

Council Meeting Minutes

Hybrid Zoom Meeting – Livestreamed to the CDHO YouTube Channel
Friday, December 12, 2025 – 9:00 a.m. to 4:30 p.m.

COUNCIL MEMBERS PRESENT

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

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

Regrets: Derek Gartshore, Krista Dufour

Administration: Dr. Glenn Pettifer (Registrar and CEO), Eric Bruce (Deputy Registrar/Director of Registration and Professional Conduct), Paula Benbow (Director, Policy and Strategic Initiatives), Suzanne Fox (Director, Corporate Services), Ryan Pestana (Director, Communications), Anita Arzoomanian (Director, Professional Practice), Keisha Simpson (Manager, Registration), Veronica Douglas (Executive Administrator)

Guests: Julie Maciura, SML, CDHO Legal Counsel, Doha Melhem, Pivotal Research (1:00 p.m.- 2:00p.m.), Hafsa Ali, Pivotal Research (1:00p.m.-2:00p.m.) Kylie McElrea, Krystal Afzalzada

1.0 CALL TO ORDER

1.1 Opening Remarks

The Chair, Michelle Atkinson, called the meeting to order at 9:01 a.m. She welcomed Council and guests to the December 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.

1.2 Council Code of Conduct

Council was reminded of the Code of Conduct.

1.3 Council Policy Manual Update

The following policies were updated at the September 26, 2025 Council meeting:

- CRD-4 Monitoring Registrar/CEO Performance
- CRD-5 Registrar/CEO Compensation

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2.0 APPROVAL OF AGENDA

2.1 Review and Approval of Agenda

MOTION: **THAT** Council moves to approve the December 12, 2025 Council meeting agenda as presented.

MOVED: Terri Strawn

SECONDED: Balbir Sohi

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 September 26, 2025 meeting minutes as presented.

MOVED: Vanessa Pereira

SECONDED: Amit Sethi

VOTE:

CARRIED

5.0 INFORMATION REQUESTED BY COUNCIL

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

The Chair updated their report to add an additional meeting date: December 9th, 2025 (meeting with Dr. Pettifer).

6.0 GOVERNANCE PROCESS ITEMS

6.1 2026 Budget

The 2026 budget has been attached as Appendix A. Dr. Pettifer presented the budget to Council and Council had the opportunity to discuss and ask questions.

MOTION: **THAT** Council moves to approve the 2026 Budget as proposed.

MOVED: Amit Sethi

SECONDED: Erin Betts

VOTE:

CARRIED

6.2 Mentorship Reports

As part of the mentorship program, Council invites new members who have finished their mentorship to provide feedback on the program. Tiffany Murray, who was mentored by Krista Dufour, and Liisa Moore, who was mentored by Jennifer Cooper, provided their feedback to

Council. Tiffany's checklist has been provided to Council and Liisa's checklist will be provided at a later date.

6.3 Strategic Goals

Paula Benbow and Keisha Simpson presented CDHO's Equity and Inclusion initiatives for 2025-2027 to Council. It is a roadmap that will guide the implementation of equity, diversity, and inclusion (EDI) principles into daily activities, policies, and decision making. One of CDHO's strategic goals is to Advance equity and inclusion by embedding principles into organizational and regulatory policy development and implementation, standards, practice support, and decision-making. The initiatives that were presented promote cultural safety, trauma-informed care, and accessible care for diverse communities. Areas of focus include entry into the profession, registrants, staff, and system partners/ecosystems.

Milestones to date include:

- CDHO Bursary for Indigenous Students in Dental Hygiene Programs
- Free PATH Course
- Voice of the Patient Study and Report
- Patient Experiences with Racism and Discrimination Study
- Hosted 1st EDI Network Conference at the HUB in conjunction with the HPRO EDI working Group
- Demographic Data Collection
- Draft Standards of Practice for Cultural Safety and Humility

6.4 Communication Update

Ryan Pestana presented CDHO's draft Communication Strategy for 2025-2027 to Council. He also presented the findings of the Public Awareness Campaign. Council's discussions considered Artificial Intelligence (AI) and the need for a policy around staff, committee, and Council use.

6.5 NVision Path Course Requirement

Council was asked to approve a request to mandate completion of The Path: Your Journey Through Indigenous Canada course by registrants by December 31, 2027.

Public Protection Rationale: CDHO protects the public by establishing continuing education or professional development requirements for quality assurance (QA) and continuing competence of Registered Dental Hygienists (RDH)s in Ontario. In alignment with the Truth and Reconciliation Commission of Canada's call for cultural competency training for all healthcare professions, CDHO has an obligation to respond by ensuring RDH in Ontario complete such training.

