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# Council Meeting Minutes

Virtual Zoom Meeting – Livestreamed to the CDHO YouTube Channel  
Friday, June 20, 2025 – 9:00 a.m. to 4:30 p.m.

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## COUNCIL MEMBERS PRESENT

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

**Public Members:** Amit Sethi, Margaret Wade, Erin Betts, Pella Giabanis, Christina Lee-Rotstein, Jeny Jovanov

**Regrets:** Candace Herod, Loree Beniuk

**Administration:** Dr. Glenn Pettifer (Registrar and CEO), Anita Arzoomanian (Deputy Registrar/Director of Registration & Professional Conduct), Veronica Douglas (Executive Administrator)

**Guests:** Usman Paracha, Hilborn LLP (9:15-9:40a.m.) Kevin McCarthy, The Regulator’s Practice, (9:45a.m.-11:50a.m.), Julie Maciura, SML, CDHO Legal Counsel (1:00p.m.-1:30p.m.)

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## 1.0 CALL TO ORDER

### 1.1 Opening Remarks

The Chair, Michelle Atkinson, called the meeting to order at 9:02a.m. She welcomed Council and guests to the June Council meeting.

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

Ms. Atkinson congratulated Margaret Wade on being reappointed to Council for another three years. M. Atkinson also advised Council that a new Public Member will be joining CDHO in the next few weeks.

### 1.2 Council Policy Manual Update

The following policies were updated at the March Council meeting:

- GP-4 President’s Role
- GP-5 Vice- President’s Role
- GP- 6.1- Executive Committee Terms of Reference
- EL-3 Planning
- EL-7 Compensation and Benefits
- EL-8 Communication and Support to the Board

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### 1.3 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 20, 2025 Council meeting agenda as presented.

**MOVED:** Vanessa Pereira  
**SECONDED:** Jennifer Cooper  
**VOTE:**

**CARRIED**

## 3.0 DECLARATIONS OF POTENTIAL CONFLICTS OF INTEREST

### 3.1 Declarations of Conflict of Interest

No conflicts were declared.

## 4.0 MEETING MINUTES APPROVAL

**MOTION:** **THAT** Council moves to approve the March 28, 2025 meeting minutes as presented.

**MOVED:** Terri Strawn  
**SECONDED:** Juli Kreutner  
**VOTE:**

**CARRIED**

## 5.0 INFORMATION REQUESTED BY THE BOARD

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

The Chair updated their report to add additional meeting dates: June 6<sup>th</sup> and 19<sup>th</sup> (meetings with Dr. Pettifer), and June 17<sup>th</sup> (meeting with Kevin McCarthy).

## 6.0 GOVERNANCE PROCESS ITEMS

### 6.1 2024 Draft Audited Financial Statements

Usman Paracha from Hilborn, LLP, presented the 2024 draft financial statements to Council.

**MOTION:** **THAT** Council approves the transfer of \$395,573 from unrestricted net assets to net assets internally restricted for strategic initiatives.

**MOVED:** Margaret Wade  
**SECONDED:** Jeny Jovanov

**VOTE:**

**CARRIED**

**MOTION:** **THAT** Council moves to accept the 2024 draft audited financial statements as presented by Hilborn LLP.

**MOVED:** Juli Kreutner  
**SECONDED:** Krista Dufour  
**VOTE:**

**CARRIED**

## 6.2 Auditor Assessment Tool

The Executive Committee conducted its annual assessment of Hilborn LLP, as part of its oversight responsibilities. This evaluation supports the Executive Committee's obligation to provide an informed recommendation regarding the firm's potential reappointment. The assessment report was presented to Council and reflected a positive opinion of Hilborn LLP.

## 6.3 Appointment of 2025 Auditors

**MOTION:** **WHEREAS** *Section 10.1 of the Bylaws* 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 2026.

**MOVED:** Terri Strawn  
**SECONDED:** Erin Betts  
**VOTE:**

**CARRIED**

## 6.4 Dissolution of the Ownership Linkage Committee

The Ownership Linkage Committee (OLC) was originally established under the Policy Governance framework to assist Council in fulfill its responsibility to engage with the College's "Owners", particularly on matters related to the Ends. In the past, these Ends served as performance metrics, but moving forward, the College's performance will be assessed based on progress toward its strategic goals.

Harry Cayton and Deanna Williams' *A Report and Recommendations on Improving Governance* recommended clarifying the role, terms of reference, and work program of the OLC. The Governance Committee reviewed this recommendation and, in light of Council's transition to a strategic plan, recommended that the OLC be dissolved. There is no risk to public protection.

Given CDHO's shift from a Policy Governance model to a strategic plan framework and associated governance responsibilities of Council as a whole, Council decided to formally dissolve the Ownership Linkage Committee.

