

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

Thursday, June 18 and Friday, June 19, 2026

The Alt Hotel & Virtually via Zoom

Public Director Attendees:

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

Professional Director Attendees:

Gary Rehan (Chair)
Frank DePalma
Nicole Graham
Hari Gopalakrishnan Nair
Sarah Hazlewood
Kate Moffett
Dennis Ng
Susie Renaud
Heather Weber

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
Evguenia Ermakova, Policy Analyst
Fiona Campbell, Senior Physiotherapist Advisor

Recorder:

Caitlin O'Kelly, Governance Specialist

Guests:

Jeff Bouwman, Co-Founder and CEO, AIMS Institute

Thursday, June 18, 2026

Welcome and Call to Order

G. Rehan, Board Chair, called the meeting to order at 9:05 a.m. The Chair welcomed new Board Directors attending their first meeting: Susie Renaud (Academic Director – University of Ottawa), Nicole Graham (District 5 - Northern), and Hari Gopalakrishnan Nair (District 8 - Central)

The Chair invited S. Hazlewood to provide the Territory Acknowledgement and reaffirmed the College's ongoing commitment to its public interest mandate.

1.0 Review and Approval of the Agenda

Motion 1.0

It was moved by M. Heller and seconded by D. Ng 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

G. Rehan asked if any Board Directors had any conflicts of interest to declare with regards to the agenda items. No conflicts were declared.

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

G. Rehan provided an overview of the items listed on the Consent Agenda for approval.

Motion 3.0

It was moved by S. Hazlewood and seconded by H. Weber that:

The following items be approved by the Board:

- March 26-27, 2026 Board Meeting Minutes
- March 26-27, 2026 In Camera Board Meeting Minutes

CARRIED.

4.0 Chair's Report

The Board received the Chair's Report. G. Rehan provided an update on Board leadership and governance matters. The Board was advised that K. Schulz had resigned from the Board of Directors, effective immediately. As a result, G. Rehan assumed the role of Chair in accordance with the College's By-laws. The Board acknowledged K. Schulz's service to the College.

The Board was advised that the transition in Board leadership created an additional vacancy on the Executive Committee and in the position of Vice-Chair. The Board

discussed the process for filling the Executive Committee vacancies and supported proceeding with an election for two Professional Director positions to the Executive Committee during the second day of the meeting.

The Board was advised that a special meeting would be scheduled to elect a Vice-Chair. Directors were advised that due to the composition requirements for the Executive Committee outlined in the By-laws, following the election to fill the two open Professional Director positions, only Directors serving on the Executive Committee would be eligible to stand for the Vice-Chair election. The Board acknowledged the information and raised no concerns.

The Board also received an update on the impact of the leadership transition on the proposed 2026–2027 Committee Slate. The Board was advised that a vacancy would arise on the Screening Committee, and that Directors could indicate their interest as part of the Board’s review of committee appointments.

4.0 Strategic Plan – Education Session

C. Roxborough, Registrar & CEO, and J. Huang, Director, Strategy, provided an overview of the College’s current strategic plan, including the strategic priorities, objectives, and key initiatives supporting each pillar. The Board engaged in discussion regarding the strategic priorities and initiatives outlined in the strategic plan.

C. Warren joined the meeting at 10:45 a.m.

5.0 Dashboard Refresh

J. Huang provided an overview of the proposed updates to the dashboard, outlining the purpose of the dashboard as a tool to support the Board’s oversight of organizational performance and accountability. The Board was advised that the dashboard is being refreshed to align with the College’s new strategic plan and priorities.

The Board provided feedback on the proposed dashboard measures, benchmarks, and visual presentation. Discussion included opportunities to provide additional context for selected metrics through the use of colour-coded indicators.

6.0 Risk Register Refresh

J. Huang provided an overview of the proposed updates to the College’s Risk Register, outlining its role as a key tool for identifying, monitoring, and reporting on organizational risks. The Board was advised that the Risk Register is being refreshed to align with the new strategic plan and to reflect the current operating environment.

The Board provided feedback on the proposed Risk Register and expressed support for the revised approach of framing risks as both threats and opportunities. Discussion included feedback on the wording and framing of specific risk statements, including opportunities to further refine the language used to describe equity, diversity, inclusion and Indigenization-related risks.

The Board also provided feedback regarding the presentation and reporting format, including opportunities to enhance the clarity and readability of the information presented and to support ongoing Board oversight and discussion of organizational risks.

