

## Notes

### Present

S. Robinson, Chair  
P. Ankamah  
A. Arkell  
J. Armitage  
T. Crowder  
D. Cutler  
T. Dion  
S. Douglas  
R. Dunn  
K. Goldenberg

R. Henderson  
N. Hillier  
T. Holland  
C. Hourigan  
A. Jahangir  
R. Kaur  
M. Klein-Nouri  
R. Lastimoso Jr.  
M. MacDougall  
D. May

I. McKinnon  
F. Osime  
J. Petersen  
L. Poonasamy  
M. E. Renwick  
M. Sheculski  
P. Sullivan-Taylor  
N. Thick  
D. Thompson  
J. Walker

### Regrets

S. Eaton  
K. Gartshore

B. MacKinnon

M. Sabourin

### Guest

B. MacKenzie

### Staff

A. Coghlan  
F. Garvey  
J. Hofbauer, Recorder

E. Horlock  
B. Knowles  
K. McCarthy

S. Mills  
A. M. Shin  
C. Timmings

## Welcome and introductions

S. Robinson welcomed new Council members. She informed Council that J. Wright had resigned and that a by-election has been called.

## Agenda

The agenda had been circulated and was approved on consent.

## Minutes

Draft minutes of the Council meeting of March 3 and 4, 2021 had been circulated.

## Motion 1

Moved by M. Klein-Nouri, seconded by D. Cutler,

That the minutes of the Council meeting of March 3 and 4, 2021 be approved as circulated.

CARRIED

## Annual Report

S. Robinson noted that the legislation requires that CNO submit an annual report to the Minister of Health. The report is an operational accountability. Council's role is to approve the report for submission to the Minister.

A. Coghlan highlighted the report – *Rising to the Challenge*. She noted it is designed to speak to the public about how CNO's actions protect them. The report reflects CNO's work to support safe nursing care during the pandemic.

In discussion, Council confirmed that the report highlights how CNO supported the health care system and supported nurses in understanding their accountabilities during a time of constant change and challenge.

A. Coghlan noted that CNO has learned from the pandemic and is building on the changes for the future. CNO also shared its experiences, for example how to run virtual Discipline hearings, with other regulators.

## Motion 2

Moved by J. Armitage, seconded by N. Hillier,

That Council approve the 2020 Annual Report, *Rising to the Challenge*, for submission to the Minister of Health.

CARRIED

## Audited Financial Statements

Council had received the audited financial statements for the year ended December 31, 2020.

S. Mills introduced B. MacKenzie from Hilborn, LLP, CNO's auditors. He informed Council that the Finance Committee met on May 6<sup>th</sup> and reviewed the audited financial statements and that the committee is recommending that Council approve the statements.

B. MacKenzie highlighted the purpose of the audit and the role of the parties involved:

- management prepares the statements

- the auditor adds third party credibility to the statements and
- the Finance Committee, acting on Council's behalf and under Council's authority, reviews the statements carefully and determines whether the statements can be relied on by Council for strategic decision making.

B. MacKenzie confirmed the independence of the auditor, noting that the only services provided to CNO by Hilborn LLP are audit services.

B. Mackenzie reported that the Finance Committee meets twice with the auditors to fulfill its functions, including meeting without staff both times to allow for frank discussion and for either party to raise concerns.

Council was informed that, while the audit was conducted virtually, neither the sufficiency of the audit nor the quality of the evidence was reduced in any way from previous audits.

B. MacKenzie highlighted the audited financial statements. He noted that CNO ended the year with unrestricted net assets (accumulated surplus) of \$35.6M which is approximately 8.5 months of operating expenses and that the surplus supports CNO's ongoing financial stability. He confirmed that the auditors believe that the statements fairly represent CNO's financial position and operations for the year ended 2020.

### **Motion 3**

Moved by R. Lastimoso Jr., seconded by R. Henderson,

That the audited financial statements for the year ended December 31, 2020 be approved.

CARRIED

S. Robinson expressed appreciation to B. MacKenzie. He left the meeting.

### **Follow-up Action**

Send the Annual Report, including the Audited Financial Statements, to the Minister of Health Executive Director and CEO

### **Registration Examination – Practical Nurse (REx-PN)**

S. Robinson reminded Council that in January 2022, the REx-PN will become the entry-to-practice exam for candidates seeking to become an RPN in Ontario and British Columbia. She noted that later in the meeting, Council will review changes to the Fees By-Law to support implementation of this exam.

