	Amendments to the Act or Bylaws	Dec.	Dec.	Dec.	Dec.	Dec.
	Global Council-Registrar/CEO Delegation		Dec. 2021			
CRD 1	Unity of Control	Jun. 2020				Jun. 2024
CRD 2	Accountability of the Registrar/CEO				Dec. 2023	
CRD 3	Delegation to the Registrar/CEO				Dec. 2023	
CRD 4	Monitoring Registrar/CEO Performance		Sep. 2021		Sep. 2023	
CRD 5	Registrar/CEO Compensation		Sep. 2021		Sep. 2023	
CRD 6	Registrar/CEO Succession		Jun. 2021			
CRD 7	Registrar/CEO Termination		Jun. 2021			
	Global Governance Process	Dec. 2020				Dec. 2024
GP 1	Governing Style	Jun. 2020				Jun. 2024
GP 2	Council Job Contributions				Mar. 2023	
GP 3	Council Planning Cycle and Agenda Control			Sept. 2022		
GP 4	President's Role		Mar. 2021			
GP 5	Vice-President's Role		Mar. 2021			
GP 6	Council Committee Principles	Sep. 2020				Sep. 2024
GP 6.1	Executive Committee Terms of Reference		Mar. 2021		Mar. 2023	
GP 6.2	Ownership Linkage Committee Terms of Reference			Jun. 2022		
GP 6.3	Registrar/CEO Transition Committee Terms of Reference	Sep. 2020				Sep. 2024
GP 6.4	Conduct Committee Terms of Reference			Sep. 2022		Sep. 2024
GP 7	Council and Committee Stipend and Expenses		Dec. 2021		Dec. 2023	
GP 8	Council Code of Conduct		Dec. 2021		Dec. 2023	
GP 9	Investment in Governance	Mar. 2020				Mar. 2024
GP 10	Governance Succession Planning	Mar. 2020				Mar. 2024
GP 11	Council Linkage with Ownership			Jun. 2022		
GP 12	Special Rules of Order				Sep. 2023	
GP 13	In-Camera Sessions	Dec. 2020				Dec. 2024
	Council Education	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly
	CEO Compensation Decision	Jun. 2020	Jun. 2021	Jun. 2022	Jun. 2023	Jun. 2024
	Selection of Auditor	Jun. 2020	Jun. 2021	Jun. 2022	Jun. 2023	Jun. 2024
	New Council Member Orientation	Jan. 2020	Jan. 2021	Jan. 2022	Jan. 2023	Jan. 2024

#### INTERPRETATION:

*Council is in compliance with this policy when there is evidence in the council meeting minutes that required approval agenda items were approved as prescribed. In addition, there will be no evidence of unofficial decisions being made at a council workshop or other event prior to the council meeting.*

#### EVIDENCE:

*Meeting minutes from March, June and September 2021 indicate that agenda items requiring approval were approved with exception of those noted below. There is no evidence from the meeting minutes from March, June and September 2021 where unofficial decisions were made at a council workshop or any other event prior to the council meeting.*

*E1 – deferred due to the inability of the Ownership Linkage Committee to meet and gather evidence to support recommendations for change. It is a governmental mandate of the CDHO. It is scheduled for next review by June 2023.*

*GP 6.1 was monitored in March 2021 however; policy content review will be deferred until March 2023.*

Policy Section	Council Reported Compliance Status  Green=Compliant Yellow= Partial Compliance Red=Non-Compliance
To accomplish its job products with a governance style consistent with Council policies, the Council will follow an annual agenda which (a) completes a re- exploration of Ends policies annually and (b) continually improves Council performance through Council education and enriched input and deliberation.	Partial Compliance
1. The Council will convene a minimum of four meetings annually and will normally meet on a quarterly basis. The annual planning cycle is January 1 to December 31.	Compliant
2. The Council shall maintain control of its own agenda by developing a multi- year cycle and an annual schedule that includes all elements of the Council's work. Annually at its January/February meeting, the Council will plan its one- year goals and related meeting	Compliant