**MOTION:** **WHEREAS** Council has a Governance committee that will facilitate meaningful engagement with system partners to ensure Council decisions reflect the values, priorities, and needs of those the CDHO serves;

**And WHEREAS** the Executive Committee creates and approves the Council meeting agenda and can identify that sufficient information is available to support informed, inclusive decision-making of Council;

**THEREFORE, BE IT RESOLVED THAT** the Ownership Linkage Committee be dissolved with Council's appreciation extended to Committee Members for their contributions;

**AND THAT** the GP-6.2 Ownership Linkage Committee Terms of Reference be removed from the Policy Manual;

**AND THAT** the Policy Manual be renumbered accordingly.

**MOVED:** Vanessa Pereira

**SECONDED:** Liisa Moore

**VOTE:**

**CARRIED**

## **6.5 Updates to Standards of Practice: Delegation and Standards of Practice for Dental Hygiene Educators**

Council were presented with two standard documents containing outdated information generating confusion among registrants. Council decided to approve the proposed updates to the *Standard of Practice: Delegation* and *Standards of Practice for Dental Hygiene Educators* documents.

This supports public protection because registrants require access to accurate resources and guidance containing current information to consult on practice related expectations and requirements.

Additional background information:

The original *Standard for Authorization to Self-Initiate* was established by Council and came into effect in August 2007 in advance of amendments to the Dental Hygiene Act that would permit self-initiation by registrants. The *Standard for Authorization to Self-Initiate* was later revised in August 2013 to create additional requirements (beyond those set out in the Act and Regulation) for registrants who wish to perform scaling or root planing on their own initiative. At that time, to be granted authorization for self-initiation, a registrant had to satisfy the requirements of one of three "streams" set out in the Standard. Registered Dental Hygienists who wished to self-initiate the controlled act of scaling and root planing needed to apply for authorization from CDHO.

In September 2023, CDHO's Council rescinded the *Standard for Authorization to Self-Initiate Profession-Specific Acts*. As a result, effective September 22, 2023, registrants can perform the controlled act of scaling and root planing on their own initiative without the requirement to be authorized by CDHO. The requirement that none of the contraindications listed in the Contraindications Regulation are identified before or during the dental hygiene treatment continues. Clearance from a physician or dentist is required if any contraindications are present or if there is any doubt as to the accuracy of the client's medical or oral history.

**MOTION:**       **WHEREAS** Council recognizes the value of providing accurate and current information to inform and guide registrants toward competent practice; and

**WHEREAS** Council recognizes that outdated information in standard documents can create confusion among registrants regarding their ability to practice to their full scope; and

**WHEREAS** the current Standard documents presented contain outdated information and language;

**THEREFORE,** the Council approves the proposed updates to the Standard of Practice: Delegation and Standards of Practice for Dental Hygiene Educators documents

**MOVED:**        Krista Dufour

**SECONDED:**   Anne-Marie Conaghan

**VOTE:**

**CARRIED**

## 6.6 Governance Committee Update

In March Council tasked the Governance Committee with finding a facilitator to assist with Council’s development of strategic activities that relate to strategic goal #2 (modernize governance practices). The Governance Committee has hired Kevin McCarthy from The Regulator’s Practice.

The Governance Committee met with Kevin McCarthy on April 25, 2025 to discuss the strategic plan and priorities, modernizing governance practices, and the Harry Cayton and Deanna Williams’ governance report recommendations. All recommendations were reviewed and any outstanding recommendations are directly tied to the strategic plan. Kevin McCarthy will continue to support Council and the Governance Committee in addressing these items.

## 6.7 Mentorship Framework

Based on Council’s feedback at the March 28, 2025 meeting, the Governance Committee proposed updates to the mentorship program framework and checklist for Council’s consideration. Council reviewed the changes and decided to update the mentorship framework.

**MOTION:**       **THAT** Council approve the proposed changes to the mentorship program framework and checklist.

**MOVED:**        Jeny Jovanov

**SECONDED:**   Krista Dufour

**VOTE:**

**CARRIED**

## 6.8 Policy Content Review: GP-7 Council and Committee Stipend and Expenses

Council reviewed and discussed the proposed changes to the GP-7 policy. The changes were mainly housekeeping in nature to follow best practices and align the language with the CDHO By-Laws.

- Change ‘President’ to ‘Chair’
- Change ‘Vice-President’ to ‘Vice-Chair’
- Change ‘stakeholders’ to ‘system partners’
- 7.11: Remove ‘Registrar’ to accurately describe the process

An increase of allowance for hotel accommodations was also proposed. The hotel rate had not been updated since 2017. Since hotel rates have increased over the past eight years, it was

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recommended and deemed reasonable to increase the hotel rate from \$250 to \$350 per night.