E. Tilley, Strategy Consultant, updated Council on this new regulatory exam. She highlighted what makes the exam valid, reliable, secure and fair, as well as stakeholder engagement

activities related to implementing the exam. The provisions to address diversity and ensure that the exam reflects Canadian nursing were highlighted.

E. Tilley noted that, given the exam type and how it is administered, CNO will no longer limit candidates to a specific number of writes. The new exam tracks if an individual is retaking an exam and they will get all new questions on any retake. This means they can only pass if they demonstrate their competence. She highlighted the provisions that CNO has put into place to support applicants who have failed the current exam three times to be able to take the new exam.

### **Exam date change for the Council approved education assessment process**

S. Robinson noted that in March, Council was informed about CNO's work to modernize applicant assessment. Based on a review of evidence, Council decided that the approved process for evaluating internationally educated nurse applicants for registration as an RN in Ontario would be amended to include passing the NCLEX-RN exam on or after January 1, 2015.

She noted that staff have continued work on this issue. A. M. Shin, Director, Professional Practice, and S. Vogler, Manager of Entry to Practice highlighted a staff recommendation for a change in the exam date and the rationale, including the evidence for why an earlier date was not recommended.

In discussion it was noted that the decisions about using successful completion of the exam as part of the assessment of an applicant's education program is a first step in modernizing applicant assessment. CNO is reviewing all applicant assessment processes and there will be further changes in the future.

### **Motion 4**

Moved by M. Sheculski, seconded by D. Thompson,

That Council approve a revised date of April 1, 2013 for passing the NCLEX-RN as part of the evaluation that is used to determine if internationally educated registered nurse applicants possess the requisite nursing knowledge, skill and judgement to meet the nursing education requirement.

CARRIED

### **Follow-up Action**

Inform relevant applicants of the change.  
Executive Director and CEO

### **3.4 Fees By-Law Amendments**

S. Robinson noted that in March, Council approved amendments to the Fees By-Law for circulation. These amendments were to shift collection of the fees to the exam provider. It was

noted that with the implementation of the REx-PN exam CNO will only collect the fees for the jurisprudence exam.

Council received a report of the feedback. It was noted that the exam contract includes provisions related to reasonableness of fees and increases for inflation. S. Robinson reminded Council that a 2/3 majority is required to approve a by-law.

## **Motion 5**

Moved by D. Cutler, seconded by J. Walker,

That Article 8 of By-Law No. 2: Fees be amended as it appears in attachment 1 to the briefing note.

That, effective 90 days after the last day of the last Canadian Practical Nurse Registration Examination window for Ontario applicants, Article 8 of By-Law No. 2: Fees be further amended as it appears in attachment 2 to the briefing note.

CARRIED

## **Follow-up Action**

Update the By-Laws  
Executive Director and CEO

## **Nursing Education Program Approval**

S. Robinson asked if any Council members had a conflict of interest related to making decisions on approving the new programs. No conflicts were declared.

## **Motion 6**

Moved by D. May, seconded by J. Petersen,

That Council grant Preliminary Approval to each of the following new nursing programs in Ontario:

- Algonquin College's new practical nursing program for internationally educated nurses
- Georgian College's new baccalaureate program in nursing
- Nipissing University's two new baccalaureate programs in nursing
- York University's new baccalaureate program in nursing

CARRIED

## Follow-up Action

Inform the education programs of their approval status.  
Update the status of programs on [cno.org](http://cno.org).  
Executive Director and CEO

## Strategy 2021-2024

S. Robinson noted that CNO provided Council with an update on implementation of the strategic plan in March and updates are planned at every Council meeting in 2021. A. Coghlan, S. Mills and C. Timmings updated Council on work being done to implement the plan and how plans have been impacted by the pandemic.

It was noted that while some plans requiring stakeholder engagement have been set back due to the pressures COVID is putting on stakeholders, the pandemic has clarified the value of engaging with the regulator for stakeholders. Employers particularly have seen the value of partnering with CNO to address patient safety. A. Coghlan informed Council that the government is engaged with CNO and other stakeholders in addressing the needs of long-term care.

## Approach to modernizing the practice standards

S. Robinson noted that Council was first introduced to this proposed change in March. At this time, Council is being asked to provide early input into a draft framework for modernizing standards.

R. Jabbour, Strategy Consultant, highlighted the work done to date, the draft framework and ongoing plans. She noted that the continuing pandemic has impacted on CNO's ability to engage effectively with key stakeholders and will affect the timing for this project moving forward.

In discussion, the importance of clearly articulating accountability for nurses in the standards and guidance was flagged. It was suggested that health equity be addressed. It was noted that with retirement of standards, maintaining the guidance, for example the decision trees, is important. It was confirmed that the framework will support CNO becoming a more proactive regulator.

