

Council Meeting Minutes

Hybrid Zoom Meeting – Livestreamed to the CDHO YouTube Channel
Friday, June 7, 2024 – 9:00 a.m. to 4:30 p.m.

COUNCIL MEMBERS PRESENT

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

Public Members: Erin Betts, Loree Beniuk, Pella Giabanis, Amit Sethi, Margaret Wade

Regrets: Sasha Sidhu, Ehizele Martin Iyamabo, Angelica Palantzas,

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., Blair MacKenzie (10:45a.m.-11:10a.m.), Usman Paracha (10:45a.m.-11:10a.m.)

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 June 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.”

Ms. Strawn thanked Alex Greco for his years on Council and welcomed new Public Member, Amit Sethi to his first Council meeting.

COUNCIL MEETING MINUTES

1.3 Council Policy Manual Update

The following policies were updated at the March 8, 2024 Council meeting:

- GP-3 Council Planning Cycle and Agenda
- GP-7 Council and Committee Stipend and Expenses
- GP-9 Investment in Governance
- CRD-4 Monitoring Registrar/CEO Performance

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 June 7, 2024 Council meeting agenda as presented.

MOVED: Margaret Wade

SECONDED: Krista Dufour

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: Balbir Sohi

SECONDED: Krista Dufour

VOTE:

CARRIED

5.0 INFORMATION REQUESTED BY THE BOARD

Dr. Pettifer updated the CDHO on the College. The CDHO Annual Report provided a detailed review of the 2023 year and can be found on the [CDHO website](#).

6.0 OWNERSHIP LINKAGE

6.1 Status of Ownership Linkage Activities

The Chair of the Ownership Linkage Committee, Krista Dufour, provided a written and verbal update to Council on the committee's activities. A longer-term plan for the committee will be discussed in the future and will align with Council's strategic plan.

7.0 BOARD EDUCATION

7.1 Strategic Planning

At the Council workshop on June 6th, Julie Maciura facilitated a workshop on risk-based regulation and strategic planning. To build on the workshop, Julie Maciura presented to Council on Strategic Planning. She provided an overview of the planning cycle and how healthy organizations continually improve through the strategic planning cycle: analyze, set priorities, choose actions, evaluate results, and make improvements. When setting priorities, it is important to consider the context in which you work (for example: the governance model, regulatory framework, and political environment). Ms. Maciura discussed the importance of having a vision statement when setting a strategic plan. Currently the CDHO does not have a vision statement but has broad strategic directions. Sample strategic plans, vision statements, and strategy maps were provided. Council will need to decide if they would like to create a strategic plan. If so, this would be a collaborative process where Council would set a high-level vision and priorities and then the Registrar and a team would create a more detailed plan and bring it back to Council. Creation of a strategic plan is a major recommendation from the governance review.

8.0 GOVERNANCE PROCESS ITEMS

8.1 2023 Draft Audited Financial Statements

Blair MacKenzie and Usman Paracha presented the 2023 draft financial statements to Council.

MOTION: **THAT** Council moves to accept the 2023 draft audited financial statements as presented by Hilborn LLP.

Moved: Maheen Cassim

Seconded: Loree Beniuk

VOTE:

CARRIED

8.2 Appointment of Auditor for 2024

MOTION: **WHEREAS** Bylaw No. 5 *Section 10.1* requires that Council appoint an auditor licensed under the *Public Accounting Act, 2004* (Ontario) each year to conduct an audit and issue an audited financial statement for each and every fiscal year; and

WHEREAS the firm of *Hilborn, LLP* provides independent accounting services and advice to the CDHO in accordance with the standards and procedures determined by the CICA/CAO; and

WHEREAS the Executive Committee formed a positive assessment of *Hilborn LLP* using the Auditor Assessment Tool*;

THEREFORE BE IT RESOLVED THAT the firm of *Hilborn, LLP* be reappointed as auditors of the College of Dental Hygienists of Ontario for the fiscal year of 2024.

Moved: Margaret Wade

Seconded: Krista Dufour

VOTE:

CARRIED

*Note: At the time this motion was passed the Auditor Assessment Tool had not been completed. It has since been completed and a positive assessment was formed by the Executive Committee. It was presented to Council at the September 27, 2024, meeting.

