



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

**Hybrid (In-person / Virtual via Microsoft Teams)**  
Monday, December 8, 2025 / 9:00 a.m. – 5:15 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
George Broukhanski, Interim Vice-Chair, Professional	Andrew Chan
Janette Aaltonen	Nathan Clark
Mary Costantino	Walter Hewus
Lucy Di Pietro	Victor Lan
Jessica McBane	Jen Pilzecker
Shweta Pant	Rohini Soni
Imaya Vithana	Peter McLeman
Lavern Bourne (Academic Member)	
<i>REGRETS:</i>	
Paula Curti	Vivian Ufodike
<b>CONSULTANT/PRESENTER/GUEST:</b>	
Karen Fryday-Field, Governance Consultant, Meridian Edge Management and Governance Consulting (Consultant)	
Alexandra (Sandra) Matushenko, Steinecke Maciura LeBlanc (Consultant)	
<b>CMLTO STAFF:</b>	
John Tzountzouris, Registrar & CEO	
Maggie Cakar, Governance Specialist	
Chandler Fitzpatrick, Administrator, Corporate Services & Executive Office (Recorder)	



## 1.0 WELCOME, INTRODUCTIONS AND CALL TO ORDER

### 1.1 INTRODUCTIONS AND ROLL CALL

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K. Persad, Chair, called the meeting to order at 9:05 a.m. and conducted the roll call.

*15 Board Members present, 14 voting.*

### 1.2 WELCOME AND LAND ACKNOWLEDGEMENT

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

### 1.3 BOARD POLICY MANUAL UPDATE

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J. Tzountzouris informed the Board Members that the CMLTO Board Policy Manual was updated after the September Board meeting.

### 1.4 2025 BOARD EFFECTIVENESS SELF-EVALUATION: MEETING EVALUATION PROCESS

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The Chair provided an overview of the in-meeting self-evaluation process, completed twice per year, in May and December for 2025. Andrew Chan and Imaya Vithana will be monitoring the December Board meeting and evaluating the meeting in relation to the monitoring criteria.

## 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 N. Clark**

**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.

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

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 CONSENT AGENDA**

#### **3.1.1 APPROVAL OF THE MINUTES OF SEPTEMBER 22 & 23, 2025 CMLTO BOARD MEETINGS**

The Chair asked for a motion to approve the minutes of the September 22 & 23, 2025 CMLTO Board Meetings.

**Decision/Motion:**

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

**MOTION CARRIED**

**Be it resolved that,**

The Board moves to approve the Minutes of September 22 & 23, 2025 CMLTO Board Meetings.

#### **3.1.2 STATUS OF ACTION ITEMS – SEPTEMBER 22 & 23, 2025 CMLTO BOARD MEETINGS**

J. Tzountzouris updated the Board Members on the status of the action items from the September 22 & 23, 2025 Board Meetings. The R/CEO mentioned that two action items remained outstanding and would be completed following the December Board meeting. Otherwise, all action items as planned have been completed or are on track for completion following the December Board meeting.

### **3.2 – 3.4 CONSENT AGENDA ITEMS**

The Chair asked for a motion to accept the Consent Agenda Items (3.2 – 3.4).

**Decision/Motion:**

**MOVED BY** L. Di Pietro/ **SECONDED BY** G. Broukhanski

**MOTION CARRIED**

**Be it resolved that,**

The Board moves to approve the Consent Agenda (Agenda items 3.2 – 3.4).

#### **3.0 Consent Agenda**

##### **3.2 Statutory Committee Monitoring Reports**

- 3.2.1 Executive Committee
- 3.2.2 Fitness to Practise Committee
- 3.2.3 Inquiries, Complaints & Reports Committee
- 3.2.4 Quality Assurance Committee
- 3.2.5 Registration Committee
- 3.2.6 Patient Relations Committee



### **3.3 Incidental Briefing Reports**

- 3.3.1 Board Chair's Incidental Briefing Report
- 3.3.2 Academic Member's Incidental Briefing Report

### **3.4 Consent Agenda Reports**

- 3.4.1 Board Governance Scorecard (Q3) 2025
- 3.4.2 Governance Modernization Plan: Board Update
- 3.4.3 2025 CMLTO Board Elections Report
- 3.4.4 Updated Board Policy Champion Assignments for 2025 (Related Board Policy: GP IV-60 Board Policy Champion Assignments)
- 3.4.5 Update on current strategies to achieve MLA/T regulation
- 3.4.6 CAMLPR Integration/ Professional Standards Update
- 3.4.7 CMLTO Health Human Resource Framework report
- 3.4.8 2025 CMLTO Statutory Committee Evaluation report
- 3.4.9 Incidental Reports from Board and Committee Members Attending External Events:
  - 3.4.9.1 HPRO: Discipline Orientation Workshop Basic Session – S. Cote Girard
  - 3.4.9.2 HPRO: Discipline Orientation Workshop Basic Session – L. Lindner
  - 3.4.9.3 HPRO: Discipline Orientation Workshop Basic Session – M. Basiri
  - 3.4.9.4 HPRO: Discipline Orientation Workshop Advanced Session – T. Garshowitz-Dong

## **4.0 GOVERNANCE PROCESS: POLICY IMPLEMENTATION**

Alexandra (Sandra) Matushenko of Steinecke Maciura LeBlanc arrived at the meeting at 9:14 a.m.

