



**MINUTES**  
**CMLTO BOARD MEETING**

**Hybrid (In-person / Virtual via Microsoft Teams)**  
Monday, September 22, 2025 / 9:00 a.m. – 4:45 p.m.  
Chair: K. Persad, Chair – CMLTO Board of Directors

<b>BOARD MEMBERS:</b>	
<i>PRESENT:</i>	
<u>Professional Board Members</u>	<u>Public Board Members</u>
Karen Persad, Chair	Tammie Rix, Vice-Chair, Public
Janette Aaltonen	Andrew Chan
George Broukhanski	Nathan Clark
Mary Costantino	Walter Hewus
Paula Curti	Peter McLeman
Lucia Di Pietro	Victor Lan
Jessica McBane	Jen Pilzecker
Shweta Pant	Rohini Soni
Imaya Vithana	Vivian Ufodike
Lavern Bourne (Academic Member)	
<i>ABSENT:</i>	
Helen Meaney, Vice-Chair, Professional ( <i>Regrets</i> )	
<b>CONSULTANT/PRESENTER/GUEST:</b>	
Karen Fryday-Field, Governance Consultant, Meridian Edge Management and Governance Consulting (Consultant)	
Colleen Walsh, Ministry of Health (Observer)	
<b>CMLTO STAFF:</b>	
John Tzountzouris, Registrar & CEO	
Maggie Cakar, Governance Specialist	
Chandler Fitzpatrick, Administrator, Corporate Services & Executive Office ( <i>Recorder</i> )	



## **1.0 WELCOME, INTRODUCTIONS AND CALL TO ORDER**

### **1.1 INTRODUCTIONS AND ROLL CALL**

K. Persad, Chair, called the meeting to order at 9:03 a.m. and conducted the roll call.

*19 Board Members present, 18 voting.*

### **1.2 INTRODUCTIONS & WELCOME TO NEW BOARD MEMBERS**

In recognition of the three new CMLTO Board Members, the Chair invited the Board of Directors, CMLTO staff, and meeting attendees to introduce themselves.

### **1.3 WELCOME AND LAND ACKNOWLEDGEMENT**

The Chair presented a Land Acknowledgement as a demonstration of recognition for and reconciliation with Indigenous Peoples.

### **1.4 BOARD POLICY MANUAL UPDATE**

J. Tzountzouris informed the Board Members that the CMLTO Board Policy Manual was updated after the May Board meeting. In addition to the policies which underwent regular or special review in the May Board meeting, due to the change of language from the 'Board-Staff Relationship' subsection of policies to 'Board-CEO Relationship' a number of additional policies underwent administrative updates to reflect the change of language.

### **1.5 LAUNCH 2025 BOARD EFFECTIVENESS SELF EVALUATION**

The Chair provided an overview of the various mechanisms through which the Board evaluates its effectiveness and compliance with its policies. The Board annually conducts a self-evaluation related to board effectiveness using a standardized and progressive Policy Governance Evaluation Tool to support this Board self-evaluation process in accordance with GP IV-70 CMLTO Board Effectiveness Evaluation Policy.

The Board Chair shared that CMLTO Board uses various tools to self-evaluate and make sure they are compliant in the ways they function as a Board. There are seven primary strategies used to assess the Board's effectiveness, including:

- Monitoring the Board's achievement of its policies on an ongoing basis,
- Annual Board effectiveness self-evaluation,
- An external evaluation every three years,
- Board meeting assessment completed bi-annually, last completed in May 2025,
- Integrated Board Strategic Agenda and Work Plan tracking, ongoing,
- Board Governance Scorecard, ongoing quarterly and annual tracking of certain indicators, and
- Annual Board Member profile of competencies and experience, used to by the Executive Committee to support annual committee appointment process and



assign committee appointments appropriately.

For the launch of the 2025 Board Effectiveness Self Evaluation, the Chair described the tool and invited Karen Fryday-Field, Governance Consultant, to share additional details. Board Members are to receive evaluation details via email in November 2025 for the online questionnaire evaluation tool. The tool has been updated to be reflective of current practices in 2025 and continues to be analyzed for statistic validity and reliability, including construct validity and content validity. Results will be discussed and analyzed at December Board meeting.

An opportunity was given for Board Members to ask any questions.

## **2.0 APPROVAL OF MEETING AGENDA**

### **2.1 REVIEW AND APPROVAL OF MEETING AGENDA**

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The Chair asked for a motion to approve the meeting agenda as presented.

**Decision/Motion:**

**MOVED BY P. McLeman / SECONDED BY L. Di Pietro**

**MOTION CARRIED**

**Be it resolved that,**

The Board moves to approve the meeting agenda as presented.

### **2.2 DECLARATION OF CONFLICT OF INTEREST**

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The Chair asked the Board Members to declare any conflicts of interest they may have. No conflicts were declared.

The CMLTO Code of Conduct and Confidentiality Agreement, Conflict of Interest Forms signed by all Board Members have been included in the Board meeting material in pursuit of transparency as per the Ministry of Health College Performance Management Framework (CPMF).

## **3.0 REQUIRED APPROVALS**

### **3.1 APPROVAL OF THE MINUTES OF MAY 26 & 27, 2025 CMLTO BOARD MEETINGS**

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The Chair asked for a motion to approve the minutes of the May 26 & 27, 2025 CMLTO Board Meetings.

The Chair indicated that Board members who had not attended the prior Board meeting, comprised of those who submitted Regrets for one or more meeting dates and those who have joined the CMLTO Board of Directors since the May 2025 Board meeting, would be ineligible to vote on this motion.



***19 Board Members present, 13 voting.***

**Decision/Motion:**

**MOVED BY S. Pant / SECONDED BY G. Broukhanski**

**MOTION CARRIED**

**Be it resolved that,**

The Board moves to approve the Minutes of May 26 & 27, 2025 CMLTO Board Meetings.

**3.2 STATUS OF ACTION ITEMS – MAY 26 & 27, 2025 CMLTO BOARD MEETINGS**

J. Tzountzouris updated the Board Members on the status of the action items from the May 26 & 27, 2025 Board Meetings. All action items as planned have been completed.

**4.0 CONSENT AGENDA**

The Chair asked for a motion to accept the Consent Agenda Items (4.1 – 4.3). The Board Chair explained the process of Consent Agenda items to the Board, ensuring understanding for new Board members.

***19 Board Members present, 18 voting.***

**Decision/Motion:**

**MOVED BY R. Soni / SECONDED BY W. Hewus**

**MOTION CARRIED**

**Be it resolved that,**

The Board moves to approve the Consent Agenda (Agenda items 4.1 – 4.3).

