

**MEETING MINUTES OF THE BOARD OF THE  
COLLEGE OF PHYSIOTHERAPISTS OF ONTARIO**

**Monday, December 8 and Tuesday, December 9, 2025**  
The College Boardroom & Virtually via Zoom

**Public Director Attendees:**

Carole Baxter  
Jesse Finn  
Mark Heller  
Frank Massey  
Richard O'Brien  
Christopher Warren

**Professional Director Attendees:**

Katie Schulz (Chair)  
Gary Rehan (Vice-Chair)  
Frank DePalma  
Sinéad Dufour  
Sarah Hazlewood  
Kate Moffett  
Dennis Ng  
Kirsten Pavelich  
Maureen Vanwart  
Heather Weber

**Guests:**

Tyler Graham, RBC  
Jasdeep Dhir, McMaster University  
Lisa Carroll, CPA  
Bradley Chisholm, The Regulators  
Practice

**Staff Attendees:**

Craig Roxborough, Registrar & CEO  
Anita Ashton, Deputy Registrar & CRO  
Lisa Pretty, Senior Director, Organizational  
Effectiveness  
Mara Berger, Director, Policy, Governance &  
General Counsel  
Mary Catalfo, Director, Finance  
Joyce Huang, Director, Strategy  
Evgenia Ermakova, Policy Analyst  
Fiona Campbell, Senior Physiotherapist  
Advisor

**Recorder:**

Caitlin O'Kelly, Governance Specialist

**Monday, December 8, 2025**

**Welcome and Call to Order**

K. Schulz, Board Chair, called the meeting to order at 10:15 a.m. and welcomed Directors, staff, and invited H. Weber to provide the Territory Acknowledgement. K. Schulz confirmed the College's ongoing commitment to the Public Interest mandate.

## 1.0 Review and Approval of the Agenda

### Motion 1.0

It was moved by D. Ng and seconded by F. DePalma that:

The agenda be accepted with the possibility for changes to the order of items to address time constraints.

**CARRIED.**

## 2.0 Declaration of Conflicts of Interest

K. Schulz asked if any Board Directors had any conflicts of interest to declare with regards to the agenda items.

H. Weber declared a conflict with item *14.0 Motion to go in camera pursuant to section 7.2(b) of the Health Professions Procedural Code.*

Directors were reminded that the potential for conflicts should be kept in mind throughout the meeting and declarations can be made at any time.

## 3.0 Approval of the Consent Agenda

K. Schulz provided an overview of the items listed on the Consent Agenda for approval.

### Motion 3.0

It was moved by R. O'Brien and seconded by M. Vanwart that:

The following items be approved by the Board:

- September 25-26, 2025 Board Meeting Minutes
- September 26, 2025 In Camera Board Meeting Minutes

**CARRIED.**

## 4.0 Chair's Report

K. Schulz provided an overview of the Chair's report that covers activities since the September Board meeting, including a summary of results of the post-Board meeting survey and the mid-year Director check in calls.

## 5.0 Registrar's Report

C. Roxborough, Registrar & CEO, provided an overview of key operational activities and initiatives over the last quarter, including an overview of the dashboard metrics and the College's Risk Register.

The Board received an update on the status of the "As of Right" legislation. The College has completed internal preparations, including IT changes, and is ready to implement the framework once government enacts the necessary regulatory changes.

The Board also received an update on the Ministry's consultation regarding expansion of physiotherapists' scope of practice to include certain diagnostic imaging procedures. The College has expressed broad support for the proposed changes and is preparing operational processes to enable rostering, integrate oversight into quality assurance programs, and develop guidance for registrants.

## 6.0 Code of Conduct Updates & Disqualification Process

M. Berger, Director Policy, Governance & General Counsel, and C. O'Kelly Governance Specialist, presented proposed revisions to the Code of Conduct and the establishment of a disqualification process for Directors and Non-Board Committee members. The purpose of these revisions is to consolidate procedural steps for addressing conduct and disqualification matters and to update the Code of Conduct to reflect clear expectations for Board and committee members.

