

# Council Meeting Minutes

Hybrid Zoom Meeting – Livestreamed to the CDHO YouTube Channel  
Friday, March 8, 2024 – 9:00 a.m. to 4:30 p.m.

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## COUNCIL MEMBERS PRESENT

**Professional Members:** Michelle Atkinson (Vice-President), Maheen Cassim, Anne-Marie Conaghan (Academic), Krista Dufour, Vanessa Pereira, Terri Strawn (President), Mary Yeomans, Juli Kreutner, Balbir Sohi,

**Public Members:** Erin Betts, Pella Giabanis, Ehizele Martin Iyamabo, Angelica Palantzas, Margaret Wade

**Regrets:** Jennifer Cooper (Academic), Alessandro Greco, Sasha Sidhu, Farzana Hussain, Loree Beniuk

**Administration:** Dr. Glenn Pettifer (Registrar and CEO), Eric Bruce (Deputy Registrar/Director of Registration & Professional Conduct), Suzanne Fox (Director of Corporate Services), Ryan Pestana (Director of Communications), Jon Oliva (Manager, Information Technology Initiatives & Infrastructure), Veronica Douglas (Executive Administrator)

**Guests:** Julie Maciura, SML, CDHO Legal Counsel (9:00a.m.-4:30p.m.), Deanna Williams (9:00a.m.-12:00p.m.), Harry Cayton (9:00a.m.-12:00p.m.), Zubin Austin (1:00p.m.-2:00p.m.)

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## 1.0 CALL TO ORDER

### 1.1 Roll Call

The Chair, Terri Strawn, called the meeting to order at 9:00 a.m.

### 1.2 Opening Remarks

The Council President, Terri Strawn, welcomed Council and guests to the March Council meeting. The following land acknowledgment was made:

“While we meet today in a virtual environment, I would like to begin by acknowledging the Indigenous peoples and every being of all the lands that we are gathered on here. I acknowledge that there are 46 treaties, other agreements as well as unceded nations that cover the territory now called Ontario, which remains the home of many First Nations, Inuit, and Métis people. I come with respect for this land that I am on today, for the people and all living beings who have and still reside here.

Let’s take a moment to acknowledge the importance of the land which we each call home and express my gratitude to have the privilege to work on this land. We do this to reaffirm our commitment and our responsibility to improve relationships between nations and to improve our own understanding of local Indigenous peoples and their cultures. From coast to coast to coast, I wish to acknowledge the ancestral and unceded territory of all the Inuit, Métis, and First Nations people that call this nation home.

Please join me in a moment of reflection to acknowledge the effects of genocide, residential schools, and the ongoing effects of colonialism on Indigenous families and communities. We have the utmost respect for Indigenous peoples and wish to thank them for their continued stewardship of this land. Let’s take this time to consider how we can, in our own way, move forward in a spirit of reconciliation and collaboration.”

### 1.3 Council Policy Manual Update

No policies were updated at the December 1, 2023 Council meeting

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### 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 March 8, 2024 Council meeting agenda as presented.

**MOVED:** Erin Betts

**SECONDED:** Maheen Cassim

**VOTE:**

**CARRIED**

## 3.0 DECLARATIONS OF POTENTIAL CONFLICTS OF INTEREST

### 3.1 Declarations of Conflict of Interest

No conflicts were declared.

## 4.0 CONSENT AGENDA (4.1-4.1.1)

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

**MOVED:** Margaret Wade

**SECONDED:** Balbir Sohi

**VOTE:**

**CARRIED**

## 5.0 INFORMATION REQUESTED BY THE BOARD

The Patient Relations report was updated to include Juli Kreutner as Chair of the committee. The Quality Assurance report was updated to include Vanessa Pereira as Chair of the committee. The President's Report was updated to include additional meeting dates: February 26<sup>th</sup> (meeting with Michelle Atkinson), February 28<sup>th</sup> (CNAR webinar on effective risk management), March 6<sup>th</sup> (meeting with Dr. Pettifer about the Council workshop), and March 7<sup>th</sup> (meeting with Michelle Atkinson regarding the Council meeting).

## 6.0 OWNERSHIP LINKAGE

### 6.1 Status of Ownership Linkage Activities

The Ownership Linkage Committee has not met since the last report to Council.

## 7.0 BOARD EDUCATION

### 7.1 Governance Review Report

Harry Cayton and Deanna Williams provided Council with the final governance report and presented their findings to Council. The full report can be found on the [CDHO website](#). The report compared CDHO practices to the nine Standards of Good Governance. They determined the Council met two governance Standards, partially met five Standards, and did not meet two Standards. Nine recommendations were proposed that covered governance practice and policies, strategic planning and risk management, and promoting diversity, equity, and inclusion. They recommended that Council move away from the rigid adherence to Policy Governance to a more modern and flexible approach to meetings, and that Council

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should assume responsibility for regulatory risk and strategy and oversee implementation of its strategic plan through reporting on outcomes.

Council was receptive to the feedback and committed to working on implementing the suggestions.

**MOTION:**       **THAT** Council move to accept Harry Cayton’s and Deanna Williams’ Governance Review report for consideration.