### **4.1 NOMINATION OF CANDIDATES FOR 2026 BOARD OFFICER POSITIONS REPORT (CMLTO BY-LAW, S. 4.2.3 & SCHEDULE 1)**

In accordance with the CMLTO By-Law / Section 4.2.3 (Election of Board Officers), an election of Board Officers for 2026 will be held at the December Board meeting.

A memo was sent to Board Members on October 17, 2025, requesting that nominations for the 2025 Board Officer positions be submitted to the College by the deadline date of November 8, 2025.

No nominations were received for the Board Chair position by the deadline, nominations for all 2026 CMLTO Board Officer positions were reopened, with a new deadline of November 23, 2025, in accordance with Schedule 1 of the CMLTO By-Law, which provides that nominations shall be received not less than fifteen (15) days prior to the last regular Board meeting.



J. Tzountzouris summarized the Briefing Report and nominations, sharing that two nominations were received for the three positions by the extended deadline, as follows:

- No nominations were received for the position of Board Chair,
- For the position of Vice Chair, Professional:
  - Nominee: George Boukhanski  
Nominated by: Jen Pilzecker  
Seconded by: Tammie Rix, Imaya Vithana,
- For the position of Vice Chair, Public:
  - Nominee: Tammie Rix  
Nominated by: Rohini Soni  
Seconded by: George Broukhanski.

The processes pertaining to the nomination of the Chair and Vice-Chairs have been completed in compliance with the CMLTO By-Law / Section 4.2.3 Election of Board Officers.

Pending the motions for these items, there being no other nominations, these individuals would be elected to the Vice-Chair positions by acclamation.

#### **4.2.1 ELECTION OF 2026 BOARD CHAIR**

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A motion was read regarding the election of the 2026 Board Chair.

Sandra Matushenko, SML, summarized the election process for this position and circumstance, referencing the CMLTO By-Law:

No nominations were received for the position of Board Chair.

The current Board Chair, Karen Persad's second consecutive term concludes on December 31, 2025. In accordance with the CMLTO By-Law Section 4.2.2 (Term of Office of Board Officers): *"The Chair may serve a maximum of two consecutive one-year terms."*

Under Section 4.2.3 (Election of Board Officers) and Schedule 1 – Process for Election of Board Officers, the election of Board Officers is to take place at the last regular Board meeting of the year. However, Schedule 1 provides that: *"If such an election of Board Officers is not held, the Chair and two Vice-Chairs shall continue in office until their successors are elected."*

Because no nominations were received by the extended deadline for the 2026 Board Chair position, an election for the Board Chair position cannot be held at the December 2025 Board meeting.



In these circumstances, Schedule 1 to the CMLTO By-Law contemplates that the Chair will continue in office until a successor is elected, to ensure continuity of Board leadership and the orderly functioning of meetings.

Per section 4.2.3 of the CMLTO By-Law, Board Officers, including the Chair, are to be elected at the last regular Board meeting of the year. The next Board Officer election will occur at the last Board meeting of 2026.

Accordingly, pursuant to Schedule 1, the current Chair may continue in office until such time as a successor is elected at the next Board Officer election. This continuation would not result from a nomination or election. Rather, this is a required interim measure to ensure continued governance in exceptional circumstances where a Board Chair election cannot take place because no nominations were received.

The Board had an opportunity to raise any questions and discuss any feedback regarding this circumstance, with responses provided by the J. Tzountzouris, the Board Chair, and the Governance Consultant.

I. Vithana joined the meeting at 9:15 a.m., during the discussion.

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

**Decision/Motion:**

**MOVED BY** G. Broukhanski / **SECONDED BY** A. Chan

**MOTION CARRIED**

**Be it resolved that:**

In the absence of nominations for the position of 2026 CMLTO Board Chair, the election of the Board Chair cannot be held; and in accordance with Schedule 1 of the CMLTO By-Law, the current Chair continue in office effective January 1, 2026, until a successor is elected, and that such continuation does not constitute a third consecutive term under Section 4.2.2 of the CMLTO By-Law.

