



MINUTES
CMLTO BOARD OF DIRECTORS MEETING

Generative / Strategic Thinking Meeting
Hybrid (In-person / Virtual (via Microsoft Teams))
Monday, April 13, 2026 / Time: 8:30 a.m. – 4:00 p.m.
Chair: K. Persad, Chair – CMLTO Board of Directors

BOARD MEMBERS:

PRESENT:

Professional Board Members

Karen Persad, Chair

George Broukhanski, Vice-Chair, Professional

Mary Costantino

Lucia Di Pietro

James Jose

Jessica McBane

Krista Unruh

Imaya Vithana

Matthew Wong-Fung

Lavern Bourne (Academic Member)

Public Board Members

Tammie Rix, Vice-Chair, Public

Andrew Chan

Nathan Clark

Jeffrey Dorfman

Walter Hewus

Lin (Victor) Lan

Peter McLeman

Rohini Soni

ABSENT:

Jen Pilzecker (*Regrets*)

Vivian Ufodike (*Regrets*)

CONSULTANT/PRESENTER/GUEST:

Karen Fryday-Field, Governance Consultant, Meridian Edge Management and Governance Consulting (Guest)

CMLTO STAFF:

John Tzountzouris, Registrar & CEO

Maggie Cakar, Governance Specialist

Chandler Fitzpatrick, Administrator, Corporate Services & Executive Office (Recorder)

FOR A PORTION OF THE MEETING:

Michelle Price, Specialist, Corporate Communications



1.0 WELCOME, INTRODUCTIONS AND CALL TO ORDER

1.1 INTRODUCTIONS AND ROLL CALL

K. Persad, Chair, called the meeting to order at 8:31 a.m. and conducted the roll call.

15 Board Members present, 14 voting.

1.2 INTRODUCTIONS & WELCOME TO NEW PUBLIC BOARD MEMBER: JEFFREY DORFMAN

The Board Chair announced the addition of a new Public Board Member, Jeffrey Dorfman, to the Board of Directors, while sharing that the Board would hold the Agenda Item 1.2 featuring introductions and welcome until Jeffrey arrived at the meeting.

1.3 LAND ACKNOWLEDGEMENT

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

K. Unruh joined the meeting at 8:35 a.m.

16 Board Members present, 15 voting.

2.0 APPROVAL OF MEETING AGENDA

2.1 REVIEW AND APPROVAL OF MEETING AGENDA

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

Decision/Motion:

MOVED BY G. Broukhanski / **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

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 Chair reminded the Board that should a conflict arise at any time, it should be declared.

The CMLTO Code of Conduct and Confidentiality Agreement, Conflict of Interest Forms signed by all Board Members have been included in the meeting material on



the confidential CMLTO Board Portal in pursuit of transparency, as per the Ministry of Health College Performance Management Framework (CPMF).

3.0 GOVERNANCE PROCESS: BOARD ORIENTATION / CONTINUING LEARNING / POLICY DEVELOPMENT

3.1 CMLTO GOVERNANCE MODERNIZATION PLAN REFRESH

M. Cakar, Governance Specialist, addressed the Board with a presentation regarding CMLTO Governance Modernization Refresh, addressing the following topics:

- Purpose and Outline of the Session
- Approval of Governance Modernization Principles & Regular Updates to Board
- Key Developments Since September 2022
- Inputs to the April Generative / Strategic Directions Planning Session
- CMLTO Governance Modernization Initiatives Chart / Inventory – Board Review Tool
- Focus of the Generative / Strategic Directions Planning Session
- Questions for Board Reflection and Alignment
- Approach to Reviewing Each Category of Initiatives

The Board proceeded with a facilitated prioritization assessment of Governance Modernization Recommendations/ Initiatives via Mentimeter, anchored in public interest and risk of inaction. Nineteen initiatives were assessed. For each initiative, Board Members anonymously responded to the following two questions, selecting either “High,” “Medium,” or “Low”:

1. What is the risk to the public interest if this initiative is not advanced?
2. What is the relative priority of this initiative, considering public interest and risk of inaction?

J. Dorfman joined the meeting at 8:39 a.m.

J. Jose joined the meeting at 8:40 a.m.

18 Board Members present, 18 polling (Mentimeter), 17 voting (Motions).

BREAK (9:42 – 10:10 a.m.)

3.1 CMLTO GOVERNANCE MODERNIZATION PLAN REFRESH [CONTINUED]

M. Cakar, Governance Specialist, resumed the presentation summarizing the initiatives organized into Category 2 – Approved Initiatives (Implementation Underway), and Category 3 – Completed Initiatives (For Information Only) for the Board.