agendas. [See multi-year cycle at the end of this policy.]	
2.1 Review of the Ends in a timely fashion which allows the Registrar/CEO to build a budget based on accomplishing a one-year segment of the Council's most recent statement of long-term ends.	Compliant
2.2 Linkage with the ownership to gain a representative mix of owner values, perceptions and expectations, prior to the above review.	Partial Compliance
2.3 Education related to Ends determination (for example, presentations relating to the external environment, demographic information, exploration of future perspectives which may have implications, presentations by advocacy groups and staff).	Compliant
2.4 Content review of selected Executive Limitations, Governance Process and Council – Registrar Delegation policies, consistent with a multi-year schedule that includes all policies.	Partial Compliance
2.5 Self-evaluation of the Council's own compliance with selected Governance Process and Council – Registrar Delegation policies, consistent with the schedule in the policy, GP 4.13 (Investment in Governance).	Compliant
2.6 Documentation of monitoring compliance by the Registrar with Executive Limitations and Ends policies. Monitoring reports will be read in advance of the Council meeting, and discussion will occur only if Council members assess interpretations as unreasonable, identify non-compliance,	Compliant



or identify potential need for policy amendments.	
2.7 Education about the process of governance.	Compliant
<p>3. Based on the annual schedule and specific Council-confirmed goals for the year ahead, the Council delegates to the Chair the authority to fill in the details of the meeting content. Potential agenda items shall be carefully screened. Screening questions shall include:</p> <ul style="list-style-type: none"> <li>• Clarification as to whether the issue clearly belongs to the Council or the Registrar.</li> <li>• Identification of what category an issue relates to – Ends, Executive Limitations, Governance Process, Council-Registrar Delegation.</li> <li>• Review of what the Council has already said in this category, and how the current issue is related.</li> </ul>	Compliant
3.1 The Council delegates the Chair the authority to confirm the agenda and meeting material for Council's public meeting prior to their publication.	Compliant
4. Throughout the year, the Council will attend to Required Approvals Agenda items as expeditiously as possible. When an item is brought to the Council via the Required Approvals Agenda, provided that compliance with all of the criteria in Executive Limitations has been demonstrated, the Council will not discuss the item prior to approval.	Partial Compliance

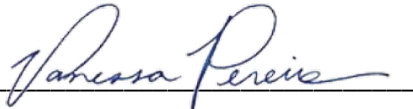
## Monitoring Report

### GOVERNANCE PROCESS POLICY 6.4

Due Date: September 2022

**Board policy is indicated in bold typeface throughout.**

I hereby present my monitoring report on your Governance Process policy 6.4 according to the schedule set out. I certify that the information contained in this report is true and represents compliance with all aspects of the policy unless specifically stated otherwise.

Signed 

Date: September 2, 2022

**The Conduct Committee will assist the Council in enforcing upon itself the self-discipline needed to govern with excellence by considering and determining complaints made about Council or Committee members pursuant to the Council Code of Conduct as specified in the CDHO bylaws, articles 3.7 through 3.9.**

#### INTERPRETATION:


*The Conduct Committee will review and investigate Code of Conduct complaints about Council members and Non-Council members and determine how complaints will be resolved. Council has fully interpreted this policy statement in the policies below (6.4.1, 6.4.1.1, 6.4.1.2, 6.4.2, 6.4.2.1, 6.4.2.1.1, 6.4.2.2, 6.4.2.3, 6.4.2.4, 6.4.2.5, 6.4.2.6, 6.4.2.7, 6.4.2.7, 6.4.2.8, 6.4.2.9).*

#### EVIDENCE:

*Compliance with policies 6.4.1, 6.4.1.1, 6.4.1.2, 6.4.2, 6.4.2.1, 6.4.2.1.1, 6.4.2.2, 6.4.2.3, 6.4.2.4, 6.4.2.5, 6.4.2.6, 6.4.2.7, 6.4.2.7, 6.4.2.8, 6.4.2.9. We report compliance.*

#### **1. Determinations with regard to Code of Conduct complaints when it has not been possible to resolve the complaint through informal means.**

#### INTERPRETATION:

*When the Code of Conduct concern cannot be resolved through informal means, the Conduct Committee will conduct an investigation to determine whether there has been a breach of the Code of Conduct and, if so, whether the matter should be resolved informally, or formally at a determination meeting *