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**4.2.2 ELECTION OF 2026 BOARD VICE CHAIR – PROFESSIONAL**

T. Rix, Vice-Chair, Public, read the motion for the election of the 2026 Board Vice-Chair, Professional.

Sandra Matushenko, SML, summarized the election process for this position and circumstance, stating that one nomination was received and was heard by the Board for this position, and in this case the nominee would be elected by acclamation.

The Board had an opportunity to raise any questions and discuss any feedback regarding this circumstance.

**Decision/Motion:**

**MOVED BY** P. McLeman / **SECONDED BY** W. Hewus



**MOTION CARRIED**

**Be it resolved that:**

The Board moves to accept the election of George Broukhanski as Vice-Chair, Professional for 2026, by acclamation.

G. Broukhanski briefly addressed the Board.

**4.2.3 ELECTION OF 2026 BOARD VICE CHAIR – PUBLIC**

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G. Broukhanski, Interim Vice-Chair, Professional, read the motion for election of the 2026 Board Vice-Chair, Public.

Sandra Matushenko, SML, summarized the election process for this position and circumstance, stating that one nomination was received and was heard by the Board for this position, and in this case the nominee would be elected by acclamation.

The Board had an opportunity to raise any questions and discuss any feedback regarding this circumstance.

**Decision/Motion:**

**MOVED BY R. Soni / SECONDED BY P. McLeman**

**MOTION CARRIED**

**Be it resolved that:**

The Board moves to accept the election of Tammie Rix as Vice-Chair, Public for 2026, by acclamation.

Alexandra (Sandra) Matushenko of Steinecke Maciura LeBlanc departed the meeting at 9:31 a.m.

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

**5.1 CMLTO GOVERNANCE APPROACH: POLICY GOVERNANCE FRAMEWORK /  
SYSTEM MODULE 5 – BOARD ROLE / DYNAMICS / CULTURE / DEVELOPMENT**

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K. Fryday-Field presented a summary of concepts related to board role, dynamics, and culture and applied these concepts using a case example story.

K. Fryday-Field asked the Board for their reactions to and thoughts regarding the case study story.

The Board discussed the case discussions presented by K. Fryday-Field in four groups, then reported out their findings to the overall Board:

- Group 1 – Board Chair Leadership & Character
- Group 2 – Decision-Making Discipline & Courage
- Group 3 – Board Culture & Emotional Regulation



- Group 4 – Whole-Board Shared Responsibility

The session emphasized the importance of continually fostering a Board culture with effective group dynamics as well as the need to make decisions as an overall Board, employing the roles of Board members and the Board Chair as needed and focusing on 'the question at hand' to ensure functionality.

J. Pilzecker joined the meeting at 10:25 a.m.

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

***BREAK (11:16 – 11:33 a.m.)***

## **5.2 REVIEW OF 2025 BOARD EFFECTIVENESS SELF-EVALUATION & INDIVIDUAL BOARD MEMBER ASSESSMENT: ANALYSIS, GENERATIVE DISCUSSION, AND POTENTIAL ACTIONS**

K. Fryday-Field, Governance Consultant, summarized the Board Effectiveness Self-Evaluation processes and presented the high-level summary of feedback of the 2025 Board Effectiveness Results for the Full Board Effectiveness Self-Evaluation. In 2025, 19 / 19 (100%) of Board Members responded to the self-evaluation request. The raw feedback totalled approximately 200 pages of data.

K. Fryday-Field provided a high-level summary of the document and its components:

- Part A – Background, Methodology
- Part B – Summary of Feedback
- Appendix 1 – Data Overview

K. Fryday-Field provided a high-level summary of the results and invited the Board to read through the report in depth prior to the discussion session tomorrow.

Board Members were given opportunities to have any questions regarding the structure or the content of the assessment analysis addressed.

***LUNCH BREAK (12:08 – 12:50 p.m.)***

## **6.0 BOARD MONITORING AGNEDA – CMLTO ENDS POLICIES**

### **6.1 HIGH LEVEL ENDS POLICY 1 – PUBLIC TRUST IN HEALTH PROFESSIONS REGULATION**

J. Tzountzouris presented the monitoring report on High Level Ends Policy 1 – Public Trust in Health Professions and highlighted the key achievements of the year.

The Board was provided with an opportunity to ask questions or provide feedback about the report, with responses provided by the R/CEO.



S. Pant departed the meeting at 1:09 p.m.  
**16 Board Members attending, 15 voting.**

**Decision/Motion:**

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

**MOTION CARRIED**

**Be it resolved that:**

- The Board understands the High Level Ends Policy 1 – Public Trust in Health Professions Regulation Monitoring Report; and
- The data provided gives sufficient evidence to demonstrate that the High Level Ends Policy 1 – Public Trust in Health Professions Regulation is being achieved.

**6.2 HIGH LEVEL ENDS POLICY 2 – ACCOUNTABLE PROFESSIONALS**

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J. Tzountzouris presented the monitoring report on High Level Ends Policy 2 – Accountable Professionals and highlighted the key achievements of the year.