The Board reviewed the draft revisions and discussed questions related to procedural transparency, meeting participation requirements, and alignment with equity, diversity, and inclusion principles. Staff confirmed that current requirements remain unchanged and that proceedings would occur in a public forum, subject to limited exceptions. The Board directed staff to circulate the revised Code of Conduct and disqualification procedure and obtain updated declarations from all Board and committee members.

### **Motion 6.0**

It was moved by M. Heller and seconded by R. O'Brien that:

The Board approve the amendments to the College By-laws, including the revised Code of Conduct and disqualification procedure for Directors and Non-Board Committee members, as presented.

**CARRIED.**

*J. Finn left at 11:55 a.m.*

## 7.0 Updated Strategic Plan for 2026-2030

J. Huang, Director, Strategy, presented the draft Strategic Plan for 2026–2030. The plan outlines the College’s priorities and strategic direction for the next four years, building on previous initiatives and incorporating feedback from prior consultations.

The Board discussed the language within the plan, including terminology in the equity, diversity, and inclusion section. The Board agreed to retain the term “indigenization” to reflect commitments to reconciliation, with the understanding that a definition will be provided in supporting materials.

### **Motion 7.0**

It was moved by K. Moffett and seconded by F. DePalma that:

The Board approve the Strategic Plan for 2026-2030.

**CARRIED.**

*J. Finn returned to the meeting at 1:00 p.m.*

## 8.0 Priorities and Initiatives for FY2026-2027

J. Huang and C. Roxborough presented the proposed priorities and initiatives for FY2026–2027, developed through operational planning to align with the Strategic Plan. The purpose of this item was to seek Board feedback on whether the priorities reflect strategic objectives and to identify any gaps.

The Board discussed the integration of data strategies to support risk-based regulation, including opportunities to use data to inform initiatives and improve forecasting. The Board also considered the relationship between operational planning and the risk register, noting the importance of ensuring these tools inform one another. The Board discussed approaches to supporting internationally educated physiotherapists beyond initial integration, emphasizing the need for ongoing communication and resources. Questions were raised regarding clarity in linking financial modernization initiatives to operational planning and budget forecasting. Staff confirmed that the operational plan, strategic plan, and budget are aligned for implementation beginning April 1, 2026.

Staff will incorporate feedback into the operational plan and continue to refine linkages between risk management, financial planning, and strategic priorities.

## 9.0 Motion to go in camera pursuant to section 7.2(d) of the Health Professions Procedural Code

### Motion 9.0

It was moved by G. Rehan and seconded by K. Moffett that:

The Board moves in-camera pursuant to section 7.2(d) of the Health Professions Procedural Code.

**CARRIED.**

*The Board entered an in-camera session at 1:27 p.m. and returned to the open session at 1:42 p.m. It was noted that there were no decision items to be recorded publicly.*

## 10.0 Committee Slate Amendment

### Motion 10.0

It was moved by D. Ng and seconded by M. Vanwart that:

The Board approve the amendments to the Committee Slate as presented.

**CARRIED.**

## 11.0 Appointment of the Auditor

### Motion 11.0

It was moved by G. Rehan and seconded by F. DePalma that:

The Board appoints Hilborn LLP as the Auditor for the College of Physiotherapists of Ontario for the fiscal year 2026.

**CARRIED.**

## 12.0 FY2026 Q2 Financial Report

M. Catalfo, Director Finance, provided the Board with an update on the College's Q2 financial report.

*J. Finn, H. Weber and S. Dufour left the meeting at 2:00PM.*

### 13.0 Review of College Investments

The Board reviewed the College's investments as part of its ongoing financial oversight. Tyler Graham of RBC Dominion Securities presented a detailed analysis of the College's investment portfolio, which is composed entirely of fixed income instruments with the highest credit ratings. T. Graham provided an overview of the market environment, inflation trends, and interest rate movements, explaining how these factors impact the College's portfolio. The session concluded with assurances that the current portfolio is aligned with the College's financial objectives and provides a stable foundation for its reserves.

### 14.0 Motion to go in camera pursuant to section 7.2(b) of the Health Professions Procedural Code

#### Motion 14.0

It was moved by M. Heller and seconded by R. O'Brien that:

The Board moves in-camera pursuant to section 7.2(b) of the Health Professions Procedural Code.