**4.0 Consent Agenda**

**4.1 Statutory Committee Monitoring Reports**

4.1.1 Executive Committee

4.1.2 Inquiries, Reports and Complaints Committee

4.1.3 Registration Committee

4.1.4 Quality Assurance Committee

**4.2 Incidental Briefing Reports**

4.2.1 Board Chair's Incidental Briefing Report

4.2.2 Academic Member's Incidental Briefing Report

**4.3 Consent Agenda Reports**

4.3.1 Board Governance Scorecard (Q2) 2025

4.3.2 May 2025 Board Meeting Effectiveness Evaluation Feedback



- 4.3.3 Governance Modernization Plan: Board Update
- 4.3.4 Updated Board Policy Champion Assignments for 2025 (Related Board Policy: GP IV-60 Board Policy Champion Assignments)
- 4.3.5 2025 CMLTO Board Elections Update
- 4.3.6 Global Diversity, Equity and Inclusion Benchmark Update
- 4.3.7 Incidental Reports from Board and Committee Members Attending External Events:
  - 4.3.7.1 Govern for Impact: Policy Governance Proficiency Program – T. Rix
  - 4.3.7.2 Govern for Impact: Transforming Your Organization's Impact: Governance and Leadership in Action – T. Rix
  - 4.3.7.3 Govern for Impact: Transforming Your Organization's Impact: Governance and Leadership in Action – G. Broukhanski
  - 4.3.7.4 Govern for Impact: Transforming Your Organization's Impact: Governance and Leadership in Action – K. Persad
  - 4.3.7.5 CSMLS LabCon 2025 – M. Costantino
  - 4.3.7.6 Governance Solutions: Not-for-Profit Governance Certificate Program (Self-Paced) – I. Vithana
- 4.3.8 Board Mentor Program Reports to Board (GP IV-130): Lucia Di Pietro – Board Mentor Program Report

## 5.0 GOVERNANCE PROCESS: POLICY IMPLEMENTATION

### 5.1 BOARD REVIEW OF 2025 IBSA WORK PLAN PROGRESS

Governance Consultant K. Fryday-Field presented an overview of the Integrated Board Strategic Agenda tool and a brief review of the Board's achievement with the work plan progress completed to date from the 2025 Integrated Board Strategic Agenda.

The Board was provided with an opportunity to:

- ask any questions about the tool,
- raise any questions about the progress on the work completed to date,
- reflect upon and raise any items which may be strategic gaps or potential additions for Ends,
- raise any items that it may want included as a future agenda item.

Board members raised questions and suggestions, with responses provided by Karen Fryday-Field and J. Tzountzouris.

#### **Board Discussion/Feedback:**

The use of colour-coding to denote progress on this document was raised as a potential access barrier. The R/CEO indicated that the CMLTO will consider ways to improve the accessibility of this document.



**Action Item 5.1:**

CMLTO staff to review the accessibility of the IBSA and colour-coded documents, making changes as necessary to ensure reliable readability.

## 6.0 ENDS POLICY BRIEFING, DEVELOPMENT, AND IMPLEMENTATION

### 6.1 CAMLPR INTEGRATION/ PROFESSIONAL STANDARDS UPDATE

J. Tzountzouris presented an update on the status of The Canadian Alliance of Medical Laboratory Professionals Regulators (CAMLPR) professional standards integration, summarizing activities undertaken since the May Board Meeting.

CAMLPR will be operating under a Policy Governance model and is currently working through developing its policy language. A Memorandum of Understanding, drafted by Julie Macuira, will be presented to the CMLTO Board of Directors for approval in December. Service agreements are already being developed. These structures will support operations and mitigate risks of real or perceived conflicts of interest.

The R/CEO indicated that the official policy from CAMLPR is that all internationally educated MLT candidates will be required to complete the CAMLPR certification examination as of November 30, 2025, and all domestically educated MLT candidates would be required to complete this examination beginning in March 2026.

J. Tzountzouris recognized this has been a fast-moving change for standards with significant impact. Risks continue to be monitored very closely and required actions are taking place to continue moving forward with this transition.

The Board Chair asked the R/CEO to provide a brief summary of CAMLPR, their role within CAMLPR, and the events that have taken place over the past couple of years. The R/CEO provided a high-level summary of CAMLPR, the project which led to these transitions, and of the historical and forthcoming processes for Prior Learning Assessments and Examinations.

Board Members were provided with an opportunity to confirm clarity of this update and ask any questions. J. Tzountzouris addressed all questions with the information available to date and provided insight into the currently foreseeable risks associated with these changes, which they are confident are being mitigated. The R/CEO is dedicated to continued transparency with the Board as these transitions progress.

In response to a question about which other professions have undergone similar transitions, after brief discussion the R/CEO indicated they could prepare an appendix with a more detailed information regarding this topic at the next Board Meeting. Board members indicated this would be helpful.



**Action Item 6.1:**

R/CEO to provide appendix summary of health regulators which have undergone professional standards transitions at the December Board Meeting.

## 6.2 UPDATE ON RATIONALE AND CURRENT STRATEGIES TO ACHIEVE MLA/T REGULATION

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J. Tzountzouris provided the Board with an update on the rationale and current strategies to achieve the regulation of medical laboratory assistants and technicians in Ontario to keep the Board informed of key events that have contributed to, or have affected, the achievement of the overall regulatory initiative.

The strategic outcomes related to this initiative will be reported to the Board through the High-Level Ends Policy monitoring process.

In May, the CMLTO met with the Ministry and discussed the regulatory initiative, providing the Ministry of Health with updates while gauging interest in moving forward with this initiative.

The R/CEO indicated the significant progress with garnering employer support during the reporting period. A survey to employers was launched regarding support for this regulatory initiative. A follow up Focus Group meeting took place to discuss specific support including inclusion of the CMLTO Voluntary Roster as a preferred asset for hiring of MLA/Ts.

There is an upcoming meeting in late September with the Premier's office to discuss the initiative. The CMLTO Board will be informed as any updates take place.

Board Members were given an opportunity to have any questions answered and responses were provided by J. Tzountzouris.

**Action Item 6.2:**

R/CEO to provide summary of this initiative including online resources via email and/or meet with new Board Members to ensure they are adequately informed.

***BREAK (10:32 – 10:47 a.m.)***

T. Rix temporarily departed from the meeting at 10:32 a.m.

***18 Board Members present, 17 voting.***

## 6.3 CMLTO HEALTH HUMAN RESOURCE FRAMEWORK

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J. Tzountzouris addressed the Board with a presentation regarding MLT Health Human Resource Framework, emphasizing the following topics:

- College's Role in HHR
- CMLTO HHR Framework



- Current Initiatives, Impacts & Risks
- Proposed monitoring & reporting framework
- Discussion period

The R/CEO asked the Board to present any questions or comments about the conceptual framework described in the introduction to the College's Role in HHR, leading to generative discussion.

**Board Discussion/Feedback:**

In response to the R/CEO's suggestion that it may be beneficial for the Board to receive quarterly updates for this focus, the Board indicated that a quarterly update would be helpful.

The R/CEO emphasized a renewed focus of the Board's emphasis of Careholder Linkage as one of the foundational pieces of a systemic approach to governance. With the ongoing Careholder Linkage initiative, employers are very engaged.

**Action Item 6.3:**

CMLTO Health Human Resource Framework update to be included in the December Board Meeting agenda.

V. Ufodike temporarily departed from the meeting at 11:00 a.m.

**17 Board Members present, 16 voting.**

**7.0 GOVERNANCE PROCESS: BOARD ORIENTATION / CONTINUING LEARNING**

**7.1 BOARD MEMBER GOVERNING FINANCIAL SKILLS IN THE CONTEXT OF CMLTO'S FINANCIAL MODEL & MONITORING ACCOUNTABILITY**

K. Fryday-Field, Governance Consultant, presented an information session regarding financial knowledge and skills for all Board Members, for their role as a governing board. Learnings emphasized the Board's accountabilities of purpose and strategic direction, organization protection, and assurance to Careholders.

