Council Meeting Minutes

Virtual Zoom Meeting – Livestreamed to the CDHO YouTube Channel
Friday, June 12, 2026 – 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 (9:00a.m.-10:30a.m.), Tiffany Murray (9:00a.m.-9:50a.m.), Vanessa Pereira, Balbir Sohi, Krystal Afzalzada, Kylie McElrea

Public Members: Amit Sethi, Margaret Wade, Loree Beniuk; Christina Lee-Rotstein, Erin Betts, Derek Gartshore, Nella Chiappetta

Regrets: Pella Giabanis, Jeny Jovanov

Administration: Dr. Glenn Pettifer (Registrar and CEO), Paula Benbow (Director, Policy and Strategic Initiatives), Suzanne Fox (Director, Corporate Services) (10:10a.m.-10:30a.m.), Veronica Douglas (Executive Administrator)

Guests: Julie Maciura, SML, CDHO Legal Counsel, Usman Paracha, Hilborn LLP (10:10 a.m.-10:25a.m.), Blair MacKenzie, Hilborn LLP (10:10 a.m.-10:25a.m.), Doha Melhem, Pivotal Research (1:00-1:30p.m.), Hafsah Ali, Pivotal Research (1:00p.m.-1:30p.m.)

1.0 CALL TO ORDER

1.1 Opening Remarks

The Chair, Michelle Atkinson, called the meeting to order at 9:00 a.m. She welcomed Council, staff, and guests to the June Council meeting. The following land acknowledgment was made:

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.

2.0 APPROVAL OF AGENDA

2.1 Review and Approval of Agenda

Item 9.2 Bylaw Amendment was removed from the agenda.

MOTION: **THAT** Council moves to approve the June 12, 2026 Council meeting agenda as amended.

MOVED: Margaret Wade
SECONDED: Erin Betts
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

The spelling of Krystal Afzalzada's name was corrected in the meeting minutes.

MOTION: **THAT** Council moves to approve the March 27, 2026 meeting minutes as amended.

MOVED: Loree Beniuk
SECONDED: Amit Sethi
VOTE: **CARRIED**

5.0 INFORMATION REQUESTED BY THE BOARD

Vanessa Pereira provided an update on the Discipline Committee. A hearing for Sahar Sultani has been scheduled for July 16, 2026.

Anne-Marie Conaghan confirmed she is the Chair of the Registration Committee.

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

The Chair updated their report to add additional meeting dates: June 1st and 5th (Veronica Douglas), June 10th (Vanessa Pereira), and June 11th (Dr. Glenn Pettifer).

6.0 COUNCIL EDUCATION

6.1 Decisive and Defensible Decisions

Julie Maciura, SML, provided a presentation to Council on Decisive and Defensible Decisions. She discussed Council's mandate, the types of decisions Council should and shouldn't make, and what criteria Council should use in making decisions. Julie Maciura discussed governance effectiveness including the rules of order and procedures. Council discussed a variety of scenarios and contemplated how Council should respond in each scenario.

7.0 GOVERNANCE PROCESS ITEMS

7.1 2025 Draft Financial Statements

Usman Paracha and Blair MacKenzie from Hilborn, LLP presented the 2025 draft financial statements to Council.

MOTION: **THAT** Council approves the transfer of $1,221,920 from unrestricted net assets to net assets internally restricted for strategic initiatives.

MOVED: Anne-Marie Conaghan
SECONDED: Juli Kreutner
VOTE: **CARRIED**

MOTION: **THAT** Council moves to accept the 2025 draft audited financial statements as presented by Hilborn LLP.

MOVED: Nella Chiappetta
SECONDED: Krystal Afzalzada
VOTE: **CARRIED**

7.2 Auditor Assessment Tool

The Executive Committee conducted its annual assessment of Hilborn LLP as part of their 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. CDHO will be appointed a new partner from Hilborn LLP for the 2026 assessment.

7.3 Appointment of Auditor for 2026

MOTION: **WHEREAS** the CDHO Bylaws *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 2026.