8.0 Registrar's Report

C. Roxborough 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 updates regarding the usage of the As of Right registration pathway and developments related to the anticipated expansion of physiotherapists' scope of practice with the authority to order diagnostic imaging. The Board was advised of ongoing work to support implementation of the proposed scope expansion, including standards, guidance, communications, and quality assurance processes.

The Board received an update regarding the Health Professions Discipline Tribunal and discussed early observations regarding tribunal operations and resource implications. The Board was advised that a formal review of the transition will be presented at the September Board meeting.

The Board also received updates regarding engagement and outreach activities, support initiatives for internationally educated physiotherapists, workforce and organizational culture metrics, and the College's office relocation project.

Discussion further addressed registration and complaints processing timelines, resource pressures associated with complaints management, and ongoing work related to internal controls and compliance reporting. The Board was advised that resource requirements within Professional Conduct continue to be monitored and will inform future planning and budgeting discussions.

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 M. Heller and seconded by R. O'Brien 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 1:24 p.m. and returned to the open session at 2:12 p.m. It was noted that there were no decision items to be recorded publicly.

10.0 Final Review of Controlled Acts Standard for Approval

E. Ermakova, Policy Analyst, presented the revised Controlled Acts Standard following consultation and provided an overview of the purpose of the Standard and the updates made in response to feedback. The Board was advised that the Standard has been updated to align with current practice, address potential scope of practice changes, and reinforce expectations related to risk mitigation and the public interest. The Board was also advised that staff had reviewed a previous question about physiotherapy students performing higher-risk controlled acts, such as acupuncture, during their training. Staff confirmed that students may access all controlled acts within the profession's scope through an exception, and that no specific concerns have been raised about students performing these acts.

The Board discussed the proposed Standard and provided feedback on provisions and definitions, including opportunities to clarify language and the use of the physiotherapist title when performing delegated controlled acts. The Board supported the development of accompanying guidance and practical examples to assist registrants in interpreting and applying the Standard.

Motion 10.0

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

The Board approves the adoption of the revised Controlled Acts Standard and rescinds the current Controlled Acts and Restricted Activities Standard, effective August 1, 2026.

CARRIED.

11.0 Ordering Diagnostics Guidance - Draft for Review

F. Campbell, Senior Physiotherapist Advisor, and C. Roxborough provided an overview of the draft guidance to support implementation of ordering diagnostic imaging as a new authority for physiotherapists. The Board was advised that the guidance has been developed to support safe, competent, and judicious use of this authority, in anticipation of potential scope of practice changes.

The Board discussed the draft guidance and provided feedback on the appropriate use of diagnostic imaging, including opportunities to further emphasize evidence-informed decision-making and the circumstances in which diagnostic imaging may or may not be clinically appropriate. The Board also discussed education, competence, communication of diagnostic imaging results, and referral pathways where findings fall outside a physiotherapist's scope of practice. The Board discussed opportunities to monitor the use of diagnostic imaging once implemented and identified areas where additional clarification and practical examples may assist registrants in applying the guidance.

The Board was advised that the guidance will continue to be refined as further information becomes available regarding the proposed scope expansion and associated regulatory requirements.

12.0 Artificial Intelligence (AI) Guidance Refresh

F. Campbell and C. Roxborough provided an overview of the College's Artificial Intelligence (AI) guidance and recent developments in the AI landscape. The Board was advised that the guidance is being refreshed to ensure it remains current and continues to support responsible, ethical, and effective integration of AI into physiotherapy practice.

The Board discussed the application of the guidance in practice, including expectations related to informed consent, accountability, and the appropriate use of AI in clinical decision-making. The Board also discussed how AI is currently being incorporated into physiotherapy education and clinical training environments.

13.0 Exam Transition Update

C. Roxborough, and A. Ashton, Deputy Registrar & Chief Regulatory Officer, presented an update on the Canadian Alliance of Physiotherapy Regulators (CAPR) and experience with the Canadian Physiotherapy Exam (CPTe) following several examination sittings. The Board also received an update on CAPR's ongoing work to modernize the credentialing process, including plans to assume responsibility for the Canadian Health Context Module.

The Board discussed the ongoing implementation of the CPTe, including updates regarding CAPR's administration of the examination and plans for future exam sittings. The Board

was advised that updates would continue until the last sitting of the Ontario Clinical Exam has been completed, and that ongoing monitoring of the CPTE would subsequently be incorporated into the College's dashboard reporting.

The Board recessed for the day at 4:13 p.m.