S. Robinson thanked Council for its input and noted that Council will be addressing this again in the future.

## Executive Director Update

S. Robinson introduced the Executive Director update by noting that A. Coghlan has announced her retirement at the end of 2021. She noted that A. Coghlan has been the face of regulatory excellence in Ontario and is a highly respected and influential regulatory leader.

A. Coghlan updated Council on:

- CNO's ongoing work to address the pandemic and the impact of the pandemic on CNO programs and projects
- The Quality Assurance Program
- Addressing health care staffing and safety issues highlighted by the pandemic
  - CNO's participation in the Ministry's new accelerator action group to support its long-term care staffing plan and a health care recruiting and training program
  - Passage of the Advancing Oversight and Planning in Ontario's Health System Act, 2021 that, among other things, provides for the regulation of Personal Support Workers and
- CNO's ongoing work on Diversity, Equity and Inclusion.

### **Executive Committee**

S. Robinson noted that the Executive met twice since March: May 6 and May 18. Draft minutes of the meetings were circulated. She highlighted the actions at both meetings. She reported that the Executive acted on behalf of Council and appointed Donna May to Council to address a vacancy created when a new member resigned.

### **Finance Committee**

N. Thick reported on the Finance Committee meeting of May 6. She noted that a number of recommendations from the committee had already been addressed on the Council agenda.

The Finance Committee is recommending that Council accept the unaudited statements for the first quarter ended March 31, 2021. N. Thick noted that the surplus for the quarter was \$2M, approximately \$.5M more than budgeted.

### **Motion 7**

Moved N. Thick, seconded by D. May,

That the unaudited financial statements for the three months ended March 31, 2021 be approved.

CARRIED

The Finance Committee is recommending the appointment of the auditor for 2021. N. Thick informed Council that all committee members had confirmed that the current auditor communicates clearly and is independent.

### **Motion 8**

Moved by N. Thick, seconded by A. Arkell,

That Hilborn LLP be reappointed as CNO's auditors for 2021.

CARRIED

N. Thick reported that as part of ongoing education and to meet its accountability for oversight, staff provided a presentation on procurement to the committee.

### **Statutory Committee Appointments**

To support onboarding of new Council and committee members, the Executive appointed new members to statutory committees.

#### **Motion 9**

Moved by J. Walker, seconded by M. Klein-Nouri,

That T. Crowder, D. May and F. Osime be appointed to the Discipline and Fitness to Practise committees and that F. Osime be appointed to the Registration Committee.

CARRIED

### **Conduct Committee**

The Executive, acting as the Election and Appointments Committee, is recommending the members of the 2021-2022 Conduct Committee. S. Robinson noted that, while the terms of reference call for two public members, one member volunteered. The Executive is recommending that Council approve a Conduct Committee with one public member.

#### **Motion 10**

Moved by N. Thick, seconded by R. Lastimoso Jr.,

That the following be the 2021-2022 Conduct Committee: D. Cutler, Chair, S. Douglas, A. Jahangir and R. Kaur.

CARRIED

### **Finance Committee**

The Executive, acting as the Election and Appointments Committee, is recommending members of the Finance Committee from among volunteers.

#### **Motion 11**

Moved by M. MacDougall, seconded by F. Osime,

That the following be appointed to the 2021-2022 Finance Committee: S. Douglas, N. Hillier, P. Sullivan-Taylor and M. Sheculski.

CARRIED



## **Nominating Committee**

S. Robinson noted that, while the terms of reference require one public member from Council on the new Nominating Committee, no public member volunteers applied. Council was informed that the Executive reviewed the competencies of the candidates who are moving forward to the next stage and believes that the required competencies will be met through a committee of four of the candidates.

Through a show of hands, Council supported going forward with a Nominating Committee of four:

- Chair, the immediate Past-President of Council
- one nurse Council member and
- two members of the public who are not members of Council.

## **Reflection on team norms**

Council de-briefed on the meeting, particularly on the impact of the draft team norms on meeting effectiveness. It was confirmed that there was a substantial change from June of 2020, with more active listening and full discussion. It was suggested that it is important to be thoughtful and ensure sufficient discussion for each item.

New members identified that they felt welcomed and supported. They noted that having a mentor, a touch-base over lunch, and being able to meet all Council members during orientation was helpful.

## **Next Meeting**

Council will meet again on September 29 and 30, 2021.

## **Conclusion**

The meeting concluded at 3:00 p.m. on completion of the agenda and consent.