Evidence continues to show that Indigenous peoples experience significant oral health disparities compared to their non-Indigenous counterparts. A history of colonialism along with discriminatory practices, such as the establishment of residential schools, have had a detrimental impact of the health of Indigenous Peoples.

RDHs' attitudes and assumptions towards Indigenous people may unknowingly and unintentionally contribute to the inequitable provision of oral health care services, ultimately leading to poor oral health outcomes among this population. Integrating cultural competency training into Dental Hygiene care has the potential to reduce such disparities and ultimately contribute to the improvement of the oral health of Indigenous peoples in Canada.

In 2023, CDHO collaborated with NVision Insight Group Inc. to provide the Path Course at no cost to RDHs. The Path provides a valuable opportunity for participants to enhance their understanding of the history and contemporary realities of Canada's First Nations, Inuit, and Métis peoples. These modules also include information about cultural and historical differences between First Nations, Inuit and Métis, the evolution of the relationship between Canada and Indigenous people from precontact to present day, reconciliation, and resilience. It has been

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promoted to registrants through email communications and social media. The course is available in both English and French.

Unfortunately, the course completion rate continues to be lower than expected. As of September 30, 2025, only 1,246 RDHs completed the course through CDHO (~ 7.5% of registrants).

On June 17, 2025, the Director of Professional Practice solicited feedback from the Quality Assurance Committee on mandating completion of The Path, rather than leaving it optional. The Committee was supportive of making the course a requirement. In addition, the Cultural Safety Working Group that is tasked with developing standards of practice for cultural safety, humility, and anti-racism expressed support for mandating completion. Regulators play a critical role in reducing and eliminating discriminatory systems. Mandating Indigenous Cultural Competency courses has been observed in other provinces and with other regulated professions. The completion of the Path course will complement the implementation of the Cultural Safety Practice Standard expected to be published in Q1 of 2027.

Council discussed and had concerns regarding:

- Whether this module is the only acceptable method to demonstrate cultural competency and if alternative courses or equivalencies should be recognized
- How exemptions would be assessed
- Whether a competency test could serve as an alternative, and concerns regarding how such a test would be designed
- Consequences for non-completion

Council also highlighted the rationale for mandatory completion:

- The module is well-regarded nationally, with clear learning hours and evaluation components
- Standardizing education ensures all registrants receive consistent training, and documented completion provides evidence of progress
- Important for public safety: The public want professionals who are educated in cultural safety, with data that shows they have done the course
- This has been identified as a best practice for public protection and aligns with truth and reconciliation commitments
- Risks associated with not making the module mandatory, including reputational concerns
- Barriers have been minimized (e.g., no cost, approximately six hours to complete), reducing reasons for non-participation
- Recognition that cultural competency is an ongoing learning process rather than a one-time requirement

After discussion, Council decided to approve the request.

MOTION: **THAT** Council approves the request to make The Path: Your Journey Through Indigenous Canada mandatory for all dental hygiene registrants in Ontario by December 31, 2027.

MOVED: Balbir Sohi

SECONDED: Vanessa Pereira

VOTE:

CARRIED

6.6 Risk Register

At Council's September 26, 2025 meeting, Doha Melhem, Vice President of Consulting and Chief Evaluator for Pivotal Research spoke to Council regarding the development of the CDHO's Risk Register over the last year. This process included a comprehensive review of the College's policy framework which yielded elements that were incorporated into the Risk Register. The associated metrics were subsequently collected and that cumulative data used to

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create a Risk Dashboard. Such a Dashboard provides the Council and College Staff with an accessible representation of the Risk levels across identified domains. The Dashboard reports on assessed risk in 6 Domains:

- Financial and Procurement Management
- Information and Asset Management
- Organizational Culture and Workplace Health and Safety
- Reputation Management and Public Confidence
- Governance Effectiveness
- Regulatory Compliance and Operations

Much of the information in the draft Risk Register is operational/enterprise in nature. As suggested in the 2023 Cayton/Williams Governance Review, attention to risks to the patient/public in their access to oral hygiene care and service is an essential piece of risk-informed regulation and governance. This is a separate piece of the Risk project for staff. The CDHO is currently gathering information from patient sources such as the Citizens' Advisory Group and the Voice of the Patient and will be providing a report to Council in 2026 on this work as it relates to risks to the public in the access of oral hygiene care.

Council were provided with a copy of the Risk Register development document at the September 26, 2025 meeting. An updated version of the Risk Dashboard and the associated summary metrics for Q3 (July – September 2025) were provided to Council in advance of the December meeting.