**Moved:**         Margaret Wade

**Seconded:**     Krista Dufour

**VOTE:**

**CARRIED**

### 7.2 Quality Assurance Strategic Plan

In 2022, a Strategic Planning Process for Quality Assurance was launched within CDHO. It comprised of three key stages: Phase 1a: Environmental Scan and Literature Review, Phase 1b: Key informant interviews and data synthesis, Phase 2: Strategic plan development and formulation with Steering Committee and QA committee, and Phase 3: Validation with Registrants and Ratification by Council

March 8, 2024 represented Phase 3, with Dr. Zubin Austin presenting the Quality Assurance Strategic Plan to Council. The Strategic Plan has a strong focus on public protection through professional engagement. Its mission is “assuring safe and effective dental hygiene practice through commitment, continuous learning, communities of practice, and collaborative conversations. The Strategic Plan outlined short-term (within 3 years), mid-term (3-5 years), and long term (more than 5 years) goals and objectives for the College. The priorities included enhancing the usability of the online System for Managing Individual Learning (SMILE) Portal, and expanding the current number of options available to registrants to demonstrate their competence by creating a new Peer Circle Activity option.

Council discussed and asked questions around how the Peer Circle program addresses competencies and how these are measured. The program focuses on professional and community engagement where questions can be asked around any number of topics including risk and the importance of these discussions in preparation for the future of the profession.

**MOTION:**       **THAT** Council supports the Quality Assurance Strategic Plan with the purpose of increasing engagement of the profession in preventing competency drift.

**Moved:**         Vanessa Pereira

**Seconded:**     Juli Kreutner

**VOTE:**

**CARRIED**

## 8.0 GOVERNANCE PROCESS ITEMS

### 8.1 CPMF Report

Michelle Atkinson and Communications Director, Ryan Pestana, presented the draft CPMF Report to Council.

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**MOTION:** **THAT** Council adopt the CPMF as presented to Council in the Council materials package.

**Moved:** Michelle Atkinson

**Seconded:** Margaret Wade

**VOTE:**

**CARRIED**

### 8.2 Governance Committee Update and Mentorship Program Framework

One of the recommendations from Deanna Williams' Report on Governance Effectiveness was to establish a formal mentorship program. The Governance Committee presented a draft mentorship framework to Council for their review and approval. The goal of a mentorship program is to enhance the overall effectiveness of the Council. By providing support, guidance, and a platform for continuous improvement, the program contributes to the Council's ability to fulfill its responsibilities and drive the success of the organization. The Governance Committee provided an overview of the program including the role of the mentor, role of the mentee, the program structure, and resources. A formal Council Mentor Checklist and Report was also presented.

**MOTION:** **THAT** Council adopt the proposed Mentorship Program Framework.

**Moved:** Vanessa Pereira

**Seconded:** Mary Yeomans

**VOTE:**

**CARRIED**

## 9.0 MONITORING BOARD PERFORMANCE

### 9.1 GP-9 Investment in Governance

Council discussed the monitoring results and established that they do not complete a full annual evaluation of Council, so they were not in compliance with section 5. Council committed to doing a full evaluation before December 2024. Council committed to providing a new monitoring report of section 5 for September 2024.

**MOTION:** **THAT** Council has assessed the monitoring report for GP-9 and determined there is sufficient, verifiable evidence of a reasonable interpretation for GP-9 sections 1 to 4. Council has assessed the monitoring report for GP-9 section 5 and determined the interpretation is reasonable, but there's insufficient verifiable evidence and a new monitoring report is requested for GP-9 section 5 for September 2024.

**Moved:** Vanessa Pereira

**Seconded:** Michelle Atkinson

**VOTE:**

**CARRIED**

**9.2 GP- 10**

Council discussed their monitoring report results and discussed how to change the Council competency profile so it can be used in the nomination package for Council elections. This is something Council will need to discuss going forward.

**MOTION:** **THAT** Council has assessed the monitoring report for GP-10 and determined there is sufficient, verifiable evidence of a reasonable interpretation.

**Moved:** Maheen Cassim

**Seconded:** Erin Betts

**VOTE:**

**CARRIED**

**10.0 GOVERNANCE PROCESS ITEMS CONTINUED**

**10.1 Policy Content Review: GP-7**

Council reviewed the GP-7 Stipend and Expenses policy. Daily per diem rates are to be reviewed annually and may be adjusted to reflect significant changes in the cost-of-living index (COLA). The last per diem rate increase occurred in December 2019. Council consulted with CDHO auditors, Hilborn LLP, who provided Council with the annual average Consumer Price Index (CPI) for 2023 as 3.9%. Typically, the COLA ranges from +1% to -1% of the CPI. Council discussed the various options ranging from a 2.9% increase to a 4.9% increase. They decided to increase the stipend based on the 3.9% cost of living increase. This changed the per diem rate from \$308 per diem to \$320 per diem.