MOVED: Tiffany Murray
SECONDED: Liisa Moore
VOTE: **CARRIED**

7.4 Governance Committee Update

Michelle Atkinson advised that the Governance Committee met once since the March Council meeting. They reviewed the steps to start the implementation of the new CEO/Registrar Performance Evaluation Policy and the Council Performance Evaluation Framework (CPEF) that

were approved in March. The Governance Committee decided to hire a consultant to start the process for developing a compensation tool for the CEO/Registrar performance. Council will begin implementing the CPEF today through a new evaluation tool at the end of the meeting that is replacing the written survey.

The Governance Committee also reviewed their terms of reference and are working on updates.

Paula Benbow will be discussing a policy review plan at today's meeting. There will be a transition period where new policies are being developed and approved and those will take precedence over the old policies. Once all the new policies are in place, then the old policies will be repealed.

7.5 Risk Register

Dr. Glenn Pettifer presented the CDHO Enterprise Risk Register for Q1 of 2026. The Dashboard contains metrics for the following Domains:

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

These metrics are linked to existing Policies. As existing policies are retired and newer policies introduced, the information in the Policy Number column will change.

For Q1 FY 2026, with one exception, all targets were met. The target Not Met was in the Information and Asset Management Domain; Information Security and Confidentiality. In this, there were two isolated privacy beaches. One resulted from an incorrect mail merge that resulted in a Registrant's email address being revealed to 20 other Registrants. The other breach involved the CDHO providing an incorrect (wrong Registrant) letter of standing to another regulator, the Alberta College of Dental Hygiene. Both of these breaches were placed in the low risk rating as the distribution of confidential information was narrow and the processes were fixed immediately.

With information from the Citizen Advisory Group report, the Voice of the Patient Surveys, Registrant Risk Working Group and our Complaints Data, CDHO is partnering with Pivotal Research in the development of a similar Dashboard tool for the Patient Risk Register.

7.6 CAG Report

Dr. Glenn Pettifer provided Council with a summary from the Citizen Advisory Group consultation report* check language. Council were provided the report in advance of the meeting and provided space to discuss key takeaways. The best dental hygiene experiences were primarily shaped by communication, trust, respectful conversations, and a sense of safety. The reasons people avoided dental hygiene care were financial barriers, confusion

around decision making, previous negative experiences, and lack of knowledge of the profession. General themes included:

- Positive dental hygiene experiences are associated with communication, respect, transparency, agency, clear explanations, respectful interactions, opportunity to ask questions.
- Informed access is supported through clear communication, transparent billing practices, education about the role of the DH and the CDHO and efforts aimed at reducing financial, language and cultural barriers.
- CDHO play a greater role in public education regarding dental hygiene care, role of the regulator, what clients can expect, Bill of Rights?

7.7 Scope of Practice Enhancement

On May 11th, the Honourable Sylvia Jones, Deputy Premier and Minister of Health, announced that the Ontario Government is directing Ontario's regulatory colleges, including CDHO, to begin developing the regulatory framework for future changes to scopes of practice. These changes will permit RDHs to:

- Order x-rays
- Be designated Radiation Protection Officers
- Prescribe and administer local anaesthetic by injection in the orofacial complex

CDHO had their first meeting with Ministry staff on Wednesday, June 10th, and broadly charted out the course to bring about these changes. Any changes that require legislative amendments will need to wait until fall. In the meantime, CDHO staff have started engaging in the work necessary to bring these elements into practice. This includes updating the existing regulatory framework, developing new Standards of Practice, identifying the competency profiles for these elements, and establishing a credentialing process.

8.0 COUNCIL EDUCATION CONTINUED

8.1 Registrant Engagement Survey

Doha Melhem and Hafsah Ali presented the Registrant Engagement Research Program Outcomes for 2026 to Council. The initiative was to gather actionable feedback from Registered Dental Hygienists (RDHs) on their experiences with College programs, professional practice, and CDHO's role as a regulator. The program tracks changes over time and identifies areas for improvement. The 2026 cycle builds on the 2023 baseline with new areas added in QA program implementation, scope of practice updates, cultural safety expectations, and AI in dental hygiene practice. The survey was conducted March 2-26, 2026 and a total of 2,700 registrants participated. Some highlights include the renewal experience improved significantly in 2026, most RDHs rate CDHO communications positively for tone and clarity, and the QA program is generally understood. Key considerations include aligning supports and guidance with evolving and diverse practice, embedding workplace experience insight into guidance, and deepening insight through targeted analysis. A full report is available through the dashboard on the CDHO website.