In addition to providing information regarding the CMLTO's financial model, the presentation answered the following questions:

- What is the Board's financial strategic and fiduciary duty?
- Who on the Board is accountable for financial health of CMLTO?
- What are the key components of the Board's financial duties?
- What are the four key questions for Boards to use to successfully lead and protect their organization's financial health?
- What are the tools available to the Board to accomplish its financial duties?

**LUNCH BREAK (12:46 – 1:30 p.m.)**



V. Ufodike rejoined the meeting during the lunch break.

T. Rix rejoined the meeting during the lunch break.

**19 Board Members present, 18 voting.**

## **7.1 BOARD MEMBER GOVERNING FINANCIAL SKILLS IN THE CONTEXT OF CMLTO'S FINANCIAL MODEL & MONITORING ACCOUNTABILITY (CONTINUED)**

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K. Fryday-Field, Governance Consultant, summarized the information provided in the first session and continued the presentation regarding financial knowledge and skills for Board Members and monitoring accountability.

The Board was provided with an opportunity to ask any questions, with responses provided by J. Tzountzouris and K. Fryday-Field.

V. Ufodike temporarily departed from the meeting at 2:01PM.

S. Pant departed the meeting at 2:08PM.

**17 Board Members present, 16 voting.**

## **8.0 EXECUTIVE LIMITATIONS: POLICY REVIEW**

### **8.1 EL II-16 VENDOR RELATIONS – REGULAR REVIEW**

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I. Vithana, Policy Champion, introduced the proposed changes to the Executive Limitations EL II-16 Vendor Relations. This policy underwent regular review in line with the Policy Review Schedule. The proposed policy was circulated to the Board for feedback, with the feedback anchoring discussion points.

During Board discussion, the first sentence of the policy statement was amended to say: "All vendors' proposals and/or offerings will be assessed for alignment with the College of Medical Laboratory Technologists of Ontario (CMLTO)'s strategic purpose and Ends (Critical Outcomes) Policies and for alignment with safeguarding the confidentiality, availability, and integrity of data systems and information" used related to the provision of products and services provided.

#### **Decision/Motion:**

**MOVED BY** W. Hewus / **SECONDED BY** J. Pilzecker

#### **MOTION CARRIED**

##### **Be it resolved that:**

The Board moves to approve the refreshed Executive Limitations Policy EL II-16 Vendor Relations outlined in Figure 1 with friendly amendments as relevant and current.



**Action Item 8.1:**

Executive Limitations Policy EL II-16 Vendor Relations to be updated as per Figure 1, as amended.

**8.2 EL II-10 FINANCIAL HEALTH – SPECIAL REVIEW OF EL II-10 & EL II-11**

J. Tzountzouris presented the proposed new Executive Limitations Policy EL II-10 Financial Health. This proposed policy is the result of a special review following a suggestion which arose during the May Board Meeting to merge two potentially overlapping policies into one comprehensive and streamlined Executive Limitations policy. The proposed policy, EL II-10 Financial Health, would provide operating boundaries to the Registrar & CEO regarding financial leadership and management of CMLTO's financial planning, administration, and overall financial condition.

J. Tzountzouris contributed to the policy rewriting and the draft policy was reviewed by the Governance Specialist, Governance Consultant, as well as circulated to the Policy Champions for the two existing policies EL II-10 and EL II-11, P. McLeman and T. Rix, for feedback. The briefing report for the proposed new policy was then circulated to the Board for review prior to the Board meeting.

**Board Feedback/Discussion:**

- One of the Policy Champions provided feedback and queries regarding ensuring that all aspects of the old policies were included in the new policy, sharing that this process was a struggle.
- The Board raised queries about a specific detail of the proposed policy: the financial limit of \$40,000 for the R/CEO to make an unbudgeted purchase without Board approval. This detail in the proposed policy is consistent with the existing policy EL II-11 Financial Condition.

The R/CEO suggested that the CMLTO could potentially continue with the existing Executive Limitations Policies EL II-10 and EL II-11, deferring the motion at this time, and bringing additional information to the December Board Meeting to facilitate the Board's decision making. The R/CEO suggested the CMLTO could prepare additional information to demonstrate:

- a. That indeed, all policy criteria were incorporated, and,
- b. How many times in past 3 years unbudgeted purchases at a range of price points took place (i.e. detailing X for \$40,000, Y for \$35,000, Z for \$25,000, etc.) and provide any examples of unbudgeted purchases (e.g. HVAC system issue).

**Decision/Motion:**

**MOVED BY P. Curti / SECONDED BY P. McLeman**

**MOTION TABLED**

**Be it resolved that:**



1. The Board moves to approve the new Financial Health Executive Limitations Policy EL II-10 outlined in Figure 1 as relevant and current.
2. The Board moves to rescind the current EL II-10 Financial Planning and Budget Cycle Policy.
3. The Board moves to rescind the current EL II-11 Financial Condition Policy.
4. The Board reassigns policy number EL-10 to the new Financial Health Executive Limitations Policy.

**Decision/Motion:**

**MOVED BY P. Curti / SECONDED BY P. McLeman**

**MOTION CARRIED**

**Be is resolved that:**

The Board moves to table the review of EL II-10 Financial Health and the special review of EL II-10 and EL II-11 until the December 2025 meeting.

**Action Item 8.2:**

- EL II-10 Financial Health – Special Review of EL II-10 and EL II-11 to be added to the December Board Meeting Agenda.
- CMLTO staff to produce additional data to support this policy review, demonstrating:
  - a. That indeed, all policy criteria were incorporated, and,
  - b. How many times in past 3 years unbudgeted purchases at a range of price points took place, including any examples of unbudgeted purchases.

**8.3 EL II-15 ASSET PROTECTION – SPECIAL REVIEW**

P. McLeman, Policy Champion, introduced the proposed revisions to Executive Limitations EL II-15 Asset Protection. This policy is undergoing special review in response to a gap identified during the By-Law Analysis.

The Board was in favour with the proposed revisions to the policy and identified two friendly amendments:

1. Under policy statement #9, to replace the word 'College' with 'CMLTO'.
2. To renumber policy statements 18 and 19 under the 'Information Technology' section to 19 and 20, respectively.

The Board was provided with an opportunity to ask any questions, with answers provided by the R/CEO.

V. Ufodike rejoined the meeting at 3:24PM.

***18 Board Members present, 17 voting.***

**Decision/Motion:**

**MOVED BY J. Pilzecker / SECONDED BY I. Vithana**



### **MOTION CARRIED**

#### **Be it resolved that:**

The Board moves to approve the updated Executive Limitations EL II-15 Asset Protection Policy outlined in Figure 1 with friendly amendments as relevant and current.

#### **Action Item 8.3:**

Executive Limitations Policy EL II-15 Asset Protection to be updated as per Figure 1, as amended.