Following this, they presented the Board assessment results for the Category 1 Initiatives, as captured in the Mentimeter poll exercise from part one of the Agenda Item. Category 1 Initiatives represented the initiatives requiring Board Assessment at the April Board Generative / Strategic Thinking Meeting. Results captured the average response to each question for each initiative: High, Medium, or Low.



The Board Chair opened the floor for discussion of the preliminary results of the Board assessment, prior to moving into the reflection and discussion questions presented by the Governance Specialist:

- What stands out to you?
- Where do you see alignment or divergence?
- Are there areas where priorities may need to be revisited?
- Do these results reflect the Board's current governance priorities and understanding of its role?

Board Discussion/Feedback:

Fulsome discussion of the reflection questions took place.

Overall, the Board validated that these results reflect the Board's current governance priorities and understanding of its role, while recognizing that other perspectives and nuances would additionally impact the translation of the poll scoring into continued Governance Modernization initiative implementation.

Members indicated that the polling and discussion exercise was valuable. The R/CEO summarized that the high-level scoring, more granular scoring, reflection questions and broader discussion feedback will be incorporated to inform the development of the implementation plan, along with prior conversations and the bigger picture. Once drafted, the implementation plan will be brought back to the Board for validation and further input.

Action Item 3.1:

Next iteration of CMLTO Governance Modernization Implementation Plan to be prepared and brought back to the Board of Directors for input and/or approval.

A. Chan temporarily departed the Board Meeting at 11:30 a.m.

17 Board Members present, 16 voting.

1.2 INTRODUCTIONS & WELCOME TO NEW PUBLIC BOARD MEMBER: JEFFREY DORFMAN

The Board and CMLTO staff proceeded with offering introductions and a welcome to the new Public Board Member, Jeffrey Dorfman.

LUNCH (11:39 – 12:42 p.m.)

J. Dorfman departed the meeting at 11:41AM, during the break.

16 Board Members present, 15 voting.

3.2 CMLTO BOARD/CAREHOLDERSHIP LINKAGE PLAN REFRESH [SESSION ONE]



This Agenda Item was organized into two sessions, with M. Cakar, Governance Specialist, leading the first session, and M. Price, Specialist, Corporate Communications, leading the second session, as follows:

1. Board Orientation: Ownership / Careholdership in Policy Governance, with Board Discussion: Revisiting CMLTO's Ownership / Careholdership. This session focused on policy governance and the conceptual aspects of this topic.
2. Board Update: CMLTO 2024 and 2025 Ongoing Perpetual Board / Careholdership Linkage / Engagement Plan and Key Developments, with Board Discussion: Board Guidance on Development of the next CMLTO Board / Careholdership Linkage / Engagement Plan. This session emphasized the progress to date with this priority and generated input for future strategy for the Perpetual Board Careholdership Linkage Plan.

M. Cakar, Governance Specialist, addressed the Board with orientation regarding Careholdership with a presentation emphasizing the following topics:

- Ownership & Careholdership in Policy Governance: A Governance Lens Refresher
- Why Revisit Ownership / Careholdership
- Ownership within the Policy Governance Model
- Defining Ownership / Careholdership
- Ownership / Careholdership in the Regulatory / Public Interest Context
- Determining the Organization's Ownership / Careholdership
- Linking with Ownership / Careholdership
- Revisiting Ownership / Careholdership

The presentation concluded with questions for Board reflection.

Board Discussion/Feedback:

The Board agreed that the public of Ontario represents the Careholdership.

L. Lan departed the meeting at 12:59 p.m.

N. Clark temporarily departed the meeting at 1:00 p.m.

14 Board Members present, 13 voting.

BREAK (1:30 – 1:40 p.m.)

3.2 CMLTO BOARD/CAREHOLDERSHIP LINKAGE PLAN REFRESH [SESSION TWO]

M. Price, Specialist, Corporate Communications, addressed the Board with a presentation regarding outcomes and learnings from Careholder engagement with various groups. Throughout the session, they sought feedback through structured discussion regarding governance-level considerations to inform future CMLTO Careholder linkage planning. The session addressed the following topics:

- Review of 2024/25 Linkage Plan
- Linkage Groups / Sub-Groups Identified
- What We Heard: The Public of Ontario Survey Results



