



## 143<sup>rd</sup> Board Meeting Minutes

Date: April 25, 2025, 9:05 AM – 4:06 PM (Virtual)

### Board of Directors:

James Matera, RDT, Chair  
William (Bill) Van Evans, RDT (Vice-Chair)  
Shanice Fontaine, RDT  
Tayla McGuckin, Public  
Nawaz Pirani, Public  
Jatinderpal Randhawa, Public  
Rehan Siddiqui, Public  
Clark Wilson, RDT  
Adela Witko, RDT

### Staff:

Judith Rigby, Registrar & CEO  
Leanne Cheng, Governance and Regulatory Affairs  
Rose Far, Policy and Strategic Projects  
Safyia Mohammed, Registration and Administration  
Rihanna Omar, Professional Conduct, EDI Lead  
Ashney Patrick, Communications

### Guests:

Keith Johnson, KJ Consulting

### Regrets:

Alla Khinich, Public  
Mark Peters, RDT  
Franz Yagin, RDT

## 1. Call to Order

The Chair called the 143<sup>rd</sup> Board meeting to order at 9:05 am.

## 2. Opening Remarks

N. Pirani delivered the land acknowledgment, and the Chair led a moment of reflection, encouraging each attendee to consider its meaning and how we can move forward toward reconciliation. The Chair also expressed gratitude to the Ministry for appointing two new Public Directors in time to ensure the Board could be properly constituted for this meeting. He welcomed the new Directors, Jatinderpal Randhawa and Alla Khinich. While Alla Khinich was not present today, the Board had the pleasure of meeting her at yesterday's workshop.

## 3. Approval of Agenda

**MOTION: THAT** the agenda be approved as revised, adding Agenda Item 6.5 Committee Slate.

**MOVED BY:** T. McGuckin and seconded by W. Van Evans

**CARRIED**

## 4. Conflict of Interest Declaration

There were no changes to the annual conflict of interest forms or declarations for the items to be discussed at the meeting.

## 5. Consent Agenda

**MOTION: THAT** the consent agenda be approved as presented.

**MOVED BY:** N. Pirani and seconded by R. Siddiqui

**CARRIED**



## 6. Governance

### 6.1 Rise and Report for April 24<sup>th</sup> Board Workshop

The Chair provided an update on the Board workshop held the previous day at George Brown College. During the session, the Board reviewed the College's Risk Register, with a focus on enhancing how risks are articulated to better align with appropriate initiatives and mitigation strategies.

An EDI Workshop was facilitated by Adwoa Buahene, focusing on CDTO's ongoing journey towards advancing diversity, equity, and inclusion. It included a review of the governance domain of the Health Profession Regulators of Ontario's EDI Organizational Self-Assessment Tool to assess the College's current position and determine the markers that would be used to measure improvement and success.

### 6.2 January 31<sup>st</sup> Board Workshop and Meeting Evaluation

The Board completes an evaluation after every meeting to provide feedback and improve its performance. The evaluation completed for the January 31st Board workshop and meeting saw all metrics scored above 4 out of 5. The Board provided many positive comments about the effectiveness of its discussions, and Board Directors finding the governance and bias training informative.

### 6.3 Accountability Reports

Accountability reports demonstrate to the public and regulatory bodies how we deliver on our mandate and are performing. L. Cheng provided an overview of the Annual Report, submitted on February 28, 2025, and the College Performance Measurement Framework Report and Fair Registration Report, submitted on March 31, 2025.

The Annual Report shares information on the College's activities, such as Committee Reports, practice advisory statistics, and the audited financial statements. CPMF outlines best practices of an excellent regulator, which CDTO reported meeting 90% on a complete level and the remaining on a partial level. The Fair Registration Practices report collects data on registration practices to support the monitoring of statistical trends.

### 6.4 Board Policy – Selection and Appointment of the Auditor

J. Rigby presented the policy to outline the requirements for selecting and appointing an auditor, a gap identified in CDTO's By-Laws. The policy will support the Board in meeting its fiduciary responsibilities and ensuring there is a responsible authority for oversight.

**MOTION: THAT** the Board approves the Selection and Appointment of External Auditor Policy and that this policy takes effect immediately.