***BREAK (3:33 – 3:48 p.m.)***

## **9.0 GOVERNANCE PROCESS: POLICY IMPLEMENTATION**

### **9.1 GOVERNANCE OF RISK: COMPLETION OF REFRESHED RISK REGISTER AND ASSESSMENT OF ANY BOARD ACTIONS REQUIRED RELATED TO GOVERNING RISK**

K. Fryday-Field, Governance Consultant, addressed the Board with a summary of the CMLTO Board Risk Register being presented for Board approval, providing a final overview of:

- The purpose of the CMLTO Board Risk Register,
- The updates made to the CMLTO Board Risk Register throughout 2025, and
- The Risk Mitigating Actions for the highest-level-ranked risks, demonstrating the ways in which the CMLTO Board is actively governing these risks.

The Board was provided with an opportunity to ask any questions, with responses provided by the Governance Consultant and R/CEO.

I. Vithana departed from the meeting at 4:00PM.

***17 Board Members present, 16 voting.***

#### **Decision/Motion:**

**MOVED BY P. McLeman / SECONDED BY J. McBane**

### **MOTION CARRIED**

#### **Be it resolved that:**

The Board moves to approve its updated 2025 Risk Register as a current assessment of actual and potential risks facing CMLTO. Further, the Board approves the list of critical risks identified by the Board and the resulting Board Governance of Risk Mitigation Action Plan.

## **9.2 CMLTO GOVERNANCE SCORECARD UPDATE**

J. Tzountzouris addressed the Board with an update regarding the CMLTO Governance Scorecard, seeking Board approval for implementation.



The refreshed approach would produce a quarterly, public-facing scorecard on the CMLTO website, with data prepared by CMLTO staff based on approved indicators and collected via post-meeting surveys to Board Members to capture specific indicators regarding Board Chair and Board Orientation effectiveness. The proposed data would be reviewed by Board Officers to confirm accuracy. An annual Board meeting agenda item would also take place to discuss the CMLTO Governance Scorecard in depth.

The Board was provided with an opportunity to ask any questions, with responses provided by the R/CEO and Governance Consultant.

**Decision/Motion:**

**MOVED BY R. Soni / SECONDED BY J. Pilzecker**

**MOTION CARRIED**

**Be it resolved that:**

The Board approves the refreshed CMLTO Board Governance Scorecard, for implementation starting in 2026.

**Action Item 9.2:**

Updated CMLTO Governance Scorecard to be undertaken as approved.

**10.0 ADJOURNMENT**

There being no further business, the Chair thanked the Board Members for their participation and adjourned the meeting at 4:36 p.m.

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**W. Hewus**  
**Board Member, Public;**  
**Executive Committee Member**

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**John Tzountzouris**  
**Registrar & CEO**



**MINUTES**  
**CMLTO BOARD MEETING**

**Hybrid (In-person / Virtual via Microsoft Teams)**  
Tuesday, September 23, 2025 / 8:30 a.m. – 4:30 p.m.  
Chair: K. Persad, Chair – CMLTO Board of Directors

<b>BOARD MEMBERS:</b>	
<i>PRESENT:</i>	
<u>Professional Board Members</u>	<u>Public Board Members</u>
Karen Persad, Chair	Tammie Rix, Vice-Chair, Public
Janette Aaltonen	Andrew Chan
George Broukhanski	Nathan Clark
Mary Costantino	Walter Hewus
Paula Curti	Peter McLeman
Lucia Di Pietro	Victor Lan
Jessica McBane	Jen Pilzecker
Shweta Pant	Rohini Soni
Imaya Vithana	Vivian Ufodike
Lavern Bourne (Academic Member)	
<i>ABSENT:</i>	
Helen Meaney, Vice-Chair, Professional ( <i>Regrets</i> )	
<b>CONSULTANT/PRESENTER/GUEST:</b>	
Karen Fryday-Field, Governance Consultant, Meridian Edge Management and Governance Consulting (Consultant)	
Colleen Walsh, Ministry of Health (Observer)	
<b>CMLTO STAFF:</b>	
John Tzountzouris, Registrar & CEO	
Maggie Cakar, Governance Specialist	
Chandler Fitzpatrick, Administrator, Corporate Services & Executive Office ( <i>Recorder</i> )	
<i>For a Portion of the meeting:</i>	
Michelle Price, Specialist, Corporate Communications	
Megan MacQuarrie, Senior Director, Regulatory Programs	



## 1.0 WELCOME, INTRODUCTIONS AND CALL TO ORDER

### 1.1 INTRODUCTIONS AND ROLL CALL

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K. Persad, Board Chair, called the meeting to order at 8:39 a.m. and conducted the roll call.

***16 Board Members present, 15 voting.***

## 2.0 APPROVAL OF MEETING AGENDA

### 2.1 REVIEW AND APPROVAL OF MEETING AGENDA

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The Chair asked for a motion to approve the meeting agenda. The R/CEO indicated two changes to the agenda: the addition of an informational update to the Board, and the update that CMLTO Senior Director, Regulatory Programs would be taking the place of the R/CEO for the afternoon portion of today's meeting.

W. Hewus rejoined the meeting at 8:42 a.m.

***17 Board Members present, 16 voting.***

P. Curti arrived at the meeting at 8:44 a.m.

***18 Board Members present, 17 voting.***

**Decision/Motion:**

**MOVED BY I. Vithana / SECONDED BY G. Broukhanski**

**MOTION CARRIED**

**Be it resolved that,**

The the Board moves to approve the meeting agenda as amended.

### 2.2 DECLARATION OF CONFLICT OF INTEREST

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The Chair asked the Board Members to declare any conflicts of interest they may have.

There were no conflicts of interest declared by the Board Members. The Board was reminded that should a conflict arise, it could be declared at any time.

## 3.0 BOARD MONITORING AGENDA – CMLTO ENDS POLICIES

### 3.1 HIGH LEVEL ENDS POLICY 3 – EFFECTIVE REGULATION WITH THE HEALTH SYSTEM: INTERIM REPORT

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J. Tzountzouris presented the High Level Ends Policy 3 – Effective Regulation with the Health System interim Monitoring Report and highlighted the key achievements thus far in the year. A final Monitoring Report will be presented at the December Board meeting.



Board Members were provided with opportunities to ask any questions or provide feedback regarding the format and content of the report.

J. Aaltonen arrived at the meeting at 8:51 a.m.

**19 Board Members present, 18 voting.**

**Board Discussion/Feedback:**

Board Members commented on the extensiveness of the report and one Board Member described it as an “excellent report.”

The Board Chair asked the R/CEO the greatest challenge with this Ends Policy and if any support is required. The R/CEO indicated that maintaining positive relationships with high volumes of far-reaching networks of collaborators and Careholders is a key emphasis of this Ends Policy, which requires diligent focus and effort, and that this does not require further Board support at this time.

**Decision/Motion:**

**MOVED BY R. Soni / SECONDED BY L. Di Pietro**

**MOTION CARRIED**

**Be it resolved that:**

- The Board understands the High Level Ends Policy 3 – Effective Regulation with the Health System Monitoring Report; and
- The data provided gives sufficient evidence to demonstrate that the High Level Ends Policy 3 – Effective Regulation with the Health System is being achieved.