Council were provided time to:

- Provide feedback on the structure, clarity, and usability of the Risk Register Dashboard, identifying any areas where Council requires deeper analysis or supplemental reporting
- Discuss the potential for public transparency

Council provided the following feedback:

- The risk register is detailed and comprehensive
- They appreciated the green/red indicators in the dashboard
- They valued the "target met yes/no" feature and the additional detail when it was not met. They suggested including more detail in the areas marked red in the dashboard
- There is a need to consider how risk is mitigated through policy and monitoring. They recommended adding a column that highlights what policy mitigates each risk

Dr. Pettifer also advised they would be establishing a working group in 2026 to address technology related risk, develop messaging for registrants regarding engagement with AI, and consider an AI usage policy.

6.7 Council Appreciation

Council Chair, Michelle Atkison, thanked Krista Dufour and Terri Strawn for their invaluable contributions during their time on Council. Both members' terms are coming to an end in 2025.

7.0 COUNCIL EDUCATION

7.1 Voice of the Patient Survey Presentation

Doha Melhem and Hafsah Ali presented research outcomes on patient and registrant experiences with discrimination to inform CDHO strategies for diversity, equity, inclusion, and access to care. They summarized data from the 2025 Voice of the Patient Survey highlighting key insights and considerations. The annual survey included an online survey with diverse

samplings, four focus groups, and 11 one-on-one interviews. Key considerations include strengthening communication and cost-transparency expectations, enhancing public awareness of the value, outcomes, and purpose of preventative dental hygiene care, and supporting equitable access and experience through inclusive, culturally safe communication. A full report is available through the [dashboard](#) on the CDHO website.

7.2 CNAR Report

Michelle Atkinson, Terri Strawn, Erin Betts, and Vanessa Pereira presented to Council on their key learnings from the Canadian Network of Agencies of Regulation Conference (CNAR). The conference took place in Calgary from October 20th-22nd, 2025 and common themes throughout the conference were AI and digital forensics in regulation, AI assisted exam content development, gender inclusion in policy, enhancing regulatory Board/Council competencies, and governance modernization.

It brought up questions of how AI is currently used in regulatory processes and system partners and how regulatory colleges can adapt to evolving AI technologies and regulations.

7.3 CDHO Committees Overview

Eric Bruce, Deputy Registrar/Director of Registration and Professional Conduct, provided an overview of CDHO's statutory committees. He included the purpose of the committees, frequency of meetings, and staff support of each committee in order to assist new members of Council assess which committees they are interested in sitting on for 2026.

7.4 Update on "As of Right" Practice Regulation in Ontario

Eric Bruce provided an update on the "As of Right" practice regulations in Ontario.

Bill 56 received Royal Assent on November 3, 2025. The Bill amends various legislation, including the *Regulated Health Professions Act, 1991* and the *Dental Hygiene Act, 1991*. Among other changes, the amendments grant the Minister of Health the authority to make regulations permitting prescribed individuals to use the title "dental hygienist" and to practise dental hygiene in Ontario without being registered with CDHO.

The Ministry of Health has advised that new Ministerial regulations will be enacted effective January 1, 2026, to permit dental hygienists who are currently registered in another Canadian jurisdiction to practise in Ontario "as of right" for up to six months while their application to CDHO is under review. Currently, similar "as of right" regulations exist for physicians, nurses, medical laboratory technologists, and respiratory therapists; sixteen additional health professions, including dental hygienists, will have "as of right" provisions come into effect on January 1, 2026.

CDHO is ready to comply with the new "as of right" regulations. Updates to CDHO's website and application processes will be in place for the expected date of enactment.

No action by Council is required because all regulatory changes are being implemented by the Ministry of Health directly. CDHO is required to comply with all Ministerial regulations once they are implemented.

Importantly, the Ministry has clarified that the "as of right" regulations are intended for individuals looking to practise in Ontario on a permanent basis. They are not to be used for temporary practice in the province and are only available to an applicant on one occasion.

Applicants who are registered in another Canadian jurisdiction are not required to practice "as of right" and may choose to wait until they are registered with CDHO before practising. CDHO processes all applications within ten (10) business days of receiving the completed application. In 2025, CDHO received less than thirty (30) applications for registration from individuals registered as a dental hygienist in another Canadian jurisdiction.

Beginning in 2026, CDHO will monitor the number of “as of right” applications it receives and the timeframes for the processing of these applications. CDHO expects that the Ministry will require detailed reporting regarding “as of right” applications and processing timeframes going forward.