The Board was provided with an opportunity to ask questions or provide feedback about the report, with responses provided by the R/CEO.

**Decision/Motion:**

**MOVED BY L. Bourne / SECONDED BY P. McLeman**

**MOTION CARRIED**

**Be it resolved that:**

- The Board understands the High Level Ends Policy 2 – Accountable Professionals Monitoring Report; and
- The data provided gives sufficient evidence to demonstrate that the High Level Ends Policy 2 – Accountable Professionals is being achieved.

**6.3 HIGH LEVEL ENDS POLICY 3 – EFFECTIVE REGULATION WITH THE HEALTH SYSTEM: UPDATED FROM SEPTEMBER BOARD MEETING**

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J. Tzountzouris presented the monitoring report on High Level Ends Policy 3 – Effective Regulation with the Health System monitoring report and highlighted the key achievements of the year.

The Board was provided with an opportunity to ask questions or provide feedback about the report, with responses provided by the R/CEO.

**Board Feedback/Discussion:**

- Two typos were identified on page 159 of the meeting package:
  1. Under *Measure 3.1.1.2.3b* – within the *Actual Results* column, where the report states “MLT” it was meant to state “VRA”.
  2. Under *Measure 3.1.1.2.5a* – within the *Ends Achievement (To-Date)* column, where the report states “200%” it was meant to state “100%”.



**Decision/Motion:**

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

**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.

**BREAK** (2:22 – 2:35 p.m.)

**7.0 BOARD MONITORING AGENDA – EXECUTIVE LIMITATIONS**

**7.1 EL II-09 INVESTMENT POLICY**

J. Tzountzouris briefly addressed the Board on the EL II-09 Investment Policy Monitoring Report for the period of November 27, 2024 to November 23, 2025.

**Board Discussion/Feedback:**

- A Board Member identified that there appeared to be a missing appendix of evidence in the package re: Scotia McLeod. This was intended to be Appendix 2. The R/CEO stated that this was missed via oversight when reviewing the package. The R/CEO committed to circulate Appendix 2 by email immediately following the meeting, in advance of the discussion tomorrow.
- Recognizing the missing information, the Board suggested they table the motion and return for discussion tomorrow, as the missing data is relevant to the discussion.

**Decision/Motion:**

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

**MOTION TABLED**

**Be it resolved that the Board approves:**

- The Monitoring Report as understandable and that the data provided gives sufficient evidence to demonstrate full compliance with the EL II-09 Investment Policy for the period of November 27, 2024 – November 23, 2025.
- The Monitoring Report as understandable and further, that the Registrar & CEO Interpretation of EL II-09 Investment 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.

**Decision/Motion:**

**MOVED BY** I. Vithana / **SECONDED BY** R. Soni



**MOTION CARRIED**

Be it resolved that the Board moves to table EL II-09 Investment Policy motion until tomorrow.

**7.2 EL II-11 FINANCIAL CONDITION POLICY**

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

The Board was provided with an opportunity to raise any questions.

**Decision/Motion:**

**MOVED BY** J. Pilzecker / **SECONDED BY** J. Aaltonen

**MOTION CARRIED**

**Be it resolved that the Board approves:**

- 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 September 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.

**7.3 EL II-20 SIGNING AUTHORITY / AUTHORIZATION OF EXPENDITURES POLICY**

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J. Tzountzouris addressed the Board on the EL II-20 Signing Authority / Authorization of Expenditures Policy Monitoring Report for the period of November 27, 2024 to November 28, 2025, certifying full compliance with the policy.

The Board was provided with an opportunity to raise any questions.

**Decision/Motion 1:**

**MOVED BY** G. Broukhanski / **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-20 Signing Authority/Authorization of Expenditures Executive Limitations Policy for the period of November 27, 2024 – November 28, 2025.



- The Monitoring Report as understandable and further, that the Registrar & CEO Interpretation of EL II-20 Signing Authority/Authorization of Expenditures Executive Limitations 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.

**Decision/Motion 2:**

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

**MOTION CARRIED**

**Be it resolved that:**

- The Board approves the Agreed-Upon Procedures Report on the Executive Limitations Policy from Welch LLP, as presented.

**7.4 EL II-45 COMMUNICATION & SUPPORT TO BOARD POLICY**

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J. Tzountzouris addressed the Board on the EL II-45 Communication & Support to Board Policy Monitoring Report for the period of November 29, 2024 to November 23, 2025, certifying full compliance with the policy.

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

**Decision/Motion:**

**MOVED BY** L. Bourne / **SECONDED BY** L. Di Pietro

**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-45 Communication and Support to the Board Policy for the period of November 29, 2024 – November 23, 2025.
- The Monitoring Report as understandable and further, that the Registrar & CEO Interpretation of EL II-45 Communication and Support to the Board 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.