**MOVED BY:** A. Witko and seconded by T. McGuckin

**CARRIED**

### 6.5 Committee Slate

The revised Committee Slate was presented, which only appoints the new Public Directors to fill vacancies and has no changes for the current Directors. The appointments were



made based on their Ministry profiles, which highlight experience and qualifications. The Chair confirmed with J. Randhawa that he agreed to his appointment.

**MOTION: THAT** the Board approves the revised 2025 Committee Slate.

**MOVED BY:** R. Siddiqui and seconded by W. Van Evans

**CARRIED**

## **7. Board Education**

### **7.1 Finance Training**

J. Rigby reminded the Board of its critical fiduciary responsibility in managing the College's financial resources, particularly during this time of year when both budget planning for the next fiscal year and year-end financial oversight intersect. The Board provides oversight through policies that direct, protect, and enable the organization. A robust investment policy was recently approved that allows the Registrar to make investment decisions within the parameters set by the Board.

J. Rigby also highlighted the importance of the annual audit in affirming that the Board's fiduciary duties are being properly executed. The audit provides an independent and objective review, and for the entire history of the College, it has always received an unqualified audit opinion. This unqualified opinion underscores the College's financial integrity and accountability to its registrants, who are the sole funders of the organization. J. Rigby emphasized the importance that Board Directors thoroughly understand the financial statements and ask questions regarding the notes and variances presented.

### **7.2 Professional Development – Canadian Network of Agencies for Regulation (CNAR)**

The Chair informed the Board that the CNAR Annual Conference takes place in Calgary, Alberta this year and features speakers in Canadian professional regulation from a variety of regulatory sectors. The Chair and other Board Directors who have attended CNAR encouraged everyone interested to complete the registration request form.

## **8. Financial Matters**

### **8.1 Financial and Monitoring Reports**

J. Rigby presented the financial reports, highlighting a forecasted surplus of \$54K. This is primarily due to gains in investment income and underspending in unauthorized practice. However, a negative variance of \$38K is anticipated in revenues, driven by a higher-than-expected number of registrants being suspended for non-payment of fees.

Regarding strategic initiatives, the College is projecting an expenditure of \$92K, with a significant portion allocated to the standards and ethics project. To date, the Board has committed \$736K since the initiation of the strategic initiatives budget.



## 8.2 Investment Strategy

J. Rigby shared that the Investment Strategy was presented to the Executive Committee by the Investment Advisors from BMO Wealth. The Strategy was also reviewed by T. McGuckin, Board Director, who has expertise in this area. J. Rigby highlighted the three key principles of the Investment Strategy: compliance with both the investment and surplus retention policies, maintenance of internally restricted net assets, and a minimum cash balance of \$35K to avoid service fees. The Strategy also adheres to the upper threshold of 25% in equity, 60% in fixed-income investments, and 15% of the cash balance will be placed in a high-interest yield savings account.

## 9. Regulatory Programs

### 9.1 Protect Ontario Through Free Trade Within Canada Act

J. Rigby expressed the imminency of the Government's announcement, which was made moments before the Board package was circulated and thanked L. Cheng for putting together the briefing note. This Act follows the Ministry's July 24, 2023 changes, which allowed physicians, nurses, medical laboratory technologists, and respiratory therapists already registered in another province to immediately begin practicing in Ontario. The Ministry is looking to extend these As of Right rules to different practice settings and health professions.

J. Rigby shared that the Health Professions Regulators of Ontario (HPRO) jointly submitted a letter to the Ministry prior to the announcement which Assistant Deputy Minister, K. Vieja, applauded HPRO for its timeliness and thoughtfulness. The new Act will be open for consultation until April 30<sup>th</sup> and CDTO will be responding. The Directors commended the College for rising to the challenge and being responsive to the Ministry's requests.

#### Action Items:

- The Board, by a show of hands, directed the Registrar to draft a letter to the Minister of Health and circulate it to the Executive Committee for review and consideration.

*C. Wilson left the meeting at 11:00 am.*

### 9.2 CADTR Credential and Assessment Services

S. Mohammed presented on her report, starting with the financial update. The Canadian Alliance of Dental Technology Regulators (CADTR) approved a deficit budget and is seeking contributions to cover fixed costs from the dental technology regulators. There has been a significant decrease in applicants since 2021. CDTO engaged in outreach to improve this statistic, most recently presenting to the George Brown College students on April 11<sup>th</sup>.