9.0 GOVERNANCE PROCESS ITEMS CONTINUED

9.1 Draft Financial Management Policy

Paula Benbow, Director of Policy and Strategic Initiatives, presented a Financial Management

Policy to Council for approval. The policy reflects the College's transition away from the Carver Policy Governance framework toward a modernized governance framework.

Public Protection Rationale: The Financial Management Policy supports the College's public interest mandate by establishing clear governance expectations for the responsible management of financial resources, procurement activities, delegated financial authority, and internal financial controls. The policy is intended to support transparency, accountability, and stewardship of College resources in accordance with Council's statutory obligations.

Council has initiated a governance modernization process to support more effective oversight, assessment of risks, and collaboration between Council, the Registrar & CEO, and staff. This work includes a comprehensive review and modernization of its governance policy architecture. Historically, Council policies were structured using Carver Policy Governance™, which emphasized broad "Ends" and "Executive Limitations". The Cayton report[1] acknowledged that this Policy Governance framework was rigid, inhibited spontaneity, and served as a barrier to effective decision-making in the interests of the public.

Council's Governance Committee and CDHO staff have identified opportunities to simplify policy language, improve clarity and transparency, and adopt a more contemporary governance approach that better supports strategic oversight in the public interest.

As the next step in the governance modernization process, the Financial Management Policy has been prepared using a new policy template and drafting style. This policy establishes the organization's financial oversight framework regarding fiscal stewardship, budgeting and financial planning, financial reporting, reserves and sustainability, procurement practices, delegated financial authority, and accountability for organizational financial performance. Council governs through oversight of financial strategy, reporting, risk, and accountability, while delegating financial administration to the Registrar/CEO. Operational procedures and administrative processes will be maintained separately by management.

This policy is intended to replace the previous approach of embedding financial expectations within broader Executive Limitation policies (EL-3 & EL-4) when Council decides to retire them. This policy does not focus primarily on prohibited actions or limitations on executive authority. Instead, it establishes clear governance expectations, with an emphasis on stewardship, accountability, and oversight while reducing unnecessary procedural complexity.

The revised template is also expected to support consistency across future policy updates as Council continues its governance modernization initiative. The standardization of policy will help improve readability, interpretation, and implementation. In addition, the revised framework will support scheduled policy review, maintenance, and version control.

The Governance Committee and CDHO Staff will prepare remaining policies to align with the new policy architecture and format according to the schedule below. It is recommended that Council officially retire the previous policies when the full policy framework is in place.

Current Section Title	Policies	Recommended Section Titles	Expected Timelines for Revised Policies Presented to Council
Ends Policies	Global End	Strategic Direction	September 2026 Council Meeting
Global-Governance Processes	GP1-14	Governance Processes	September 2026 Council Meeting *Note: Revised Council Evaluation was approved at the March 2026 Council Meeting*
Executive Limitations Policies	EL1-11	Financial Stewardship	June 2026 Council meeting
		Risk Management	December 2026 Council Meeting
Council-Reg/CEO Delegation	CRD1-7	Leadership: Council-CEO Relations	March 2027 Council Meeting. *Note: Revised CEO Performance Evaluation policy was approved at the March 2027 Council Meeting.*
Compiled manual with new governance policies, Table of Contents, numbering system, and introduction.			June 2027 Council Meeting
Retire former policies from existing Policy Framework			

Council reviewed and approved the Financial Management Policy.

MOTION: **THAT** Council approve the Financial Management Policy as presented as part of the College's updated governance policy framework.