*Resolution through “informal means” has been defined in article 3.9(2) of the bylaws as including “providing feedback, guidance, reminders, advice or counselling or by negotiating agreements or undertakings.”*

*This policy statement has been defined in GP 6.4.1.1 and 6.4.1.2 and compliance with these policies demonstrates compliance with GP 6.4.1.*

EVIDENCE:

*The CEO/Registrar confirmed by email on August 31, 2022, that there have been no Code of Conduct complaints made about Council members, non-Council members or public members since January 2022. Therefore, we report compliance.*

- 1.1. Upon conclusion that a formal resolution is not warranted, a report to the Executive Committee at its immediate next meeting documenting the Conduct Committee's investigation process and rationale for its conclusion.**

INTERPRETATION:

*If at the end of the investigation, the Conduct Committee determines that there is no need for a formal resolution, the Conduct Committee will provide a report to the Executive Committee explaining its investigation of the complaint and why it has decided that a formal resolution is not warranted. The report is provided to the Executive Committee at their very next meeting following this decision.*

*Compliance is demonstrated when the Conduct Committee's conclusion is documented in their meeting minutes, and a report is present in the very next Executive Committee's meeting agenda (following the date of their conclusion). The report will document their investigation and rationale for their conclusion.*

EVIDENCE:

*The President confirmed by email on August 21, 2022, that there have been no reports submitted to the Executive in 2022 from the Conduct Committee. Also, Article 3.9(4) of the bylaws states that Code of Conduct complaints need to be submitted to both the Conduct Committee and the CEO/Registrar. The CEO/Registrar confirmed by email on August 31, 2022, that there have been no Code of Conduct complaints in 2022. Therefore, we report compliance.*

- 1.2 Upon conclusion that a formal resolution is warranted, a report to the Executive Committee at its immediate next meeting documenting the Conduct Committee's investigation process and formal determination.**

INTERPRETATION:

*If at the end of the investigation, the Conduct Committee determines that there is a need for a formal resolution, the Committee will provide a report to the Executive explaining its investigation of the complaint and its decision that a formal resolution is warranted.*

*Compliance is demonstrated when the Conduct Committee's conclusion is documented in their meeting minutes, and a report is present in the very next Executive Committee's meeting agenda (following the date of their conclusion). The report will document their investigation and decision that a formal resolution is warranted.*

EVIDENCE:

*The President confirmed by email on August 21, 2022, that there have been no reports submitted to the Executive in 2022 from the Conduct Committee. Also, Article 3.9(4) of the bylaws states that Code of Conduct complaints need to be submitted to both the Conduct Committee and the CEO/Registrar. The*

CEO/Registrar confirmed by email on August 31, 2022, that there have been no Code of Conduct complaints in 2022. Therefore, we report compliance.

**2. The committee's authority enables it to assist the Council in its work, while not interfering with Council holism.**

INTERPRETATION:

*Council has fully interpreted this policy statement in policies 6.4.2.1 to 6.4.2.9 below. Compliance with these policies demonstrates compliance with this policy item.*

EVIDENCE:


*We report compliance with 6.4.2.1, 6.4.2.1.1, 6.4.2.2, 6.4.2.3, 6.4.2.4, 6.4.2.5, 6.2.4.6, 6.2.4.7, 6.2.4.8, 6.4.2.9, therefore we report compliance with 6.4.2.*

**2.1. The committee must carry out its mandate in conformance with articles 3.7 through 3.9 and article 5.8 of the CDHO bylaws.**

INTERPRETATION:

*Article 3.7 of the bylaws describes the Code of Conduct Council and Non-Council members are expected to follow. Compliance will be demonstrated when complaints dealt with by the Conduct Committee are related to Council or Non-Council members' nonconformance to the Code of Conduct.*

*Article 3.8 of the bylaws describes the instances under which Council will disqualify a Council or Non-Council member from sitting on Council/on a committee; instances under which the President will report a Public Member to the Public Appointments Secretariat; and instances that disqualify individuals who are not registrants from serving as Non-Council members. Compliance will be demonstrated when Council or Executive meeting minutes include a motion to disqualify a Council or Non-Council member, and/or a motion to report a public member to the Public Appointments Secretariat. This is reasonable as the disqualification of Council/Non-Council members and the reporting of Public members to the Secretariat falls under the purview of Council and does not require the involvement of the Conduct Committee.*