Friday, June 19, 2026

G. Rehan reconvened the meeting at 9:00 a.m. on June 19, 2026.

14.0 Finance Education Series: Introduction to Financial Oversight

G. Rehan welcomed Jeff Bouwman, Co-Founder and CEO, AIMS Institute, who provided an introductory education session on financial oversight, outlining the Board's stewardship role in monitoring the College's financial management and performance. The session was intended to support Board members in building their understanding of key financial concepts and governance responsibilities in relation to financial oversight.

15.0 Fiscal Year 2026 Q4 and Year End Report

M. Catalfo, Director Finance, provided the Board with an update on the College's Q4 and year end financial report.

While not directly related to the financial update, a question was raised about the PROBE ethics and boundaries course used by the College for educational purposes. The College confirmed that the program, which is offered by the Center for Personalized Education for Professionals (CPEP), includes Canadian content and Canadian faculty.

C. Warren left meeting at 11:00 a.m.

16.0 Principles for Setting Fees

C. Roxborough and M. Catalfo presented the proposed "*Governance Principles for Assessing Registrant Fees*" recommended by the Risk, Audit and Finance Committee. The Board was advised that the principles are intended to support transparent, consistent, and evidence-informed decision-making for future fee setting.

The Board discussed the proposed principles and expressed support for the overall approach and framework. Discussion focused on the importance of transparency and communication with registrants regarding the factors considered in fee-setting decisions and how the principles would be applied in future fee reviews. The Board also supported revising the title of the document to *Guiding Principles for Assessing Registrant Fees*.

Motion 10.0

It was moved by D. Ng and seconded by S. Hazlewood that:

The Board approves the “Guiding Principles for Assessing Registrant Fees” guidance document.

CARRIED.

17.0 Executive Committee Election

C. Roxborough, facilitated the Executive Committee election and provided an overview of the elections process which was supported by an anonymous electronic online voting system.

The Board was advised that the election was required to fill two Member at Large (Professional Director) vacancies on the Executive Committee following recent Board composition changes, and to ensure the Executive Committee continues to meet the requirements set out in the College’s By-laws.

The following nominations were received for the two Member at Large (Professional Director) positions on the Executive Committee:

- Heather Weber (Professional Director)
- Dennis Ng (Professional Director)
- Kate Moffett (Professional Director)
- Frank DePalma (Professional Director)

C. Roxborough called for additional nominations from the floor; none were received.

Following the election, Frank DePalma and Dennis Ng were elected as Members at Large.

The following Directors will make up the Executive Committee for the 2026-2027 year:

- G. Rehan, Chair
- C. Baxter
- M. Heller
- D. Ng
- F. DePalma

A special Board meeting will be called to fill the Vice-Chair position.

18.0 2026-2027 Committee Slate

C. O’Kelly, Governance Specialist, presented the proposed Committee Slate for the 2026–2027 year. The Board considered the proposed 2026–2027 Committee Slate and approved the following amendments prior to approval: K. Schulz was removed from the Risk, Audit and Finance Committee; G. Rehan was removed from the Ontario Physiotherapists Discipline Tribunal, Fitness to Practise Committee, and Screening Committee; and N. Graham was added to the Screening Committee.

Motion 18.0

It was moved by H. Weber and seconded by J. Belyea that:

The Board approves 2026-2027 Committee Slate, as amended.

CARRIED.

S. Hazlewood left the meeting at 12:30 p.m.

19.0 Board Composition: Terms Limits and Cooling Off Periods

M. Berger, Director, Policy, Governance and General Counsel, presented information to support a Board discussion on the current term limits and cooling off periods for Board and Committee members.

The Board discussed the current approach to term limits and cooling off periods, including questions regarding the treatment of Board and non-Board committee service. The Board confirmed its support for the existing approach and did not recommend any changes at this time.

20.0 Governance Structure Review and the Role of Board Committees

C. O’Kelly presented information to support a Board discussion on the current governance structure, including the role of the Executive Committee and considerations for a potential Governance Committee. The Board discussed the current committee structure and the allocation of governance responsibilities across the Executive Committee, Screening Committee, and Board.

The Board expressed interest in further exploring potential approaches to committee structure and governance responsibilities, including the allocation of people-related governance functions and broader governance responsibilities. The Board requested that staff further develop and present potential models for future consideration and did not recommend any changes to the current governance structure at this time.

21.0 Adjournment of Meeting

R. O'Brien moved that the meeting be adjourned. The meeting was adjourned at 1:08 p.m.



Gary Rehan, Chair