#### **4.0 BOARD MONITORING AGENDA – EXECUTIVE LIMITATIONS**

##### **4.1 EL II-11 FINANCIAL CONDITION POLICY: SURPLUS REPORT**

J. Tzountzouris delivered a presentation on EL II-11 Financial Condition Policy: Surplus for the period of January to December 2024, referring to the 10 Year Historical View of the CMLTO Operating Fund / Unallocated Funds.

J. Tzountzouris indicated that as there was no operating surplus for 2024, therefore there is no need for a plan for investment, and that the CMLTO remains in a very healthy financial position overall.

The Board was provided with an opportunity to ask any questions, with responses provided by J. Tzountzouris. A question was raised regarding the CMLTO fiscal year.

##### **4.2 EL II-11 FINANCIAL CONDITION POLICY**

J. Tzountzouris addressed the Board on the Executive Limitation EL II-11 Financial Condition Policy Monitoring Report for the period of January 1 to June 30, 2025, certifying full compliance with the policy.



The Board was provided with an opportunity to ask any questions, with responses provided by J. Tzountzouris.

**Board Discussion/Feedback:**

The Board affirmed that the report makes sense and is reasonable.

A Board Member inquired about the service providers for Accounting services and Financial Auditing services. The R/CEO indicated that these processes and these divisions of Welch LLP are separate and distinct, with no conflict of interest.

**Decision/Motion:**

**MOVED BY P. Curti / SECONDED BY I. Vithana**

**MOTION CARRIED**

**Be it resolved that:**

The Board moves to approve:

- The Monitoring Report as understandable and that the data provided gives sufficient evidence to demonstrate full compliance with the EL II-11 Financial Condition Policy for the period of January 1 to June 30, 2025.
- The Monitoring Report as understandable and further, that the Registrar & CEO Interpretation of EL II-11 Financial Condition Policy is reasonable, and that the data/evidence provided demonstrate reasonable achievement of the Registrar & CEO Interpretation. The Board confirms this is evidence of successful Registrar & CEO performance in this area.

**4.3 EL II-10 FINANCIAL PLANNING AND BUDGET CYCLE POLICY – PROPOSED 2026 CMLTO BUDGET**

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J. Tzountzouris addressed the Board with the proposed 2026 CMLTO Budget, noting that the budget was developed using a zero-based budgeting process and was based on the key budget assumptions for the coming year. The budget assumptions were provided by email to the Board of Directors on July 7, 2025 and the R/CEO received responses from 100% of Board Members, which are included in the report.

The Board was provided with an opportunity to share any additional questions or feedback, and comprehensive discussion followed.

L. Bourne briefly departed from the meeting at 9:55 a.m.

P. McLeman briefly departed from the meeting at 9:55 a.m.

***17 Board Members present, 16 voting.***

**Board Discussion/Feedback:**

The comprehensive discussion included questions and feedback regarding the following topics:

- Endorsement of the proposed budget and report as “very well managed and well done,”



- The possibility of a Registrant fee increase at some point in the future,
- In relation to other health regulators, the CMLTO registrant fees and the history of fee increases,
- The potential to put more money in short-term investment,
- The perceived sustainability of the proposed budget projections beyond 2026,
- The CMLTO's current staff retirement plan, and utilization of the former retirement plan, pursuant to EL II-25 Human Resources Parameters,
- The 2024 equity analysis for staff salaries, pursuant to EL II-25 Human Resources Parameters,
- Encouragement from the Board Chair to emphasize a risk lens for feedback,
- Governance processes related to an operational decision which was delegated to the R/CEO.

Based on the specific questions on the table, the Governance Consultant suggested further discussion should take place in-camera. The Board tabled the motion to approve the budget and continued their discussion in-camera.

**Decision/Motion:**

**MOVED BY** G. Broukhanski / **SECONDED BY** J. Pilzecker

**MOTION CARRIED**

Be it resolved that,

The Board moves to table Agenda Item 4.3 EL II-10 Financial Planning and Budget Cycle Policy – Proposed 2026 CMLTO Budget.

**4.3b MOTION TO CLOSE THE BOARD MEETING IN ACCORDANCE WITH RHPA  
S.7(2)(D) RE PERSONNEL MATTERS**

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The Board Chair called for a motion to close the meeting to the public.

**MOVED BY** R. Soni / **SECONDED BY** W. Hewus

**MOTION CARRIED**

Be it resolved that,

The meeting move into a closed session for the purpose of discussing personnel matters in accordance with the *RHPA Code*, Section 7. (2)(d).

**4.3c IN-CAMERA DISCUSSION RE: PERSONNEL MATTERS AND RE: R/CEO FEEDBACK:  
EL II-10 FINANCIAL PLANNING AND BUDGET CYCLE POLICY – PROPOSED 2026  
CMLTO BUDGET (*CONFIDENTIAL*)**

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**4.3d MOTION TO OPEN THE BOARD MEETING TO THE PUBLIC**

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The Board Chair called for a motion to reopen the meeting to the public.

**Decision/Motion:**

**MOVED BY** J. McBane / **SECONDED BY** L. Di Pietro



**MOTION CARRIED**

**Be it resolved that,**

The meeting be re-opened to the Public.

**4.3e RISE AND REPORT**

The Chair reported that the Board discussed the Board-CEO relationship aspects related to this agenda item 4.3 EL II-10 Financial Planning and Budget Cycle Policy in closed session.

The Board Chair indicated that the Board was now ready to proceed with the 4.3 EL II-10 Financial Planning and Budget Cycle Policy – Proposed 2026 CMLTO Budget agenda item following a short break.

***BREAK (11:16 – 11:30 a.m.)***

L. Lan remained on break for a few additional minutes.

***18 Board Members present, 17 voting.***

**4.3 EL II-10 FINANCIAL PLANNING AND BUDGET CYCLE POLICY – PROPOSED 2026 CMLTO BUDGET (CONTINUED)**

The Board resumed discussion regarding the proposed 2026 CMLTO Budget. The Board Members were in support of the budget as presented.

**Decision/Motion:**

**MOVED BY** V. Ufodike / **SECONDED BY** G. Broukhanski

**MOTION CARRIED**

**Be it resolved that:**

The Board moves to approve the proposed 2026 Budget as presented.

**4.4 EL II-12 FINANCIAL AUDIT & EXTERNAL AUDITOR POLICY**

J. Tzountzouris addressed the Board on the Executive Limitation EL II-35 Financial Audit & External Auditor Policy Monitoring Report for the period of September 8, 2024 to September 8, 2025 and certified full compliance with the policy.

The R/CEO indicated one area CMLTO could reflect on and do better, regarding implementing a clear process with objective criteria from which the CMLTO could review the auditor process and receive/provide regular feedback. Currently, there is a semi-structured feedback process including the Accountant, R/CEO, Executive Committee, and Board. As a best practice for future cycles, this could take the form of a formal checklist for structuring feedback.

Additionally, the R/CEO suggested the Board could consider a policy review including amending the underlying policy statements with numbering, to support ease of



reporting.

L. Lan returned to the meeting at 11:38p.m.

**19 Board Members present, 18 voting.**

The Board was provided with an opportunity to ask any questions or share feedback.