*Article 3.9 of the bylaws describes how to address a complaint filed about a Code of Conduct concern when it has not been possible to reach an informal resolution. Compliance will be demonstrated when the Conduct Committee investigates or pursues a Code of Conduct complaint in a manner that does not deviate from what article 3.9 sets out. *

*Article 5.8 of the bylaws describes the constitution of the Conduct Committee and other Non-Statutory committees. Compliance is demonstrated when 6.4.2.1.1 is compliant.*

EVIDENCE:

*The CEO/Registrar confirmed by email on August 31, 2022, that there have been no Code of Conduct complaints and no Conduct Committee meetings in 2022. Therefore, we report compliance.*

**2.1.1. A quorum of the committee shall be three persons, at least one of whom is a public member.**

**INTERPRETATION:**

*A minimum of three committee members, at least one of whom is a public member, must be present for each committee meeting. A review of Conduct Committee meeting minutes should show that at least three members are present, one of whom is a public member, during all meetings. Also, when Council appoints members to the Conduct Committee, at least one should be a public member.*

**EVIDENCE:**

*The CEO/Registrar confirmed by email on August 31, 2022, that no Conduct Committee meetings took place in 2022. Meeting minutes for the December 3<sup>rd</sup>, 2021, Council Meeting showed that five people were appointed to the Conduct Committee. Executive Administrator, Veronica Douglas, confirmed by email on August 30, 2022, that two members are public members. Robert Shawyer is a public appointee of the Council of the College of Dental Technologists of Ontario and Christine Henderson is a public appointee on the Council of the Ontario College of Pharmacists. This information is also available on the respective Colleges' websites. We report compliance.*

**2.2 The committee has no authority to contravene or change Council policies.**

**INTERPRETATION:**


*This policy is self-explanatory. Compliance will be demonstrated when the CEO/Registrar confirms that no changes to Council policies were made during their meetings. This is reasonable as the CEO/Registrar has a staff member who is the support person for the committee and is present at all meetings. Therefore, this support person would be aware of any changes or contraventions to the policies and make the CEO/Registrar aware of them.*

**EVIDENCE:**


*The CEO/Registrar confirms by email on August 31, 2022, that there have been no meetings by the committee in 2022 (during which they could change or contravene Council policies), therefore we report compliance.*

**2.3 The committee has the authority to spend funds as required in accordance with its Council-approved budget for meetings and other activities.**

**INTERPRETATION:**

*Compliance will be demonstrated when Conduct Committee expenditures are within the Council-approved budget for meetings and investigations, etc. *

**EVIDENCE:**

*The Budget Assumptions for the 2022 document that was circulated to Council in December 2021  indicated that for the year 2021, Council/Committee Meeting Expenses fell within the Council-approved budget at \$155,510.07 of the \$205,000 budgeted. As of the end of Q2 for 2022, the total Council/Committee Meeting Expenses were \$96,768.76, which is 39% of the budgeted amount. Therefore, we report compliance.*

**2.4 The committee will meet as required after a complaint has been filed with it. Meetings can be face to face or teleconference.**

**INTERPRETATION:**

*This is self-explanatory. Compliance will be demonstrated when the committee holds a meeting within 14 days of a complaint being filed with it. This timeline is reasonable as there needs to be at least 3 members present for a meeting, at least one of whom is a public member, for quorum, and two weeks should be enough time to do so. The integrity and reputation of the College may be at stake, anything longer than two weeks may be too long, as it may be necessary to impose an interim direction on the member whose conduct is the subject of concern. This is also the timeline used for ICRC when notifying a registrant about a complaint made against them – a timeline prescribed in article 25(6) of the Health Professions Procedural Code, schedule 2 of the Regulated Health Professions Act.*

**EVIDENCE:**

*There have been no Code of Conduct complaints and no Conduct Committee meetings in 2022. This was confirmed by the CEO/Registrar by email on August 31, 2022. Therefore, we report compliance.*

**2.5 The committee has authority to use the Registrar/CEO and or staff designated by the Registrar/CEO for administrative support of its activities.**

