

Introduction

The College of Medical Laboratory Technologists of Ontario (CMLTO) protects the public's right to safe, competent, ethical health care. We do this by regulating the professionals who conduct lab tests across the province. Specifically, the CMLTO is the regulatory body for medical laboratory technologists (MLTs) in Ontario. The CMLTO exists to ensure the public receives quality laboratory services from competent and ethical professionals. Our role, programs, and governance all contribute to making the profession of medical laboratory technology accountable.

Effective governance has and continues to be an evolving CMLTO commitment since 2010, guided by research, contemporary thinking, and evidenced-informed practices. The CMLTO Board of Directors has focused on governance modernization periodically throughout the College's history, including, but not limited to targeted and specific revisions to the CMLTO Consolidated Bylaws regarding nomenclature, Board onboarding, the size of the Board, and the approach to Board elections.

In late 2021 the Board expressed an interest to take a step back and regroup its efforts in relation to governance modernization to ensure that it is approaching the initiative with a fulsome appreciation of all the issues that could and should be addressed to continue to pursue governance excellence.



Governance at CMLTO

The governance system employed by an organization is made up of certain specific structural elements, which individually and collectively support effective governance. In the case of health regulatory Colleges, these elements include legislation and regulations, organizational bylaws, the Boards chosen governance approach, including the Board structure, and Board determined governing policies.

The Board of Directors is the CMLTO's governing body. The Board establishes CMLTO's strategic direction and the outcomes that will lead self-regulation of MLTs forward in the interest of public safety, in accordance with the legislative framework in which we exist.

The CMLTO Board uses the Policy Governance® model, a principles-based systems approach to governance, to form policy direction, influence strategy and operations, and monitor results and progress on policy achievement and compliance.

The Board's guidance in relation to governance principles, is described in its
Governance Process Policy: Governance Philosophy / Approach, as follows:

The Board ensures that all business of the College is conducted in a transparent, legal, prudent, ethical, and equitable manner.

The Board, supporting safe, quality medical laboratory technology care, holds itself accountable to the citizens of Ontario for ensuring that all action it takes is consistent with the law, CMLTO's Consolidated Bylaws, and the Board's policies. The Board works on behalf of this broad public ownership, including medical laboratory technologists, to serve the public interest.

The Board's purpose is to assure that the College of Medical Laboratory Technologists of Ontario achieves the results described in its critical Ends Policies and operates within the governance of risk parameters described in its Executive Limitations Policies. The Board ensures that all business of the College is conducted in a transparent, legal, ethical, and inclusive manner.

The Board is the CMLTO's principal connection with the public's voice in governing the College. As such, the Board's governing approach:

Emphasizes Ends clarity (critical outcomes) for the public.

Encourages and invites diverse perspectives to uncover/mitigate blind spots and ensure an equitable, inclusive approach while building consensus.

Practises collaborative, collective decision-making.

Clearly distinguishes between governance (Board) and management roles (Registrar & CEO).

Focuses on forward thinking, strategic direction, and visionary leadership rather than administrative detail.

Is proactive rather than reactive using generative thinking to explore new possibilities.

Demonstrates a commitment to engagement with the CMLTO's broader ownership, the public.



Governance at CMLTO

The Board expressed an interest in late 2021 to take a step back and regroup its efforts in relation to governance modernization. Further, the Board has made incremental progression in governance modernization, with a desire to effectively move forward, ultimately ending up in recognition that a more holistic agenda of governance modernization was needed.

The Board discussed potential governance changes using a principle-based approach at its May 2022 meeting. The outcome of the Board's deliberations was a set of Governance Modernization Principles, which were approved at its September 2022 meeting, as presented below.

CMLTO Board of Directors' Governance Modernization Principles

Whereas the Board recognizes that directives from the Government of Ontario, which would apply to all health regulatory Colleges, may drive future governance changes, and;

Whereas the CMLTO Board has made incremental governance changes and wishes to develop a comprehensive principle-based governance modernization plan, and;

Whereas the CMLTO Board is aware of contemporary thinking in governance including current government directives and direction, and;

Whereas the Board recognizes that policy changes may need to be made, congruent with the Board's chosen model of governance, Policy Governance:

Therefore, the CMLTO Board of Directors Governance Modernization Principles are as follows:

CMLTO Governance Modernization Plan 2022

Principle 1: Effective Board Composition

The CMLTO Board of Directors will maximize its effectiveness in fulfilling its governance and regulatory mandates through structural evolution, including:

Maintaining equal professional and public representation on the Board;

Having a Board with fourteen (14) members; and

Ensuring continuity in governance through staggered Board member term limits.

Principle 2: Inclusion of Voices

The CMLTO Board of Directors will listen to and hear the voices of the public, registrants, employers, and stakeholders congruent with an approach grounded in an appreciation for diversity, equity and inclusion. This will be accomplished by:

Ensuring widespread geographic perspectives remain at the Board table;

Having a publicly accessible Equity, Diversity, Inclusion and Justice Plan; and

Having established processes in place to gather information from all geographic areas of Ontario, as a whole Board, versus as individual representatives of any geographic area.

Principle 3: Ongoing Education and Linkage

The CMLTO Board of Directors commits to the ongoing education of Board members and linkage with registrants and the public by:

Implementing a competency-based process for the nomination of Board members;

Ongoing linkage with the public as the careholders of the organization; and

Educating registrants on processes for engagement in Board decision-making processes.



Governance Modernization Plan

A longitudinal plan for governance modernization, anchored to the principles described above, will be developed by the Board in 2023, and beyond.

This plan will be released publicly as it is developed and approved to ensure that the public, registrants and all stakeholders understand the Board's direction transparently. This document will be updated concurrently with the governance modernization plan through a series of appendices.

Feedback regarding the CMLTO Board of Directors' Governance Modernization Principles, and plan are welcome from the public, registrants and stakeholders at any time. Please send your questions, comments and feedback to executiveoffice@cmlto.com.