**8.0 MOTION TO CLOSE BOARD MEETING**

**8.1 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. McLeman / SECONDED BY L. Di Pietro**

**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).

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

**9.1 BOARD PERFORMANCE FEEDBACK TO REGISTRAR & CEO REGARDING POLICIES MONITORED AT THE DECEMBER MEETING (*CONFIDENTIAL*)**

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

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**9.3 CYBERSECURITY ASSESSMENT REPORT (*CONFIDENTIAL*)**

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

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**9.5 REGISTRAR & CEO PERFORMANCE APPRAISAL SELF-ASSESSMENT PRESENTATION TO THE BOARD (*CONFIDENTIAL*)**

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**9.6 REGISTRAR & CEO PERFORMANCE EVALUATION PLANNING (*CONFIDENTIAL*)**

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**10.0 MOTION TO REOPEN BOARD MEETING**

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

**MOTION CARRIED**

**Be it resolved that,**

The meeting be re-opened to the Public.

**11.0 RISE AND REPORT**

**11.1 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 December Meeting
- Registrar & CEO Incidental Briefing / Environmental Scan Report
- Cybersecurity Assessment Report
- Registrar & CEO Performance Tracking Through Monitoring Reports
- Registrar & CEO Performance Evaluation Self-Assessment Presentation to the Board
- Registrar & CEO 2025 Performance Evaluation Planning

## 12.0 YEAR-END RECOGNITION

### 12.1 RECOGNITION OF DEPARTING BOARD MEMBERS: PROFESSIONAL MEMBERS HELEN MEANEY, PAULA CURTI, AND SHWETA PANT

K. Persad recognized the accomplishments of the departing CMLTO Board Members H. Meaney, P. Curti, and S. Pant, and spoke about their contributions to the Board of Directors, Statutory Committees, and Board Mentorship Program over the years.

## 13.0 ADJOURNMENT

There being no further business, the Chair thanked the Board Members for their participation and adjourned the meeting at 4:46 p.m.

**G. Broukhanski**  
Vice-Chair, Professional

**John Tzountzouris**  
Registrar & CEO



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

**Hybrid (In-person / Virtual via Microsoft Teams)**  
Tuesday, December 9, 2025 / 9:00 a.m. – 3:30 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
George Broukhanski, Vice-Chair, Professional	Andrew Chan
Janette Aaltonen	Nathan Clark
Mary Costantino	Walter Hewus
Lucy Di Pietro	Victor Lan
Jessica McBane	Jen Pilzecker
Shweta Pant	Rohini Soni
Imaya Vithana	Peter McLeman
Lavern Bourne (Academic Member)	Vivian Ufodike
<i>REGRETS:</i>	
Paula Curti	
<b>CONSULTANT/PRESENTER/GUEST:</b>	
Karen Fryday-Field, Governance Consultant, Meridian Edge Management and Governance Consulting (Consultant)	
<b>CMLTO STAFF:</b>	
John Tzountzouris, Registrar & CEO	
Maggie Cakar, Governance Specialist	
Chandler Fitzpatrick, Administrator, Corporate Services & Executive Office (Recorder)	
<b>FOR A PORTION OF THE MEETING:</b>	
Michelle Price, Specialist, Corporate Communications	



## 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 9:03 a.m. and conducted the roll call.

*18 Board Members present, 17 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 or identify any amendments, noting the agreed upon amendment of moving Agenda Item 7.1 for the December 8, 2025 Board Meeting Agenda to the end of today's meeting as Agenda Item 11.2. The Governance Consultant rose the potential addition of a brief verbal report from the Board Meeting Monitors as Agenda Item 11.3.

**Decision/Motion:**

**MOVED BY** P. McLeman / **SECONDED BY** N. Clark

**MOTION CARRIED**

**Be it resolved that,**

The the Board moves to approve the meeting agenda as amended by adding Agenda Item 7.2 from Day 1 as Agenda Item 11.2 for the Day 2 agenda, as well as the Board Meeting Monitoring Report as Agenda Item 11.3.

### 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 at any time, it should be shared.

## 3.0 GOVERNANCE PROCESS: POLICY IMPLEMENTATION

### 3.1 CMLTO BOARD COMPETENCY FRAMEWORK IMPLEMENTATION PLAN STEP 2: PROPOSED AMENDMENTS TO THE CMLTO BY-LAW

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M. Cakar, Governance Specialist, addressed the Board with a summary of progress with the CMLTO Board Competency Framework Implementation Plan and the proposed amendments to the CMLTO By-Law.