**INTERPRETATION:**

*Compliance will be demonstrated when the CEO/Registrar confirms that the Conduct Committee stayed within the authority of this policy in requesting administrative support from the CEO/Registrar to accomplish Conduct Committee activities.*

**EVIDENCE:**

*The CEO/Registrar confirmed by email on August 31, 2022, that there have not been any meetings by the Conduct Committee in 2022, therefore we report compliance.*

**2.6 The committee may use staff resource time consistent with the Registrar's interpretation of a reasonable amount for administrative support to assist with investigation and determination of any complaints made about Council or committee members pursuant to the Council Code of Conduct.**

**INTERPRETATION:**

*Compliance will be demonstrated when the Registrar/CEO confirms that staff resource time was used appropriately by the Conduct Committee to assist the investigation and determination of any Code of Conduct complaints.*

**EVIDENCE:**

*The CEO/Registrar confirmed by email on August 31, 2022, that there have not been any meetings by the Conduct Committee in 2022, therefore we report compliance.*

**2.7 The committee has the authority to delegate preparatory work for any of its product to one or more of its members. Whenever the committee delegates to two or more of its members, at least one member shall be a public member.**



INTERPRETATION:

*Compliance will be demonstrated when the CEO/Registrar confirm that any delegation made to a member/members of the Conduct Committee meet the criteria in the policy statement. This is reasonable as the CEO/Registrar has access to the committee meeting minutes.*

EVIDENCE:

*The CEO/Registrar confirmed by email on August 31, 2022, that there have not been any meetings by the Conduct Committee in 2022, therefore we report compliance.*

**2.8 The committee has the authority to meet without the Registrar/CEO.**

INTERPRETATION:

*Holding a meeting without the Registrar/CEO may be necessary in instances where his presence is deemed inappropriate and/or in a conflict of interest. Compliance will be demonstrated when the CEO/Registrar is not present at Conduct Committee meetings in which he is in a conflict of interest with the Council or Non-Council member whose conduct is the subject of concern.*

EVIDENCE:

*The CEO/Registrar confirmed by email on August 31, 2022, that there have not been any meetings by the Conduct Committee in 2022, therefore we report compliance.*

**2.9 The committee does not have the authority to instruct the Registrar/CEO or any other staff member, other than to request support required in the conduct of its duties.**

INTERPRETATION:

*Compliance will be demonstrated when the Registrar/CEO confirms that the Conduct Committee provided no instruction to him or any other staff member for anything other than to request support required in the conduct of its duties.*

EVIDENCE:

*The CEO/Registrar confirmed by email on August 31, 2022, that there have not been any meetings by the Conduct Committee in 2022, therefore we report compliance.*

**3. The committee shall comprise three to five persons who are members of the Councils of Ontario regulatory colleges other than the CDHO, at least one of whom is a public member. All members shall be appointed annually by Council at the beginning of the year.**

INTERPRETATION:

*Compliance will be demonstrated when Council Meeting agenda and minutes show the annual selection of the Conduct Committee at the beginning of the year. Of the three to five members appointed to the committee, at least one will be a public member.*

**EVIDENCE:**

*December 2021 Council Meeting minutes show that five members were appointed to the Conduct Committee for a one-year term beginning January 1, 2022. Executive Administrator, Veronica Douglas, confirmed by email on August 30, 2022, that two members are public members. Robert Shawyer is a public appointee of the Council of the College of Dental Technologists of Ontario and Christine Henderson is a public appointee on the Council of the Ontario College of Pharmacists. This information is also available on the respective Colleges' websites. We report partial compliance since appointment of the Conduct Committee was done in December 2021 instead of January 2022.*

**3.1 The committee chair shall be elected by the committee at its first meeting from among its members.**

**INTERPRETATION:**

*Compliance will be demonstrated when the meeting minutes of the Conduct Committee's first meeting identifies that a chair was elected from the members of the Committee.*

**EVIDENCE:**

*The CEO/Registrar confirmed by email on August 31, 2022, that there have not been any meetings by the Conduct Committee in 2022, therefore we report compliance.*