**Decision/Motion:**

**MOVED BY I. Vithana / SECONDED BY P. McLeman**

**MOTION CARRIED**

**Be it resolved that:**

The Board moves to approve:

- The Monitoring Report as understandable and that the data provided gives sufficient evidence to demonstrate full compliance with the EL II-12 Financial Audit and External Policy for the period of September 8, 2024 – September 8, 2025.
- The Monitoring Report as understandable and further, that the Registrar & CEO Interpretation of EL II-12 Financial Audit and External Policy is reasonable, and that the data/evidence provided demonstrate reasonable achievement of the Registrar & CEO Interpretation. The Board confirms this is evidence of successful Registrar & CEO performance in this area.

**4.5 EL II-25 HUMAN RESOURCES PARAMETERS**

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J. Tzountzouris addressed the Board on their Executive Limitation EL II-25 Human Resources Parameters Monitoring for the period of September 10, 2024 to September 9, 2025 and certified full compliance with the policy.

The R/CEO indicated that within the reporting period, the Occupational Health and Safety Act was extended to include staff's external working locations. As well, the R/CEO highlighted that the HR Policy Manual is a living document and referenced recent discussions with staff such as the visitor policy and refreshed First Aid.

The Board was provided with an opportunity to ask any questions or share feedback with responses provided by the R/CEO.

**Board Discussion/Feedback:**

The Board asked if the anonymous survey for staff is issued annually. The R/CEO indicated is it issued annually, shortly following Annual Staff Orientation.

**Decision/Motion:**

**MOVED BY S. Pant / SECONDED BY J. Pilzecker**

**MOTION CARRIED**

**Be it resolved that:**

The Board moves to approve:



- The Monitoring Report as understandable and that the data provided gives sufficient evidence to demonstrate full compliance with the EL II-25 Human Resources Parameters Policy for the period of September 10, 2024 – September 9, 2025.
- The Monitoring Report as understandable and further, that the Registrar & CEO Interpretation of EL II-25 Human Resources Parameters Policy is reasonable, and that the data/evidence provided demonstrate reasonable achievement of the Registrar & CEO Interpretation. The Board confirms this is evidence of successful Registrar & CEO performance in this area.

#### **4.6 EL II-80 EXECUTIVE SUCCESSION PLAN POLICY**

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J. Tzountzouris addressed the Board on the Executive Limitation EL II-80 Executive Succession Plan Monitoring Report for the period of September 6, 2024 to September 8, 2025 and certified full compliance with the policy.

The R/CEO indicated that following discussion of the Monitoring Report evidence for the reporting period, they would share additional information about the Executive Succession Plan on a go-forward basis, given that one of the staff associated with the Executive Succession Plan will be on leave during the next reporting period.

The Board was provided with an opportunity to ask any questions or ask feedback.

##### **Board Discussion/Feedback:**

For the upcoming reporting period, Board Members asked questions regarding an upcoming staff leave and the R/CEO's approach to staff coverage. Regarding the distribution of workload and tasks, the R/CEO provided a few examples of how job responsibilities would be managed by the R/CEO and the Manager, Regulatory Programs. Regarding their specific strategic approach to staff coverage, the R/CEO indicated that their response to this question could be shared during closed session, and committed to sharing a response during the closed session 6.1 Agenda Item.

##### **Decision/Motion:**

**MOVED BY V. Ufodike / SECONDED BY R. Soni**

##### **MOTION CARRIED**

##### **Be it resolved that:**

The Board moves to approve:

- The Monitoring Report as understandable and that the data provided gives sufficient evidence to demonstrate full compliance with the EL II-80 Executive Succession Plan Policy for the period of September 6, 2024 – September 8, 2025.
- The Monitoring Report as understandable and further, that the Registrar & CEO Interpretation of EL II-80 Executive Succession Plan Policy is reasonable, and that the data/evidence provided demonstrates reasonable achievement of the Registrar & CEO Interpretation. The Board confirms this is evidence of successful Registrar & CEO performance in this area.



## 5.0 MOTION TO CLOSE THE MEETING

### 5.1 MOTION TO CLOSE THE BOARD MEETING IN ACCORDANCE WITH RHPA S.7(2)(D) RE PERSONNEL MATTERS

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The Board Chair called for a motion to close the meeting to the public for the purpose of discussing personnel matters.

**Decision/Motion:**

**MOVED BY P. Curti / SECONDED BY S. Pant**

**MOTION CARRIED**

**Be it resolved that,**

The meeting moved into a closed session for the purpose of discussing personnel matters in accordance with the *RHPA Code*, Section 7. (2)(d).

## 6.0 BOARD MONITORING AGENDA OF REGISTRAR & CEO – CMLTO ENDS & EXECUTIVE LIMITATIONS POLICIES (*CONFIDENTIAL*)

### 6.1 BOARD PERFORMANCE FEEDBACK TO REGISTRAR & CEO REGARDING POLICIES MONITORED AT THE SEPTEMBER MEETING (*CONFIDENTIAL*)

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### 6.2 REGISTRAR & CEO INCIDENTAL BRIEFING / ENVIRONMENTAL SCAN REPORT (*CONFIDENTIAL*)

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### 6.3 BOARD CHAIR'S REPORT ON MID-YEAR R/CEO PERFORMANCE DISCUSSION (*CONFIDENTIAL*)

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### 6.4 REGISTRAR & CEO PERFORMANCE TRACKING THROUGH MONITORING REPORTS (*CONFIDENTIAL*)

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## 7.0 MOTION TO REOPEN BOARD MEETING

### 7.1 MOTION TO OPEN THE BOARD MEETING TO THE PUBLIC

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The Board Chair called for a motion to open the meeting to the public.

**Decision/Motion:**

**MOVED BY J. Pilzecker / SECONDED BY P. Curti**

**MOTION CARRIED**

**Be it resolved that,**

The meeting be re-opened to the Public.

## 8.0 RISE AND REPORT



## 8.1 REPORT ON MATTERS DISCUSSED IN CLOSED MEETING

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The Chair reported that the Board addressed the following agenda items during the closed session:

- Board Performance Feedback to Registrar & CEO Regarding Policies Monitored at the September Meeting
- Registrar & CEO Incidental Briefing / Environmental Scan Report
- Board Chair's Report on Mid-Year Registrar & CEO Performance Discussion
- Registrar & CEO Performance Tracking Through Monitoring Reports

### **LUNCH BREAK (12:52 – 1:32 p.m.)**

V. Ufodike temporarily departed the meeting at 1:00p.m.

**18 Board Members present, 17 voting.**

M. Price joined the meeting for Agenda Item 9.1 "The CMLTO 2024 and 2025 Ongoing Perpetual Board / Careholdership Linkage / Engagement Plan Update."

## 9.0 BOARD LINKAGE AGENDA

### 9.1 THE CMLTO 2024 AND 2025 ONGOING PERPETUAL BOARD / CAREHOLDERSHIP LINKAGE / ENGAGEMENT PLAN

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M. Price, Corporate Communications Specialist, addressed the Board with a presentation reporting on outcomes from the Careholder Linkage Plan during the period of May to September 2025. The presentation provided an overview of ongoing linkage initiatives with each Careholder group and highlighted cross-cutting themes from the engagement. During the May to September 2025 period, the focuses were ongoing outreach, engagement, and gathering input, with the CMLTO continuing to engage with Careholders via the Annual Report, CMLTO Blog, Employer Newsletter, FOCUS Newsletter, CMLTO Social Media accounts, media collaboration, and Focus Group sessions.