They shared that the proposed amendments to the CMLTO By-Law were not required under the *RHPA* to be circulated to the CMLTO Registrants but would nonetheless be circulated as a governance best practice to promote transparency. J. Tzountzouris, R/CEO, reiterated that the proposed By-Law changes are not required



to be circulated to the CMLTO membership, however, for transparency and in case this would be applicable or of interest to CMLTO Registrants, while noting that there is not risk to the implementation plan's progress as a result of this action, the circulation process will be voluntarily undertaken.

The Board was provided with an opportunity to ask any questions or share feedback, with responses provided by M. Cakar and K. Fryday-Field.

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

- Strong positive feedback regarding the progress with this initiative, and particularly with M. Cakar's work in this area, was expressed by members of the Board.
- A Board member asked whether it might be required to add an additional notation specifically 'calling out' that the CMLTO and its Board will support the growth and development of the Board members with their competency development. This would be to mitigate the risk of folks who would otherwise be drawn to participate in the CMLTO Board of Directors not moving forward with their interest if they believed they did not meet the competencies yet. M. Cakar and K. Fryday-Field indicated they would review the underlying documentation in depth as they believed this had been addressed in the documentation.

Following the first break, regarding the question of additional notation re: CMLTO and its Board will support this growth, as discussed, it was shared that M. Cakar and K. Fryday-Field had reviewed the underlying documentation and these details were in fact contained in the CMLTO Board Competency Framework directly.

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

**MOVED BY** L. Bourne/ **SECONDED BY** W. Hewus

#### **MOTION CARRIED**

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

The Board moves to approve:

- The proposed revisions to the CMLTO By-Law, as outlined in Appendix 1, to incorporate the CMLTO Board Competency and Leadership Characteristics Profile and related competency-based eligibility requirements,
- Endorse the CMLTO Board Competencies and Leadership Characteristics Self-Assessment, as presented in Appendix 2, for use in the 2026 CMLTO Board Election process, and
- Approve the circulation of the proposed amendments to the CMLTO By-Law, as outlined in Appendix 1, to incorporate the CMLTO Board Competency and Leadership Characteristics Profile and related competency-based eligibility requirements, to all Registrants, pursuant to the College's authority under the *Regulated Health Professions Act, 1991*.



**Action Item 3.1:**

- Proposed amendments to the CMLTO By-Law, as outlined in Appendix 1, to be circulated to all CMLTO Registrants
- CMLTO Board Competencies and Leadership Characteristics Self-Assessment, as presented in Appendix 2, to be used in the 2026 CMLTO Board Election process.

## 4.0 BOARD LINKAGE AGENDA

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

J. Tzountzouris introduced and M. Price, Specialist, Corporate Communications summarized the updates to the Ongoing Perpetual Board Careholdership Linkage/Engagement Plan which occurred during the reporting period.

The presentation informed the CMLTO Board of ongoing linkage initiatives with each Careholder group, reported on outcomes for the period of September to December 2025, including social media engagement impacts and Focus groups key findings, and highlighted cross-cutting themes. The concept of passive trust was highlighted among other concepts and learnings. M. Price thanked the Board members and Focus Group participants for their support with these initiatives.

The Board was provided with an opportunity to ask any questions or share feedback, with responses provided by M. Price.

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

- A Board member shared that this was excellent, they appreciated being able to be involved with the Focus Group, and that this was the most comprehensive linkage we've ever had at their time on the CMLTO Board of Directors.
- A request was made for M. Price to talk more about the concept of "MLAT issues being unresolved." M. Price shared their interpretation, based on the Focus Groups, that there are less comprehensive response options for any "issues" arising associated with MLATs. For example, it may be reported to employers, however there is not a comprehensive complaints process or a mandatory reporting process at the same degree that there is for an MLT.
- One Board Member asked about further social media channels for 2026-2027. M. Price indicated that this is always a consideration and will be considered in 2026, for which there will likely be an update at future Board Meetings.
- The Board asked how to join the stream YouTube livestream for the Board Meetings. M. Price indicated that members of the public could access YouTube, @CMLTOntario, or simply Google 'CMLTO YouTube' to find the stream.
- M. Price was asked how the CMLTO may continue engaging with the general public that it has established connections with to keep momentum. Promotional and



educational resources will be shared with this group, via e-blasts or targeted emails, to keep them engaged through the coming year.

- M. Price was asked about EDI-J and representation across the province. They summarized the media engagement partnership strategy and next steps to continue broadening the CMLTO's reach.

The Board Chair thanked M. Price for their presentation. The R/CEO thanked the Board for making careholder linkage a priority as a foundational aspect of Policy Governance, which the CMLTO has then operationalized.

N. Clark temporarily departed the meeting at 10:00 a.m.

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

***BREAK (10:06 – 10:25 a.m.)***

K. Fryday-Field shared the update promised to the Board as part of Agenda Item 3.1, recorded among Agenda Item 3.1 in the Minutes, at this time.