Policy Section	Council Reported Compliance Status
The Conduct Committee will assist the Council in enforcing upon itself the self-discipline needed to govern with excellence by considering and determining complaints made about Council or Committee members pursuant to the Council Code of Conduct as specified in the CDHO bylaws, articles 3.7 through 3.9.	<div>Green=Compliant</div> <div>Yellow= Partial Compliance</div> <div>Red=Non-Compliance</div>
1. Determinations with regard to Code of Conduct complaints when it has not been possible to resolve the complaint through informal means.	
1.1 Upon conclusion that a formal resolution	



is not warranted, a report to the Executive Committee at its immediate next meeting documenting the Conduct Committee's investigation process and rationale for its conclusion.	
1.2 Upon conclusion that a formal resolution is warranted, a report to the Executive Committee at its immediate next meeting documenting the Conduct Committee's investigation process and formal determination.	
2. The committee's authority enables it to assist the Council in its work, while not interfering with Council holism.	
2.1 The committee must carry out its mandate in conformance to articles 3.7 through 3.9 and article 5.8 of the CDHO bylaws.	
2.1.1 A quorum of the committee shall be three persons, at least one of whom is a public member.	
2.2 The committee has no authority to contravene or change Council policies.	
2.3 The committee has the authority to spend funds as required in accordance with its Council-approved budget for meetings and other activities.	
2.4 The committee will meet as required after a complaint has been filed with it. Meetings can be face to face or teleconference.	

<p>2.5 The committee has authority to use the Registrar/CEO and or staff designated by the Registrar/CEO for administrative support of its activities.</p>	
<p>2.6 The committee may use staff resource time consistent with the Registrar's interpretation of a reasonable amount for administrative support to assist with investigation and determination of any complaints made about Council or committee members pursuant to the Council Code of Conduct.</p>	
<p>2.7 The committee has the authority to delegate preparatory work for any of its product to one or more of its members. Whenever the committee delegates to two or more of its members, at least one member shall be a public member.</p>	
<p>2.8 The committee has the authority to meet without the Registrar/CEO.</p>	
<p>2.9 The committee does not have the authority to instruct the Registrar/CEO or any other staff member, other than to request support required in the conduct of its duties.</p>	
<p>3. The committee shall comprise three to five persons who are members of the Councils of Ontario regulatory colleges other than the CDHO, at least one of whom is a public member. All members shall be appointed annually by Council at the beginning of the year.</p>	



3.1. The committee chair shall be elected by the committee at its first meeting from among its members.

## **BRIEFING NOTE**

**To:** Council

**From:** Chair

**Date:** December 2, 2022

**Topic:** Policy Content Review: Executive Limitations Policies

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No changes proposed. Council will review and discuss if any changes should be made to Executive Limitations policies EL 1, EL 5, EL 10, and EL 11.

## EL-1 Treatment of Public and Registrants

The Registrar/CEO shall not cause or allow conditions, procedures or decisions related to the public, registrants, or those applying to be registrants, that are unsafe, disrespectful, or unnecessarily intrusive, or that are inconsistent with enforcement and application of the *Regulated Health Professions Act* and Code, the *Dental Hygiene Act*, Regulations under the Act, and any further Council interpretation of the Act in its Bylaws or Policies.

Further, without limiting the scope of the above statement by the following list, the Registrar/CEO shall not:

1. Permit the public and registrants to be without easy access to clear information about the requirements and responsibilities of registrants.
2. Permit violation of public or registrant confidentiality and privacy, except where specific disclosure is required by legislation.
  - 2.1. Use forms or procedures that elicit information for which there is no clear necessity.
  - 2.2. Use methods of collecting, reviewing, storing or transmitting applicant, public or registrant information that inadequately protect against improper access to the information elicited.
3. Permit unfair, inconsistent, disrespectful or untimely response to individual or group comments or complaints.
4. Allow registrants to be without easily accessible, understandable information regarding what may be expected and what may not be expected from the services, standards and guidelines offered.
5. Allow the organization to be without all Statutory Committees required in legislation, or permit those Committees to operate inconsistently with requirements of the legislation and the organization's bylaws.
6. Apply the legislation in a manner inconsistent with due process and the duty of procedural fairness.
7. Allow registrants to be without a process for effectively handling appeals.
  - 7.1. Allow registrants to be unaware of the process for registering an appeal.