The Board was provided with an opportunity to ask questions or provide feedback, with responses provided by the Corporate Communications Specialist.

#### **Board Discussion/Feedback:**

A Board Member commended M. Price stating that "Your linkage strategies have really been better than anything we've ever seen at the College so I really applaud you for what you're doing." The Board Chair reiterated that this is an excellent initiative that the Board has directed for perpetual engagement, thanking the Corporate Communications Specialist for their support with these priorities and highlighting that the information is very helpful for guiding the Board's strategic priorities.

Feedback was shared that within the Employer Focus Group, employers who were hesitant to support the regulation of MLATs were primarily located in GTA and cited



concerns that supporting regulation of MLATs could hinder colleagues located in Northern Ontario. Employer representatives from the North had shared the feedback that in their opinion, it would be helpful and not a hindrance. This was particularly interesting to the Board Member facilitating this group.

## 10.0 GOVERNANCE PROCESS: POLICY IMPLEMENTATION

### 10.1 CMLTO BOARD COMPETENCY FRAMEWORK IMPLEMENTATION PLAN STEP 2: DEVELOPING SPECIFIC CRITERIA FOR EACH COMPETENCY IN THE CMLTO BOARD COMPETENCY AND LEADER CHARACTERISTICS PROFILE

K. Fryday-Field, Governance Consultant, on behalf of K. Fryday-Field and M. Cakar, CMLTO Governance Specialist, presented an overview of the CMLTO Board Competency Framework development process alongside its Implementation Plan featuring the key implementation steps and timelines.

In December 2023, the Board of Directors approved the CMLTO Board Competency Framework and accompanying Board Competency and Leader Characteristics Profile as reasonable and relevant, recognizing that details would continue to evolve over time. Throughout 2024, the Board reviewed, discussed, and refined the framework and profile. In May 2024, revisions were approved to clarify which items were competencies and which were leadership characteristics. At the September 2024 meeting, the Board received the final framework and profile and endorsed the Competency Framework Implementation Plan.

In February 2025, the Board approved the revised GP IV-40 CMLTO Board Composition and Leadership Continuity Policy, aligning the competency framework with the Board's recruitment, nomination, election, and appointment processes.

The May and September 2025 deliverables were being brought forward together in September. To support both steps, *Appendix 2 – Contrasting Board Behaviours Connected with Desired Board Competencies and Characteristics* has been developed as a practical tool for applying the framework.

The CMLTO Board of Directors was asked to review and approve the *Appendix 2 – Contrasting Board Behaviours Connected with Desired Board Competencies and Characteristics* as part of the CMLTO Board Competency Framework. Significantly, this included approving its application in the development of the competency assessment scale for use in the 2026 Elections process. The document outlines specific characteristics and competencies with definitions, detailing the behaviours associated with each competency and characteristic "if present" and "if absent."

The approval of this document and its application in the 2026 Elections process signifies the College's continued dedication to fostering strong, effective governance in service of the public interest.



The Board was provided with an opportunity to ask any questions or share feedback.

**Board Discussion/Feedback:**

- The Board asked if any self-assessments would be measured on a scale, or if they would be measured on a 'yes/no' or 'present/absent' basis. The Governance Consultant indicated it would likely be measured on a scale.
- One Board member stated "Wow" and shared that they think this is achievable and that this approach would certainly help the CMLTO to recruit Board Members with the desired competencies.
- The Board Chair asked if it were correct to assume that while any individual would most likely not be ranking at the top of the scale on all competencies, the Board as a whole may. The Governance Consultant agreed that yes, the Board composition as a collection of individuals may rank at top of scale across all competencies, while raising the important distinction between the Board as individuals and the Overall Board as a functioning organism.
- The Board asked whether the Public Appointments Secretariat would be able to fulfill this. The Governance Consultant indicated that presently, the PAS is aware of the framework and endorses the CMLTO sharing as much information as possible on the CMLTO website, with further engagement to come.
- A typo was identified on page 471 of the meeting package (Appendix 2 page 21 of 26), under point 8, If Absent section: 'divers.' This is to be corrected.

**Decision/Motion:**

**MOVED BY** J. Pilzecker / **SECONDED BY** G. Broukhanski

**MOTION CARRIED**

**Be it resolved that,**

The Board approve ***Appendix 2 – Contrasting Board Behaviours Connected with Desired Board Competencies and Characteristics*** as part of the CMLTO Board Competency Framework, and that it be used in the development of the competency assessment scale for use in the 2026 election process.

**Action Item 10.1:**

***Appendix 2 – Contrasting Board Behaviours Connected with Desired Board Competencies and Characteristics*** to be incorporated into CMLTO Board Competency Framework and to be used in the development of a competency assessment scale for use in the 2026 Elections process.

***BREAK (2:35 – 2:45 p.m.)***

W. Hewus departed from the meeting at 2:40 p.m.

***17 Board Members present, 16 voting.***



## 11.0 BOARD MONITORING OF BOARD POLICY COMPLIANCE

### 11.1 GP IV-10 BOARD MEMBER JOB DESCRIPTION POLICY

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P. Curti, Policy Champion, presented an overview of the Governance Process Policy GP IV-10 Board Member Job Description Policy Monitoring Report, certifying full compliance with the policy.

**Board Discussion/Feedback:**

A Board Member raised the question of whether the Board would wish to amend the motion or continue to state “full compliance” due to the evidence for one indicator. The Policy Champion and other Board Members responded that as full compliance was met on that indicator through a gradual process within the reporting period, they were comfortable concluding “full compliance” without revising the motion.

**Decision/Motion:**

**MOVED BY** G. Broukhanski / **SECONDED BY** P. McLeman

**MOTION CARRIED**

**Be it resolved that,**

The evidence provided demonstrates that overall Board has been fully compliant with its Governance Process Policy GP IV-10 Board Member Job Description Policy.

### 11.2 GP IV-15 ROLE OF BOARD OFFICERS POLICY

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P. Curti, Policy Champion, presented an overview of the Governance Process Policy GP IV-15 Role of Board Officers Policy Monitoring Report, certifying full compliance with the policy.

Board Members were provided with an opportunity to ask any questions.

V. Ufodike returned to the meeting at 2:58p.m.

***18 Board Members present, 17 voting.***

**Decision/Motion:**

**MOVED BY** L. Bourne / **SECONDED BY** R. Soni

**MOTION CARRIED**

**Be it resolved that:**

The evidence provided demonstrates that overall Board has been fully compliant with its Governance Process Policy GP IV-15 Role of Board Officers Policy.

### 11.3 GP IV-35.10 DEVELOPING AND MAINTAINING THE BOARD POLICIES POLICY

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L. Di Pietro, Policy Champion, presented an overview of the Governance Process Policy GP IV-35.10 Developing and Maintaining the Board Policies Monitoring Report, certifying full compliance with its policy.



Board Members were provided with an opportunity to ask any questions.

**Decision/Motion:**

**MOVED BY J. McBane / SECONDED BY G. Broukhanski**

**MOTION CARRIED**

**Be it resolved that,**

The evidence provided demonstrates that overall Board has been fully compliant with its Governance Process Policy GP IV-35.10 Developing and Maintaining the Board Policies Policy.