- Structured Discussion: The Public of Ontario Survey Results
- What We Heard: The Public of Ontario Focus Group Results
- Structured Discussion: The Public of Ontario Focus Group Results
- Structured Discussion: All Public Input
- What We Heard: MLT Employers Survey Results
- Structured Discussion: MLT Employer Survey Results
- What We Heard: MLT Employers Focus Group Results
- Structured Discussion: MLT Employer Focus Group Results
- Structured Discussion on All Employer Engagement Results
- What We Heard: MLT Registrants Focus Group Results
- Structured Discussion on All Registrant Engagement Results
- What We Heard: Common Feedback From All Careholder Groups
- Structured Discussion on All Engagement Results

Similar themes were heard from all Careholder sub-groups, including:

- Clear understanding of the CMLTO's role,
- Broad support for the regulation of medical laboratory assistants and technicians,
- Call for increased public awareness about the laboratory system and the general regulatory landscape,
- Desire for more visibility regarding how complaints are handled and the general reporting process.

The Board was invited to provide input regarding how this information might inform matters such as future governance decisions, policy areas, and Ends (Critical Outcomes) policy direction.

The Board was asked which risks the Board would benefit most from having clearly connected or linked to the public.

Board Discussion/Feedback:

- Members raised ideas of collaborating with advocacy groups (e.g. MLPAO, CSMLS) to strengthen potential initiatives. The R/CEO provided information about the relationships and collaboration among these entities, sharing that these entities maintain relationships and each have distinct, but sometimes overlapping, core goals or focuses.
- The Board suggested continued expansion to wider audiences in the next iteration of the CMLTO's Careholder linkage plan.
- The Board recognized that the public's concerns and support regarding the expansion of regulation to additional medical laboratory professionals is likely to persist until they become regulated in Ontario.
- The Board indicated an interest in seeking more general input and continued feedback from the public and Careholder sub-groups to continue to identify risks to public safety. The Board highlighted that the relationship between public awareness of medical laboratory professionals and gaining input from the public was a highly related process.



The R/CEO suggested a potential tangible outcome of bringing Governance Process Policy GP IV-45 Board Linkage with Ownership/ Careholdership Policy, to the Board in 2026 for some proposed revisions to streamline, clarify, and simplify.

Action Item 3.2:

- Next iteration of CMLTO Board/ Careholdership Linkage Plan to be prepared and brought back to the Board of Directors for review and approval.
- Policy revision for Governance Process Policy GP IV-45 Board Linkage with Ownership/ Careholdership Policy to be added to 2026 if not already incorporated in the 2026 Integrated Board Strategic Agenda.

A. Chan returned to the meeting at 1:30 p.m.
15 Board Members present, 14 voting.

N. Clark returned to the meeting at 2:00 p.m.
I. Vithana departed the meeting at 2:01 p.m.
13 Board Members present, 12 voting.

BREAK (3:00 – 3:15 p.m.)

3.3 CMLTO FINANCIAL HEALTH: CURRENT AND FUTURE STATE

J. Tzountzouris, Registrar & CEO, addressed the Board with a narrative discussion associated with the Briefing Report on CMLTO Financial Health, emphasizing the current and future state of financial modelling for CMLTO for different potential scenarios. As requested, the Briefing Report addressed medium- and long-term financial conditions, revenue projections, the use of reserves, and expenditure management to provide insight into trends, risks, and potential scenarios that may influence the organization's financial sustainability over time.

The R/CEO reiterated that the CMLTO is in a healthy financial position and indicated that financial modelling will be taking place through an external firm in 2026 to support a variety of scenarios. These scenarios include, but are not limited to, the potential for regulation of MLA/Ts in Ontario, the potential need for a CMLTO Registrant fee increase at some point in the future, and analysis of costs to fulfill the CMLTO's statutory mandate.

Board Discussion/Feedback:

- The Board discussed the potential for a modest future registration fee increase to support the CMLTO in continuing with a healthy financial position with the rising costs of business, noting that the fees have remained unchanged for 15 years. Members acknowledged that any proposed increase may generate feedback during the Registrant consultation.



- The Board inquired about how registration fees might be determined in the event of potential future regulation expansion to other medical laboratory professionals in Ontario.
- Board members expressed support for the financial modelling being conducted by an external firm.
- The R/CEO sought confirmation that the Board had received sufficient information in response to the underlying performance feedback. The Board confirmed that it had.

N. Clark and W. Hewus departed the meeting at 4:00 p.m.

12 Board Members present, 11 voting.

4.0 ADJOURNMENT

The Chair thanked the Board Members for their participation and adjourned the meeting at 4:09 p.m.

G. Broukhanski
Vice-Chair, Professional

John Tzountzouris
Registrar & CEO