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

**MOVED:**       Pella Giabanis  
**SECONDED:**   Margaret Wade  
**VOTE:**

**CARRIED**

## 7.0 BOARD EDUCATION

### 7.1 Strategic Plan Implementation

Kevin McCarthy from the Regulator’s Practice presented a proposal for governance modernization, facilitating discussion on how to implement the shift from the policy governance model to a more contemporary approach to governance. He provided background information, highlights from the Harry Cayton and Deanna Williams’ governance report, and introduced four proposed governance projects:

1. Governance learning
2. Chair coaching support
3. Council performance measurement framework (evaluation)
4. CEO performance evaluation policy

These initiatives aim to strengthen Council effectiveness, improve leadership capacity, and support continuous improvement. Council engaged in both small and large group discussions to provide feedback on each project. They explored learning needs and knowledge gaps, identified key skills and supports for effective Chair leadership, discussed inputs for developing a performance measurement framework, and considered principles to guide CEO evaluation.

Kevin McCarthy will compile the Council’s feedback and return with a more detailed proposal on the four streams.

## 8.0 MONITORING BOARD PERFORMANCE

### 8.1 CRD-6 Registrar/CEO Succession

The Council Chair reviewed the CRD-6 policy and confirmed Council is in compliance. There have been no instances where the Registrar was unable to perform his duties and ensure consistent leadership for the management of the organization. Council is not in a position where a successor is required, therefore Council is in compliance.

### 8.2 CRD-7 Registrar/CEO Termination

Council reviewed the CRD-7 policy and confirmed Council is in compliance. Council did not terminate the Registrar, therefore they are in compliance.

## 9.0 COUNCIL-REGISTRAR DELEGATION ITEMS FOR CONSIDERATION

### 9.1 Policy Content Review: CRD-6 and CRD-7

Council reviewed and discussed the proposed changes to the CRD-6 and CRD-7 policies.

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

CRD-6

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- Remove gendered language
- Change 'President' to 'Chair'
- Change 'managers' to 'directors'
- Update numbering

### CRD-7

- Remove a comma

Council decided to approve the changes.

**MOTION:**       **THAT** Council approves the changes to the CRD-6 and CRD-7 policies as proposed, including changing the term 'President' to 'Council Chair' and removing gendered language.

**MOVED:**        Krista Dufour

**SECONDED:**   Jennifer Cooper

**VOTE:**

**CARRIED**

## 10.0 ENDS ITEMS FOR CONSIDERATION

### 10.1 Policy Content Review: Global End

There were no changes to the Global End policy.

### 10.2 Policy Content Review: E-1

There were no changes to the E-1 policy.

### 10.3 Policy Content Review: E-2

There were no changes to the E-2 policy.

### 10.4 Policy Content Review: E-3

There were no changes to the E-3 policy.

### 10.5 Policy Content Review: E-4

There were no changes to the E-4 policy.

## MOTION TO MOVE IN CAMERA

**MOTION:**       **THAT** Council move in Camera as per RHPA, *Schedule 2, Section 7(2)(d)* at 1:28 p.m., for agenda items 11.1–11.5.

**MOVED:**        Amit Sethi

**SECONDED:**   Juli Kreutner

**VOTE:**

**CARRIED**

## 11.0 MONITORING CEO PERFORMANCE

### 11.1 EL-3, 3.1, 3.2

**MOTION:**       **THAT** That council has assessed the monitoring reports for Executive Limitations Policy 3 and determined there is sufficient, verifiable evidence of a reasonable interpretation.

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**MOVED:** Margaret Wade  
**SECONDED:** Christina Lee-Rotstein  
**VOTE:** **CARRIED**

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

**MOVED:** Margaret Wade  
**SECONDED:** Christina Lee-Rotstein  
**VOTE:** **CARRIED**

**11.3 EL-6**  
**MOTION:** **THAT** That council has assessed the monitoring reports for Executive Limitations Policy 6 and determined there is sufficient, verifiable evidence of a reasonable interpretation.

**MOVED:** Krista Dufour  
**SECONDED:** Amit Sethi  
**VOTE:** **CARRIED**

**11.4 EL-9**  
**MOTION:** **THAT** That council has assessed the monitoring reports for Executive Limitations Policy 6 and determined there is sufficient, verifiable evidence of a reasonable interpretation.

**MOVED:** Juli Kreutner  
**SECONDED:** Erin Betts  
**VOTE:** **CARRIED**

### **MOTION TO MOVE OUT OF CAMERA**

**MOTION:** **THAT** Council move out of Camera as per RHPA, *Schedule 2, Section 7(2)(d)* at 3:29p.m.

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

## **12.0 SELF-EVALUATION OF GOVERNANCE PROCESS**

### **12.1 Council Meeting Evaluation**

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

## **13.0 NEXT MEETING DATE**

The next Council meeting is September 26, 2025.

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14.0 ADJOURNMENT

**MOTION:** THAT the Council meeting be adjourned at 3:30 p.m.

**Moved:** Jeny Jovanov

**Seconded:** Krista Dufour

**VOTE:**

**CARRIED**

Approved by:



Signature of Chair, Michelle Atkinson

September 26, 2025

Date