8.0 MONITORING BOARD PERFORMANCE

8.1 Global Council-Registrar/CEO Delegation

The Council Chair advised that the Global Council-Registrar/CEO Delegation policy is the preamble to the policy and can be removed from the monitoring schedule.

8.2 GP-7 Council and Committee Stipend and Expenses

The Council Chair reviewed the GP-7 policy and confirmed Council was in compliance due to the following:

- Approval was sought from the Health Board Secretariat for public members’ attendance at the CNAR conference
- No remuneration has been paid to public members (with exception of travel expenses paid to the public member who attended CNAR)
- The Committee Chair rate was only claimed when the members attended the meeting as the Chair
- The supplemental rates for Chair or Vice-Chair have not been claimed for meetings of another committee
- No requests for early reimbursements were made

8.3 GP-8 Code of Conduct

The Council Chair confirmed that all Council members have conducted themselves in accordance with the Bylaws and the Code of Conduct. Therefore, Council is in compliance.

9.0 COUNCIL-REGISTRAR DELEGATION ITEMS FOR CONSIDERATION

9.1 Policy Content Review: Global Council-Registrar/CEO Delegation

There were no changes to the Global Council-Registrar/CEO Delegation policy.

10.0 GOVERNANCE PROCESS ITEMS FOR CONSIDERATION

10.1 Policy Content Review: GP-7

Council reviewed and discussed the proposed changes to the GP-7 policy aimed at improving clarity.

MOTION: **THAT** Council approves the changes to the GP-7 policy as proposed.

MOVED: Terri Strawn

SECONDED: Erin Betts

VOTE:

CARRIED

10.2 Policy Content Review: GP-8

There were no changes to the GP-8 policy.

11.0 EXECUTIVE LIMITATIONS ITEMS FOR CONSIDERATION

11.1 Policy Content Review: EL-1

There were no changes to the EL-1 policy.

11.2 Policy Content Review: EL-5

There were no changes to the EL-5 policy.

11.3 Policy Content Review: EL-10

There were no changes to the EL-10 policy.

11.4 Policy Content Review: EL-11

There were no changes to the EL-11 policy.

MOTION TO MOVE IN CAMERA

MOTION: **THAT** Council move in Camera as per RHPA, *Schedule 2, Section 7(2)(d)* at 3:20 p.m., for agenda items 12.1–12.5.

MOVED: Margaret Wade

SECONDED: Liisa Moore

VOTE:

CARRIED

12.0 MONITORING CEO PERFORMANCE

12.1 General Executive Constraint

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

MOVED: Juli Kreutner

SECONDED: Nella Chiappetta

VOTE:

CARRIED

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- 12.2 EL-2**
MOTION: **THAT** council has assessed the monitoring reports for Executive Limitations Policy 2 and determined there is sufficient, verifiable evidence of a reasonable interpretation.
- MOVED:** Jennifer Cooper
SECONDED: Jeny Jovanov
VOTE: **CARRIED**
- 12.3 EL-3(3)-EL-3(8)**
MOTION: **THAT** That council has assessed the monitoring reports for Executive Limitations Policy 3(3)-3(8) and determined there is sufficient, verifiable evidence of a reasonable interpretation.
- MOVED:** Vanessa Pereira
SECONDED: Tiffany Murray
VOTE: **CARRIED**
- 12.4 EL-4(1)**
MOTION: **THAT** That council has assessed the monitoring reports for Executive Limitations Policy 4(1) and determined there is sufficient, verifiable evidence of a reasonable interpretation.
- MOVED:** Loree Beniuk
SECONDED: Balbir Sohi
VOTE: **CARRIED**
- 12.5 EL-8**
MOTION: **THAT** That council has assessed the monitoring reports for Executive Limitations Policy 8 and determined there is sufficient, verifiable evidence of a reasonable interpretation.
- MOVED:** Nella Chiappetta
SECONDED: Juli Kreutner
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 3:43 p.m.
- MOVED:** Margaret Wade
SECONDED: Amit Sethi
VOTE: **CARRIED**

12.0 SELF-EVALUATION OF GOVERNANCE PROCESS

12.1 Council Meeting Evaluation

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

13.0 NEXT MEETING DATE

The next Council meeting is January 9, 2026.

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14.0 ADJOURNMENT

The meeting was adjourned at 3:43 p.m.