## EL-5 Protection of Assets

The Registrar/CEO shall not allow assets to be unprotected, inadequately maintained or unnecessarily risked. Further without limiting the scope of the above statement by the following list, the Registrar/CEO shall not:

1. Permit the organization to be without adequate insurance against theft and damage losses.
2. Permit the Council members, staff and individuals engaged in activities on behalf of the organization, or the organization itself to be without adequate liability insurance.
3. Unnecessarily expose the organization, its Council members or staff to claims of liability.
4. Allow uninsured personnel or unauthorized persons access to material amounts of funds.
5. Receive, process or disburse funds under controls that are insufficient to meet the Council-appointed auditor's standards.
  - 5.1. Receive, process or disburse the organization's assets under internal controls insufficient to detect, deter and prevent fraud or insufficient to prevent and detect significant deficiencies or material weaknesses.
6. Cause or allow buildings and equipment to be subjected to improper wear and tear or insufficient maintenance.
7. Allow the organization to be without a disaster plan and fire safety policies, which are readily available to all staff, and reviewed at least annually with all staff.
8. Make purchases that do not result in appropriate level of quality, after- purchase service and value for dollar, or do not provide opportunity for fair competition.
  - 8.1. Make any purchase wherein normally prudent protection has not been given against conflict of interest.
  - 8.2. Make a purchase of budgeted services over \$50,000 or purchase of budgeted goods over \$25,000 without a stringent method of assuring the balance of long term quality and cost and protection of confidential and proprietary vendor information. Orders shall not be split to avoid these criteria.
    - 8.2.1. Renew a supply or service contract in place for three consecutive years without first obtaining a comparative review of quality and cost.
9. Compromise the independence of the Council's audit or other external monitoring or advice.
  - 9.1. Engage parties already chosen by the Council as consultants or advisers.
10. Allow intellectual property, information and files to be exposed to loss or significant damage.
11. Public Image
  - 11.1. Endanger the College's public image, credibility, or its ability to accomplish Ends.
  - 11.2. Develop or continue collaborative relationships with, or authorize use of the College name or identity by organizations whose principles or practices are incompatible with achievement of the Council's Ends.
    - 11.2.1. Allow relationships with stakeholders that are inconsistent with the productive cooperation necessary to the achievement of Council's Ends.
  - 11.3. Permit inconsistent, disrespectful or untimely response to stakeholder concerns.
    - 11.3.1. Publish material or information that endangers the College's credibility or public image.
12. Change the College's name or substantially alter its corporate identity.

## EL-10 Development of Standards Governing Practice

The Registrar/CEO shall not develop or change standards governing the practice of Dental Hygiene that cannot be adequately defended, or are inconsistent with the legislated mandate of the organization.

Further, without limiting the scope of the above statement by the following list, the Registrar/CEO shall not:

1. Require a decision of Council without at the same time providing evidence that the proposed change(s) meets the following criteria reasonably interpreted:
  - Develop standards that are inconsistent with evidence-based practices.
  - Develop standards without a broad scope of stakeholder consultation.
  - Develop standards that would interfere with the ability of the profession to work with other professions with which it is important to maintain productive relations, unless it is necessary to protect public interest.
  - Let Council be unaware of issues arising from stakeholder consultation on a proposed change of standards.
2. Release new or amended standards prior to Council's formal approval on the Required Approvals Agenda.

## EL-11 Amendments to Act or Bylaws

When preparing options for Council's decisions regarding Regulations under the Act regulating Dental Hygiene, or Council Bylaws, the Registrar/CEO shall not interfere with the Council's legislated responsibilities.

Further, without limiting the scope of the above statement by the following list, the Registrar/CEO shall not:

1. Develop Bylaws, or propose amendments to the Act or Regulations prior to involving Council in an initial discussion of options, nor develop amendments that are inconsistent with the direction indicated by Council.
2. Allow Council to be without appropriate legal advice where required.
3. Develop content inconsistent with any legislated requirement.
4. Let Council be unaware if there are any changes in the assumptions under which the initial position was developed, or if there are legal or governmental obstacles to proceeding with that position.
5. Allow Council to be without a current cumulative record of Council decisions regarding positions during development or amendment of the Act, Regulations, or Bylaws.
6. Submit the final version of proposed amendments to Acts or Regulations to the government, nor proposed amendments to Bylaws to membership, prior to Council approval.