**11.4 GP IV-45.05 BOARD MEETING PROCESS AND MINUTES POLICY**

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P. Curti, Policy Champion, presented an overview of the Governance Process Policy GP IV-45.05 Board Meeting Process and Minutes Policy Monitoring Report, certifying full compliance with its policy.

In the Monitoring Report and presentation, the Policy Champion had raised the concern that the potential for harm if items were to be addressed in Open Session is not addressed when going into Closed or In-Camera sessions was not being adequately addressed. This was discussed in depth, and the overall Board came to the conclusion that it was in full compliance with the requirement.

**Board Discussion/Feedback:**

A Board Member asked the Policy Champion if there was anything specific that could be added to the motions to ensure the perceived 'missing piece' is accounted for and full compliance is achieved. The Policy Champion was seeking for the "why" to be specifically addressed while providing minimal information.

Some Board Members expressed the belief that the existing process did provide 'enough' context of the potential for harm or specificity of reasoning by referencing the code. The Rise and Report function was also referenced as a way of ensuring transparency to the public.

K. Fryday-Field, Governance Consultant, provided additional examples of reasons a Board meeting would need to move into closed session: discussions of Legal matters, Personnel matters, Financial matters, Strategic matters, etc.. They also anchored the concept that in the CMLTO Board policy, where it mentions providing an indication of the harm that could be addressed, what it would mean is the category of harm described in the language from the underlying legislation, e.g. financial matters or e.g. personnel matters. Therefore, K. Fryday-Field concluded that what is currently in operation meets the requirements of the policy without providing too much information which could create additional risks.

M. MacQuarrie, Senior Director, Regulatory Programs, indicated that there are 6



categories in the underlying legislation regarding exclusion of the public, which are simple, clear, and correct to follow.

The Board Chair proposed to continue the existing process, overturn the partially compliant measure on this report and consider it full compliance, with the commitment to add additional categories if they would apply to the agenda items in question in future scenarios. The Board was in agreement.

**Decision/Motion:**

**MOVED BY** I. Vithana / **SECONDED BY** S. Pant

**MOTION CARRIED**

**Be it resolved that,**

The evidence provided demonstrates that overall Board has been fully compliant with its Governance Process Policy GP IV-45.05 Board Meeting Process and Minutes Policy.

L. Di Pietro departed the meeting at 3:55 p.m.

R. Soni departed the meeting at 3:55 p.m.

I. Vithana departed the meeting at 3:57 p.m.

***15 Board members present, 14 voting.***

### **11.5 GP IV-130 BOARD MENTOR PROGRAM POLICY**

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S. Pant, Policy Champion, presented an overview of the Governance Process Policy GP IV-130 Board Mentor Program Policy Monitoring Report, certifying full compliance with its policy.

**Board Discussion/Feedback:**

Board Members asked questions about mentor pairing processes and shared their onboarding experiences, including challenges, from historical and new Board Members. It was described that new Board Member orientation processes and the mentorship program have continued to develop and folks who joined the CMLTO Board of Directors more recently felt quite supported in the transition to their role.

**Decision/Motion:**

**MOVED BY** P. Curti / **SECONDED BY** J. Pilzecker

**MOTION CARRIED**

**Be it resolved that,**

The evidence provided demonstrates that overall Board has been fully compliant with its Governance Process Policy GP IV-130 Board Mentor Program Policy.

### **11.6 GP IV-141 APPROVED COURSE OF STUDY IN MEDICAL LABORATORY TECHNOLOGY FOR CMLTO REGISTRATION POLICY**

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L. Bourne, Policy Champion, presented an overview of the Governance Process Policy GP IV-141 Approved Course of Study in Medical Laboratory Technology for CMLTO



Registration Policy Monitoring Report, certifying full compliance with its policy.

**Board Discussion/Feedback:**

One Board Member asked whether the policy would be updated as registration processes shift with the Prior Learning Assessment and Examination processes through CAMLPR. The Policy Champion indicated that 'hopefully' the policy would be revisited, and, that as CAMLPR would still fall under the EQual Accreditation as the body with jurisdiction to credit programs, they do not anticipate a lot of policy changes would take place.

**Decision/Motion:**

**MOVED BY** G. Broukhanski / **SECONDED BY** J. Aaltonen

**MOTION CARRIED**

**Be it resolved that,**

The evidence provided demonstrates that overall, the Board has been fully compliant with its Governance Process Policy GP IV-141 Approved Course of Study in Medical Laboratory Technology for CMLTO Registration Policy.

V. Ufodike departed the meeting at 4:20 p.m.

***14 Board members present, 13 voting.***

**11.7 GP IV-150 BOARD MEMBER USE OF SOCIAL MEDIA**

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J. McBane, Policy Champion, presented an overview of the Governance Process Policy GP IV-150 Board Member Use of Social Media Monitoring Report, certifying full compliance with its policy. The Policy Champion evaluated the policy criteria based on a lack of evidence of non-compliance incidents.

**Board Discussion/Feedback:**

The Policy Champion suggested that an evaluation mechanism might be beneficial for future compliance monitoring, such as a self-reporting survey or more concrete mechanism than employing a lack of non-compliance reports as equivalent to compliance. They suggested perhaps a checklist of defined guidelines or a self-report survey for compliance. They also referenced a broader concept of polarizing hot topics on social media wherein responding back or providing input, while not on behalf of the Board/CMLTO, could nonetheless conflict with some of the CMLTO's value system.

Additional suggestions from the broader Board included ensuring this policy is included in orientation/onboarding processes, the Policy Champion getting in touch with CMLTO Corporate Communications Specialist M. Price for feedback or reporting data, and providing the guidelines sheet used for CMLTO Registrants to the Board.

**Decision/Motion:**

**MOVED BY** L. Bourne / **SECONDED BY** J. Pilzecker



**MOTION CARRIED**

**Be it resolved that,**

The evidence provided demonstrates that overall Board has been fully compliant with its Governance Process Policy GP IV-150 Board Member Use of Social Media Policy.

**Action Item 11.7:**

Board of Directors to be provided with the social media guidelines resource provided to CMLTO Registrants.

**11.8 INFORMATION TO BOARD: APPOINTMENT OF NEW CMLTO BOARD MEMBERS TO CMLTO STATUTORY COMMITTEES**

K. Persad informed the Board that on September 23, 2025, the Executive Committee approved 2025 CMLTO Statutory Committee Appointments for new CMLTO Public Board Members, as follows:

- Andrew Chan has been appointed to the 2025 Discipline Committee,
- Victor Lan was appointed to the 2025 Patient Relations Committee,
- Nathan Clark was appointed to the 2025 Quality Assurance Committee.

**12.0 ADJOURNMENT**

The Board Chair reminded the Board of:

1. The upcoming special Board meeting in November to discuss the outcomes of the external evaluation of Board effectiveness and receive a special presentation about Artificial Intelligence,
2. The upcoming regular Board meeting in December,
3. The launch of self-effectiveness evaluation in late November following the Board meeting on November 21, 2025.

There being no further business, the Chair thanked the Board Members for their participation and adjourned the meeting at 4:35 p.m.

**Tammie Rix**  
Vice-Chair, Public

**John Tzountzouris**  
Registrar & CEO