**MOTION:** **THAT** Council approve the changes to the GP-7 Council and Committee Stipend and Expenses policy.

**Moved:** Erin Betts

**Seconded:** Maheen Cassim

**VOTE:**

**CARRIED**

**10.2 Policy Content Review: GP-3 and GP-9**

Council discussed the proposed changes to the GP-3 and GP-9 policies:

1. The current schedule ends in December 2024. Change of dates are proposed to consider future years.

**MOTION:** **THAT** Council approves the changes to the GP-3 Council Planning Cycle and Agenda Control and GP-9 Investment in Governance policies to consider future years.

**Moved:** Krista Dufour

**Seconded:** Margaret Wade

**VOTE:**

**CARRIED**

**10.3 Policy Content Review: GP-10**

Council reviewed and discussed GP-10 Governance Succession Planning, specifically looking at the use of the word 'ownership' in Council's commitment to linking with the ownership and discussed changing the word 'ownership' to the word 'publics of Ontario'.

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Council decided it would make more sense to approach these changes in a more holistic way instead of an individual basis. They will look at the policy collectively when reviewing the policies and will bring it back to Council. No changes were made.

### 11.0 COUNCIL REGISTRAR DELEGATION ITEMS FOR CONSIDERATION

#### 11.1 Policy Content Review: CRD-4

Council discussed the proposed changes to the CRD-4 policy to consider future years.

**MOTION:** **THAT** Council approves the changes to the CRD-4 policy to consider future years.

**Moved:** Angelica Palantzas  
**Seconded:** Anne-Marie Conaghan  
**VOTE:**

**CARRIED**

### 12.0 ENDS ITEMS FOR CONSIDERATION

There were no agenda items at this meeting.

### 13.0 REQUIRED APPROVALS AGENDA

There were no agenda items at this meeting.

### 14.0 EXECUTIVE LIMITATIONS ITEMS FOR CONSIDERATION

#### 14.1 Policy Content Review: EL General Executive Constraint

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

#### 14.2 Policy Content Review: EL 3 Planning

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

#### 14.3 Policy Content Review: EL 7 Compensation and Benefits

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

#### 14.4 Policy Content Review: EL 8 Communication and Support of the Board

Council reviewed the EL 8 policy and no changes were made.

### MOTION TO MOVE IN CAMERA

**MOTION:** **THAT** Council move in Camera as per RHPA, *Schedule 2, Section 7(2)(d)* at 3:39 p.m., for agenda items 15.1–15.8.

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

**CARRIED**

**15.0 MONITORING CEO PERFORMANCE**

- 15.1 Global End  
MOTION:** **THAT** Council has assessed the monitoring report for Global End and determined there is sufficient, verifiable evidence of a reasonable interpretation.
- Moved:** Vanessa Pereira  
**Seconded:** Maheen Cassim  
**VOTE:**
- CARRIED**
- 15.2 E-1  
MOTION:** **THAT** Council has assessed the monitoring report for E-1 and determined there is sufficient, verifiable evidence of a reasonable interpretation.
- Moved:** Balbir Sohi  
**Seconded:** Vanessa Pereira  
**VOTE:**
- CARRIED**
- 15.3 E-2  
MOTION:** **THAT** Council has assessed the monitoring report for E-2 and determined there is sufficient, verifiable evidence of a reasonable interpretation.
- Moved:** Mary Yeomans  
**Seconded:** Michelle Atkinson  
**VOTE:**
- CARRIED**
- 15.4 E-3  
MOTION:** **THAT** Council has assessed the monitoring report for E-3 and determined there is sufficient, verifiable evidence of a reasonable interpretation.
- Moved:** Erin Betts  
**Seconded:** Vanessa Pereira  
**VOTE:**
- CARRIED**
- 15.5 E-4  
MOTION:** **THAT** Council has assessed the monitoring report for E-4 and determined there is sufficient, verifiable evidence of a reasonable interpretation.
- Moved:** Julie Kreutner  
**Seconded:** Maheen Cassim  
**VOTE:**
- CARRIED**
- 15.6 EL 1  
MOTION:** **THAT** Council has assessed the monitoring report for EL-1 and determined there is sufficient, verifiable evidence of a reasonable interpretation.
- Moved:** Vanessa Pereira  
**Seconded:** Krista Dufour  
**VOTE:**
- CARRIED**

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

**Moved:** Vanessa Pereira  
**Seconded:** Erin Betts  
**VOTE:**

**CARRIED**

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

**Moved:** Mary Yeomans  
**Seconded:** Krista Dufour  
**VOTE:**

**CARRIED**

**15.0 MOTION TO MOVE OUT OF CAMERA**

**MOTION:** **THAT** Council move out of Camera as per RHPA, *Schedule 2, Section 7(2)(d)* at 4:36 p.m.  
**MOVED:** Margaret Wade  
**SECONDED:** Krista Dufour  
**VOTE:**

**CARRIED**

**16.0 SELF-EVALUATION OF GOVERNANCE PROCESS**

**16.1 Council Meeting Evaluation**

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

**17.0 NEXT MEETING DATE**

The next Council meeting is June 7, 2024.

**18.0 ADJOURNMENT**

The meeting adjourned at 4:38 p.m.

Approved by:



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Signature of Chair, Terri Strawn

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June 7, 2024

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Date