**CARRIED.**

*The Board entered an in-camera session at 2:37 p.m. and then recessed for the day at 3:26 p.m., to reconvene in the open session at 9:00 a.m. on Tuesday, December 9, 2025. During the in-camera session a motion was passed related to the College's Investments Strategy Policy.*

### Tuesday, December 9, 2025

K. Schulz reconvened the meeting at 9:00 a.m. on December 9, 2025.

### 14.0 Profile of the Profession

The Board received a presentation providing information on the current profile of the physiotherapy profession and recent trends. Joyce Huang presented findings from the College's analysis of registrant demographic and practice data. Jasdeep Dhir from McMaster University shared research on representation in the profession, highlighting under-represented groups and implications for access to care. Lisa Carroll from the Canadian Physiotherapy Association provided insights from public polling on expectations for the future of physiotherapy care in Canada.

The presentations informed discussion on factors influencing supply and demand, equity considerations, and opportunities for future policy development.

### **15.0 Update – Guidance for Managing Boundary Challenges in Close-Knit Communities**

E. Ermakova, Policy Analyst, provided an update requested at the previous meeting on the College’s analysis of boundary challenges in close-knit or small communities. The update outlined guidance intended to assist physiotherapists in maintaining professional judgment and objectivity in situations where close personal relationships may be unavoidable.

The Board discussed documentation requirements in these circumstances, including informed consent and any changes to care. It was suggested that these requirements be reflected in future guidance, including with the Documentation Standard, to ensure consistency.

### **16.0 Final Review of Supervision Standard for Approval**

E. Ermakova, Policy Analyst, presented the Supervision Standard for final review following consultation and summarized the feedback received. The Board was asked to approve the standard for implementation in Ontario, effective February 1, 2026.

The Board reviewed the draft standard and discussed questions regarding the definition of reassessment. It was confirmed that the guidance will provide clarity on what constitutes reassessment within the supervision framework, and staff noted that companion resources, including FAQs and plain-language examples, will be developed to support registrants in applying this requirement.

#### **Motion 16.0**

It was moved by G. Rehan and seconded by F. DePalma that:

The Board approves the adoption of the revised Supervision Standard, effective February 1, 2026, and rescinds the previous Supervision Standard and the Working With Physiotherapist Assistants Standard as of that date.

**CARRIED.**

### **17.0 Exam Transition Update**

C. Roxborough, and A. Ashton, Deputy Registrar & Chief Regulatory Officer, presented an update on the transition to the new Canadian Physiotherapy Exam. The update outlined progress on key milestones, including the successful pilot administration in September

and preparations for the January and February exam administrations. No concerns were identified regarding financial viability or operational readiness, and the service agreement provides mechanisms for review if required.

The Board also considered implications for the wind-down of the Ontario Clinical Exam (OCE). The OCE will continue through 2026 to provide a buffer during the transition, with sufficient examiner capacity and increased candidate spots to meet current demand. Lessons learned have been shared with the national provider, and planning for program close-out and archival of materials is underway.

*R. O'Brien left the meeting at 12:00 p.m.*

## **18.0 Governance Practices Review Refresh**

The Board welcomed Bradley Chisholm from The Regulators Practice to facilitate a refresh of the Governance Practices Review. It has been two years since the original report, and the Board has made significant progress on many of the recommendations. As the College finalizes its 2026–2030 Strategic Plan, this session provided an opportunity to revisit remaining recommendations, identify priorities for the next planning cycle, and consider which items have been completed or are no longer required. The purpose of the discussion was to provide staff with direction on areas for further exploration.

The Board received an overview of current governance practices and engaged in discussion and breakout sessions to identify priorities. While many topics were explored, key themes included fee-setting principles, Board composition and term limits, governance structure, Board support and development, and meeting structure. Directors were also invited to provide additional reflections through the post-meeting survey. Staff will incorporate these directions into planning and bring forward options for further discussion at a future meeting.

## **19.0 Adjournment of Meeting**

G. Rehan moved that the meeting be adjourned. The meeting was adjourned at 2:28 p.m.



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Katie Schulz, Chair