Approved by:



Signature of Chair, Michelle Atkinson

March 27, 2026

Date

2026 CDHO BUDGET		2025	2026	2025	2025
		BUDGETED	PROPOSED	Y-T-D (Jan 1 - Sept 30, 2025)	Y-T-D Percentage (Jan 1 - Sept 30)
INCOME					
Registration Income	Breakdown				
	Registration and Renewals	6,519,785.00	7,157,930.00	4,993,336.25	77%
	Incorporation	47,000.00	64,500.00	59,150.00	126%
	SUBTOTAL REGISTRATION	6,566,785.00	7,222,430.00	5,052,486.25	77%
Non-Registration Income	Breakdown				
	Legal Recovery	7,800.00	0.00	6,443.28	83%
	Hub 601 (office leasing)	131,000.00	132,000.00	98,583.33	75%
	Interest - Investments (bank account and portfolio interest)	500,000.00	460,000.00	252,166.02	50%
	SUBTOTAL NON-REGISTRATION INCOME	638,800.00	592,000.00	357,192.63	56%
	TOTAL INCOME	7,205,585.00	7,814,430.00	5,409,678.88	75%
EXPENSES					
OPERATIONAL					
Account					
JURISPRUDENCE		35,000.00	45,000.00	20,848.50	60%
DRUG COURSE AND EXAM		17,000.00	17,000.00	12,204.00	72%
ICRC		123,500.00	107,000.00	77,797.54	63%
DISCIPLINE		75,000.00	85,000.00	12,840.48	17%
COMMUNICATIONS		260,000.00	333,000.00	83,671.05	32%
QUALITY ASSURANCE		762,500.00	748,200.00	479,653.66	63%
REGISTRATION		90,000.00	62,000.00	45,489.45	51%
CDAC - Academic Program Accreditation		170,000.00	190,000.00	167,944.12	99%
NATIONAL PROJECTS		50,000.00	50,000.00	1,000.00	2%
EQUITY, DIVERSITY, AND INCLUSION (EDI)		0.00	90,000.00	0.00	0%
SCHOLARSHIPS/BURSARIES		89,600.00	103,600.00	89,600.00	100%
AMALGAMATION		20,000.00	0.00	0.00	0%
FUNDING - counselling and therapy support		42,240.00	43,380.00	0.00	0%
SALARIES / BENEFITS		3,800,000.00	4,175,000.00	2,663,868.23	70%
IT		350,000.00	473,000.00	238,707.30	68%
CRM DEVELOPMENT/MAINTENANCE		800,000.00	350,000.00	684,620.57	86%
RECORDS MANAGEMENT		200,000.00	100,000.00	86,952.90	43%
POSTAGE/ STATIONERY/PRINTING		10,000.00	14,000.00	10,039.86	100%
RENT		475,000.00	475,000.00	339,583.63	71%
LEASED EQUIPMENT		12,000.00	12,000.00	7,399.83	62%
TELEPHONE/TELECONFERENCE		30,000.00	30,000.00	12,973.33	43%
MERCHANT SERVICES FEES		160,000.00	175,000.00	8,516.55	5%
PROFESSIONAL DEVELOPMENT		100,000.00	100,000.00	34,373.82	34%
SUBSCRIPTIONS, MEMBERSHIPS AND DUES		60,000.00	60,000.00	37,588.02	63%
OFFICE ADMINISTRATION		60,000.00	50,000.00	32,104.43	54%
HUB 601 EXPENSES		10,000.00	10,000.00	0.00	0%
CONSULTING/OPERATIONAL PROJECTS		150,000.00	100,000.00	97,281.70	65%
LEGAL - GENERAL		20,000.00	20,000.00	9,024.81	45%
	SUBTOTAL FOR OPERATIONS	8,021,840.00	8,018,180.00	5,254,083.78	65%
GOVERNANCE					
CONSULTING (Governance)	<i>as per executive meeting - 10/31/25</i>	75,000.00	125,000.00	22,303.98	30%
COUNCIL TRAINING		40,000.00	40,000.00	22,855.90	57%
COUNCIL MEETING HONORARIUM		80,000.00	80,000.00	40,386.00	50%
COUNCIL/COMMITTEE MEETING EXPENSES		200,000.00	200,000.00	151,723.87	76%
OWNERSHIP LINKAGE		100,000.00	0.00	49,924.02	50%
STRATEGIC PLANNING		100,000.00	0.00	0.00	0%
AUDIT - FINANCIAL		32,000.00	32,000.00	30,227.50	94%
	SUBTOTAL FOR GOVERNANCE	627,000.00	477,000.00	317,421.27	51%
	TOTAL EXPENSES	8,648,840.00	8,495,180.00	5,571,505.05	64%
	NET (INCOME - EXPENSES)	-\$1,443,255.00		-\$161,826.17	