## **5.0 BOARD MONITORING AGENDA – CMLTO ENDS POLICIES**

### **5.1 REGISTRAR & CEO 2026 ENDS INTERPRETATION**

J. Tzountzouris presented the 2026 Ends Policy interpretations, detailing any updates, fine-tuning, or additions from the 2025 interpretations.

Board Members were given opportunities to raise any questions about each Ends Policy interpretation, with responses provided by the R/CEO.

The R/CEO then presented an overview of the CMLTO 2026 Strategic Operating Plan, highlighting the items which have changed since the previous year and providing explanations for these proposed updates.

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

- A Board member asked if there were any barriers or roadblocks for the R/CEO to achieving the Ends. The R/CEO replied no, and shared some context of how the CMLTO Team reviews the Ends and the CMLTO Strategic Operating Plan. This is a realistic and ambitious plan which aligns well with the CMLTO Values.
- Feedback was provided regarding the proposed change to Ends Policy 1's Conceptual Outcome 1.3, from "The public has access to information [...]" (2025) to "The public is informed [...]" (proposed for 2026) amendment.
- Feedback was provided that further defining "the public" or specifying that the outcome is associated with a subset of the public for Ends Policy 1's Conceptual Outcome 1.3 may be prudent. The R/CEO agreed to incorporate this.

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

**MOVED BY L. Di Pietro / SECONDED BY T. Rix**



### **MOTION CARRIED**

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

The Board moves to accept the Registrar & CEO's 2026 Ends Interpretation as reasonable.

#### **Action Item 5.1:**

R/CEO to incorporate feedback to Ends Policy 1 – Effective Medical Laboratory Professions Regulation's Conceptual Outcome 1.3 as discussed.

## **6.0 GOVERNANCE PROCESS: POLICY IMPLEMENTATION**

### **6.1 PART 1 PLANNING: 2026 INTEGRATED BOARD STRATEGIC AGENDA (IBSA) AND BOARD GOALS**

K. Fryday-Field, Governance Consultant, addressed the Board to introduce the topic of planning for the 2026 Integrated Board Strategic Agenda (IBSA) workplan and Board goals. This will be an emphasis of the February Board Meeting.

A request was made from the Board to receive digital documents from Meridian Edge in Word version in future, not PDF, to ensure they have an editable version.

A need was identified by the Governance Consultant for the CMLTO to expand the print size for the IBSA.

#### **Action Item 6.1:**

CMLTO Staff to expand the print size and/or provide the IBSA in another format to ensure its readability to the Board.

N. Clark returned to the meeting at 11:57a.m.

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

### **LUNCH BREAK (12:15p.m. – 1:00p.m.)**

### **6.1 PART 1 PLANNING: 2026 INTEGRATED BOARD STRATEGIC AGENDA (IBSA) AND BOARD GOALS [CONTINUED]**

Following the earlier breakout activity, the Board reported back on their discussions from their breakout groups:

- Group 1 – Board Continuing Education
- Group 2 – Board Process Development
- Group 3, 4 – Board Structure Modernization

The Board Chair thanked the Board for their participation and indicated that further discussion will take place at the February Board Meeting.



## 7.0 ENDS POLICY DEVELOPMENT & IMPLEMENTATION

### 7.1 MEMORANDUM OF UNDERSTANDING BETWEEN CAMLPR AND CMLTO

J. Tzountzouris addressed the Board highlighting key items from the Briefing Report and Memorandum of Understanding between CAMLPR and CMLTO. This was undertaken to ensure successful integration and to address what might otherwise be perceived as conflicts of interest. J. Tzountzouris anticipated two specific questions and answered them during the high-level summary. Regarding whether any Boards had disapproved or declined to approve the draft MOU, the answer is no. Additionally, they highlighted that this is being undertaken as a collective, therefore, should any modification requests arise from the CMLTO Board, the draft MOU would need to be brought back to the CAMLPR Board for revisions to take place.

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

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

A Board member raised their perception that because (1) by virtue of J. Tzountzouris being on the CAMLPR Board, and the transition to a service-based model with CAMLPR, and (2) the prior PLA and exam processes being performed by a separate, third-party, that this seemed in their view to represent a conflict of interest. They asked about risks to CMLTO if CAMLPR failed, including potential financial and legal risks. The R/CEO shared their confidence that risks have been mitigated and that this MOU would formalize that mitigation.

The Board asked that would theoretically happen if the CMLTO Board did not approve this MOU today. The R/CEO indicated they would need to consult legal counsel and were not certain what would occur.

The Board member asked the R/CEO to confirm that there is zero risk to the CMLTO financially or legally by virtue of CMLTO being a member on the Board of CAMLPR. The R/CEO transparently answered that his understanding is no, however they have not specifically asked that question to legal counsel recently, and that the CAMLPR Board has insurance therefore should any action arise at the CAMLPR Board, that insurance would take effect and there would not be financial risk to the CMLTO.