MOVED: Nella Chiappetta
SECONDED: Jennifer Cooper
VOTE: **CARRIED**

9.2 Policy Content Review: GP-11 Council Linkage with Owners

Given Council's efforts in modernizing governance practices, the policy manual is being thoroughly reviewed. As such, Council did not make any updates to the GP-11 Council Linkage with Owners policy. The revised Global-Governance Process Policies are scheduled to be brought to Council at the September 2026 meeting.

10.0 MONITORING COUNCIL PERFORMANCE

10.1 GP-11 Council Linkage with Owners

At the March 27, 2026 meeting, Council adopted a new Council Performance Evaluation Framework (CPEF) that supports modernizing CDHO's governance practices and aligns with the strategic plan. Monitoring policies were part of the Carver Policy Governance Framework and with the adoption of the new CPEF, is no longer needed. Council is transitioning to a new evaluation framework.

11.0 ENDS ITEMS FOR CONSIDERATION

Given Council's efforts in modernizing governance practices, the policy manual is being thoroughly reviewed. As such, Council did not make any updates to the Global End, E-1, E-2,

E-3, or E-4 policies. The revised Ends policies are scheduled to be brought to Council at the September 2026 meeting.

MOTION TO MOVE IN CAMERA

MOTION: **THAT** Council move in Camera as per RHPA, *Schedule 2, Section 7(2)(d)* at 2:09 p.m., for agenda items 12.1–12.5.

MOVED: Erin Betts
SECONDED: Nella Chiappetta
VOTE: **CARRIED**

12.0 MONITORING CEO PERFORMANCE

12.1 EL-3, 3(1), 3(2)

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

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

12.2 EL-4

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

MOVED: Krystal Afzalzada
SECONDED: Anne-Marie Conaghan
VOTE: **CARRIED**

12.3 EL-6

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

MOVED: Amit Sethi
SECONDED: Derek Gartshore
VOTE: **CARRIED**

12.4 E-9

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

MOVED: Nella Chiappetta
SECONDED: Krystal Afzalzada
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 3:14 p.m.

MOVED: Jennifer Cooper
SECONDED: Loree Beniuk
VOTE: **CARRIED**

13.0 SELF-EVALUATION OF GOVERNANCE PROCESS

13.1 Council Evaluation Pulse Check

Council completed their first Post-Meeting Evaluation using the questions identified in the new Council Performance Evaluation Framework. They discussed and provided feedback on the following:

1. What worked well at today's meeting?
   - There was a lot of discussion
   - Participation from most Council members
   - The Chair emailed Council members in advance of the meeting asking them to reflect on the top three take-aways from each report so they would be ready for the discussion. It worked well and helped engagement and preparedness.

2. What was tricky?
   - Some felt the structure for reviewing policies for approval was challenging
   - Is there a way to review, collaborate, and make changes instead of yes/no approvals?
   - During the in-camera session, the discussion veered off topic

3. Did everyone have an adequate opportunity to share their perspectives, and did we allow for diverse opinions?
   - Yes

4. Did we make decisions in alignment with our public protection mandate and role as CDHO's Council /Committee?
   - Yes

5. Were the meeting materials and any other provided information clear, comprehensive, and relevant?
   - Yes
   - Some felt slides are more helpful than briefing notes
   - Why are there slides, a briefing note, and a report?

6. Is there anything we should do differently at our next meeting?
   - For Julie Maciura's presentation, more time in the breakout rooms to discuss the scenarios would have been useful

The Executive Committee will review the feedback.

14.0 NEXT MEETING DATE

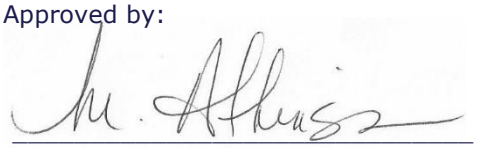
The next Council meeting is September 11, 2026.

15.0 ADJOURNMENT

MOTION: **THAT** the Council meeting be adjourned at 3:29 p.m.

MOVED: Juli Kreutner
SECONDED: Jennifer Cooper
VOTE: **CARRIED**

Approved by:



Signature of Chair, Michelle Atkinson

September 11, 2026

Date