8.3 Governance Committee Update

Michelle Atkinson provided an update on the Governance Committee activities related to the recommendations from Harry Cayton and Deanna Williams' governance report. There were nine recommendations. The Governance Committee outlined their efforts in implementing the recommendations such as including the public interest in the briefing notes. Further research and work is needed in the areas of alternatives for policy governance, development of a risk registry, Council election nominations process, Council evaluations, and the role of the Ownership Linkage Committee. Much of this work depends on the development of a strategic plan. After Julie Maciura's presentation on strategic planning and considering that the development of a strategic plan is a major recommendation from the governance report and supports good governance, Council decided to start developing a strategic plan.

Council reached consensus to go down the path of developing a strategic plan.

Council reached consensus that the Governance Committee continue their work in support of the recommendations and for the Governance Committee to bring back additional information to Council.

8.4 Bylaw 5 Amendments

At its meeting in December 2023, Council approved for circulation draft amendments to CDHO's bylaws. In summary, the amendments related to the following matters:

1. Replacing the terms "President" and "Vice-President" with "Chair" and "Vice-Chair"
2. Strengthening requirements related to legal proceedings against the CDHO for candidates for Council and Committees
3. Removing the requirement that there be more members of Council on a committee than non-Council Committee members
4. Replacing the in-person process for deputations to Council
5. Updating references to fees that have previously been reduced or cancelled
6. Updating provisions to align with the *Health Professions Procedural Code* or current emerging practices
7. Other minor housekeeping amendments

As required by the *Health Professions Procedural Code*, the amendments were circulated to all registrants and were open for comment for a period of sixty-seven days from December 7, 2023 to February 12, 2024. Comments were received from only ten registrants. Given the limited number of comments, which were generally supportive of the proposed amendments, no changes to the amendments were required.

Many of the proposed amendments were of a housekeeping nature and did not substantively change the operation of the bylaws. While the revisions made the bylaws more efficient and accessible, they did not have a direct impact on public protection.

Other amendments helped to align CDHO with regulatory emerging practices. They helped focus CDHO on its public protection mandate by using appropriate terminology and strengthening requirements for candidates for Council and Committees.

Council discussed imposing a maximum term limit for Council members. This was a recommendation from Harry Cayton and Deanna Williams in their governance report. Council decided to add in a lifetime term limit of 9 years for members of Council and 6 years for non-Council members. This would permit an individual to serve with CDHO for a maximum of 15 years (9 as a member of Council, plus 6 as a non-Council Member), regardless of whether such

COUNCIL MEETING MINUTES

terms are served consecutively. This amendment eliminates the risk of permitting an individual to serve on Council or committees indefinitely, provided that their terms are not consecutive or are separated by a one-year cooling off period.

Part of good regulatory governance is ensuring that the governing board and its committees have appropriate turnover in their membership, to permit new voices and views a place at the table. Establishing a lifetime term limit of 15 years (9 Council, 6 non-Council committee) allows individuals to contribute to CDHO governance over a long period, while also ensuring that new individuals have an opportunity to contribute to the work of CDHO.

Council decided to include the maximum lifetime limits in the motion.

MOTION: **THAT** Council amend the bylaws as amended today and as previously circulated.

Moved: Vanessa Pereira

Seconded: Mary Yeomans

VOTE:

CARRIED

8.5 Policy Manual Review: GP 6.5 Competency Committee Terms of Reference

In December 2022 the Competency Profile Committee was dissolved and GP 6.6 Governance Committee Terms of Reference was updated to include “overseeing the implementation and modifications of the competency framework as needed”. Therefore, the Terms of Reference for the Competency Profile Committee are no longer needed and Council decided to remove the Terms of Reference from the policy manual since the Competency Profile Committee was dissolved in 2022 and the policy is irrelevant.

MOTION: **THAT** Council moves to remove the GP 6.5 Competency Profile Committee Terms of Reference policy from the Policy Manual.