A Board Director inquired about the optimistic statistics that seventy applicants have received a credential report. The Registrar clarified that this data is from the inception of CADTR, not a six-month period as assumed, with fifty-one registering with CDTO. She is



concerned about the remaining nineteen who have not registered even though demonstrating entry to practice requirements.

## **10. Strategic Plan**

### **10.1 Strategic Dashboard**

R. Far presented the Strategic Dashboard with light blue colour indicating completed activities from the last report to the Board. She highlighted the increase in new resources by 37%, website usage by 75%, and social media by 53%. There are no updates to the QA Portal as the project is under review due to concerns about high executive and technical staff turnover.

### **10.2 Prior Learning Assessment and Recognition (PLAR)**

K. Johnson presented on the PLAR pathway, a 36-month Employment and Social Development Canada (ESDC) funded project supporting both international and Canadian applicants. Due to tight timelines and limited regulatory capacity, the project relies heavily on consultants. It is progressing well, though there is uncertainty about IT needs, which may be underfunded, and additional ESDC support could be requested.

PLAR eligibility requires high school completion and five years of verifiable work experience, demonstrated through a learning statement and supporting evidence (e.g., courses, employer testimonials). Eight participants are currently interested in the pilot, with a target of 50. All regulators are committed to recognizing its outcomes. Recruitment will be promoted via social media, associations, and newsletters.

In response to a Board Director's question, it was clarified that sponsor letters do not need to come from their current employers. K. Johnson also noted that they are conducting light verification of work experience as gaps in competency would surface during examinations.

### **10.3 Equity, Diversity, Inclusion and Indigeneity (EDI-I)**

R. Omar provided an update on this strategic project highlighting recent learning opportunities such as the CNAR presentation on the EDI Working Group and Health Professional Regulators of Ontario's Communicators Day. Staff conducted ongoing research into EDI best practices, which has informed the development of tailored training modules for CDTO. The module has been reviewed by the Patient Relations Committee and will be revised based on their feedback.

R. Omar also presented an Equity Impact Assessment (EIA) Tool designed to support teams in identifying and addressing potential equity impacts during the project planning and implementation phase. In addition to this, there is a preliminary EIA checklist which will serve as a starting point to help teams assess whether a full EIA is needed.

*A. Witko left the meeting at 12:15 pm.*



## 11. System Partnerships

### 11.1 Standards Framework and Professionalism

R. Far shared CDTO's journey in the last two years of research, development, and refinement of the draft Standards Framework to integrate ethical principles, professional standards and code of ethics. She discussed the importance of integrating professionalism into the framework and provided examples of other regulators, with the most recent example of the Royal College of Dental Surgeons of Ontario (RCDSO). RCDSO is consulting on its draft 'Foundation or Professionalism' document, which is intended to replace their existing code of ethics and serve as a foundation for all standards of practice and guidelines.

The Board is asked to provide their feedback via a survey link. J. Rigby and T. McGuckin commended R. Far for being forward-thinking and taking the College in the right direction.

## 12. Registrar's Update

J. Rigby reviewed the CDTO Dashboard and encouraged Board Directors to submit the registration request form for the 2025 CNAR Conference. A. Patrick presented the Communications Dashboard, highlighting the work on PLAR communications and ongoing efforts to review the website for accessibility. She highlighted a significant viewership increase for the previous Board meeting's live stream on YouTube. J. Rigby commended the Patient Relations Committee for developing a Communication Strategy to make CDTO's messaging more strategic and effective.

## 13. In-Camera Session

The Chair thanked everyone for their participation in today's meeting and yesterday's workshop. He expressed the importance of everyone's contribution towards a meaningful and productive session. He reminded the Board and the public that the next meeting will be on June 20th, 2025, and looks forward to seeing everyone then.

**MOTION: THAT** the Board move in-camera to discuss financial matters.

**MOVED BY:** N. Pirani and seconded by T. McGuckin.

**CARRIED**

## 14. Meeting Adjournment

**MOTION: THAT** the Board move out of camera and adjourn the 143<sup>rd</sup> Board Meeting at 4:06 pm.

**MOVED BY:** T. McGuckin and seconded by J. Randhawa

**CARRIED**