A Board Member asked where this document would be published, if anywhere. The R/CEO indicated it would likely begin as an internal document, that it is public at the moment as it is included in the CMLTO Public Board Meeting material, and that the question hasn't been directly asked or answered regarding where this document may be published in the future. The R/CEO also referred to the potential practical need for transparency despite no legal need for this transparency.

A Board Member asked for perspective from Karen Fryday-Field for other industry examples of similar transitions and actions taken.



A Board Member asked if there was a reason why Alberta (CMLTA) was not a member organization of CAMLPR.

J. Tzountzouris summarized his understanding of the legal risk based on his discussion with his legal counsel – legal counsel would have had a legal responsibility to inform him if this was the case, and they did not, rather, they suggested the best path was an MOU.

**Decision/Motion:**

**MOVED BY** I. Vithana / **SECONDED BY** L. Di Pietro

**MOTION CARRIED**

**Be it resolved that:**

The Board moves to approve the Memorandum of Understanding between the Canadian Alliance of Medical Laboratory Professional Regulators (CAMLPR) and the College of Medical Laboratory Technologists of Ontario (CMLTO), as presented.

1 Board member voted in opposition, 15 voted in favour.

## **8.0 GOVERNANCE PROCESS: POLICY REVIEW**

### **8.1 GP IV-35.02 BOARD & COMMITTEE MEMBER HONORARIA AND EXPENSE POLICY**

A. Chan, Policy Champion, provided an overview of the review, feedback points, and updates to the Governance Process Policy GP IV-35.02 Board & Committee Member Honoraria and Expense Policy.

The Board was provided with an opportunity to ask any questions or provide feedback. M. Cakar and J. Tzountzouris provided additional input in response to specific questions, for contextual understanding.

**Board Feedback/ Discussion:**

- The item proposed for Board consideration in policy criteria 7.2 was rescinded during Board discussion, in favour of keeping as much consistency as possible with the MOH HBS Remuneration Framework.
- Regarding attaching the CMLTO Board & Committee Member Honoraria and Expense Form as an appendix to the policy, it was determined not to do so.
- Feedback was provided regarding useability, stating that the updated form was “1000% better than the previous form.”

**Decision/Motion:**

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

**MOTION CARRIED**

**Be it resolved that:**



The Board moves to approve the proposed revisions to GP IV-35.02 Board & Committee Member Honoraria and Expense Policy outlined in Figure 1 as relevant and current.

**Action Item 8.1:**

Governance Process Policy GP IV-35.02 Board & Committee Member Honoraria and Expense Policy to be updated as per Figure 1.

W. Hewus departed the meeting at 3:13 p.m.

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

**LUNCH BREAK (3:12 – 3:30 p.m.)**

The Board Chair highlighted that there would be changes to the agenda to prioritize the item that was deferred from yesterday's meeting and the Board Meeting Monitor report backs, prior to proceeding with Agenda Items 8.2, 9.1, 9.2, 10.1, and 11.1 if time allowed in today's session. This approach would prioritize the urgent items, recognizing that the remaining items could be deferred to a future Board Meeting if necessary.

**11.2 AGENDA ITEM 7.1 FROM DECEMBER 8, 2025 CMLTO BOARD MEETING  
AGENDA: EL II-09 INVESTMENT POLICY**

J. Tzountzouris addressed the Board on the EL II-09 Investment Policy Monitoring Report for the period of November 27, 2024 to November 23, 2025, certifying full compliance with the policy. J. Tzountzouris indicated that as the high-level overview of the Monitoring Report was provided yesterday prior to the agenda item being tabled, they would not reiterate that information today.

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

**Decision/Motion:**

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

**MOTION CARRIED**

**Be it resolved that the Board approves:**

- The Monitoring Report as understandable and that the data provided gives sufficient evidence to demonstrate full compliance with the EL II-09 Investment Policy for the period of November 27, 2024 – November 23, 2025.
- The Monitoring Report as understandable and further, that the Registrar & CEO Interpretation of EL II-09 Investment 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.



### 11.3 BOARD MEETING MONITOR REPORT

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I. Vithana and A. Chan, Board Meeting Monitors for the December 2025 Board Meeting, presented their findings from observing the meeting.

### 12.0 ADJOURNMENT

Agenda Items 8.2, 9.1, 9.2, 10.1, and 11.1 were deferred to a future Board Meeting in recognition of time. There being no further business for this meeting, the Chair thanked the Board Members for their participation and adjourned the meeting at 3:54 p.m.

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**G. Broukhanski**  
Vice-Chair, Professional

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**John Tzountzouris**  
Registrar & CEO