Moved: Krista Dufour

Seconded: Erin Betts

VOTE:

CARRIED

9.0 MONITORING BOARD PERFORMANCE

9.1 CRD-1 Unity of Control

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

Moved: Maheen Cassim

Seconded: Loree Beniuk

VOTE:

CARRIED

9.2 GP- 1 Governing Style

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

Moved: Krista Dufour
Seconded: Mary Yeomans
VOTE:

CARRIED

10.0 GOVERNANCE PROCESS ITEMS CONTINUED

10.1 Policy Content Review: GP-1

Council reviewed the GP-1 policy and determined no changes were needed.

11.0 COUNCIL REGISTRAR DELEGATION ITEMS FOR CONSIDERATION

11.1 Policy Content Review: CRD-1

Council reviewed the CRD-1 policy and determined no changes were needed.

12.0 BOARD EDUCATION

12.1 Presentation on 2024 Global Oral Health Symposium (Advancing Oral Health Among Indigenous Communities)

Keisha Simpson attended the 2024 School of Dentistry Global Health Symposium and presented some key findings to Council. The symposium’s focus was on advancing oral health among Indigenous communities. Speakers from Canada, the USA, and Australia covered a range of topics including research, care delivery, and educational initiatives to advance oral health and enhance oral health equity among Indigenous communities in Australia and North America.

Some common themes included:

- The importance of community engagement in research and oral health care initiatives.
- The prevalence of socioeconomic barriers to care.
- The need for education and research (e.g. preventative treatment options, addressing access to care barriers and oral health inequities)
- Understanding the impact of colonization as a social determinant to health
- Provision of culturally safe dental care
- Building partnerships (Government, schools, associations, etc.)

Dental hygienists in Ontario serve a culturally diverse population. As an organization, CDHO is committed to doing what we can to remove systemic barriers and foster a sense of belonging where different voices can be heard and valued. Understanding the experience of Indigenous communities

COUNCIL MEETING MINUTES

helps us to achieve a part of this goal and informs our research, care delivery and educational initiatives.

13.0 ENDS ITEMS FOR CONSIDERATION

13.1 Policy Content Review: Global End

Council reviewed the Global End policy and no changes were made.

13.2 Policy Content Review: E-1

Council reviewed the E- 1 policy and no changes were made.

13.3 Policy Content Review: E-2

Council reviewed the E-2 policy and no changes were made.

13.4 Policy Content Review: E-3

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

13.5 Policy Content Review: E-4

Council reviewed the E-4 policy and no changes were made.

14.0 REQUIRED APPROVALS AGENDA

There were no agenda items at this meeting.

15.0 EXECUTIVE LIMITATIONS ITEMS FOR CONSIDERATION

15.1 Policy Content Review: EL 1

Council reviewed the EL General Executive Constraint 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 2:16 p.m., for agenda items 16.1–16.5.

MOVED: Maheen Cassim
SECONDED: Michelle Atkinson
VOTE:

CARRIED

16.0 MONITORING CEO PERFORMANCE

16.1 EL-3, 3.1, and 3.2

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

Moved: Mary Yeomans
Seconded: Krista Dufour
VOTE:

CARRIED

COUNCIL MEETING MINUTES

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

Moved: Amit Sethi
Seconded: Maheen Cassim
VOTE:

CARRIED

16.3 EL-6
MOTION: **THAT** Council has assessed the monitoring report for EL-6 and determined there is sufficient, verifiable evidence of a reasonable interpretation.

Moved: Juli Kreutner
Seconded: Balbir Sohi
VOTE:

CARRIED

16.4 EL-9
MOTION: **THAT** Council has assessed the monitoring report for EL-9 and determined there is sufficient, verifiable evidence of a reasonable interpretation.

Moved: Vanessa Pereira
Seconded: Pella Giabanis
VOTE:

CARRIED

16.0 MOTION TO MOVE OUT OF CAMERA

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

MOVED: Juli Kreutner
SECONDED: Amit Sethi
VOTE:

CARRIED

17.0 SELF-EVALUATION OF GOVERNANCE PROCESS

17.1 Council Meeting Evaluation

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

18.0 NEXT MEETING DATE

The next Council meeting is September 27, 2024.

19.0 ADJOURNMENT

The meeting adjourned at 3:15p.m.

Approved by:



Signature of Chair, Terri Strawn

September 27, 2024

Date