College of Dietitians of Ontario
Ordre des diététistes de l'Ontario

Board Meeting Minutes

September 5, 2025 | 9 a.m. – 2:30 p.m.

Board Members Present
Denis Tsang RD
Ann Watt RD
Deion Weir RD
Dawn van Engelen RD
Galina Semikhnenko, Public Member
Ray D'Sa, Public Member
Santhikumar Chandrasekharan, Public Member
Teresa Taillefer RD
Susan Bodner, Public Member
Cheryl Lake, Public Member
Zaw Thiha Tun, Public Member

Staff
Melanie Woodbeck
Lisa Dalicandro
Jada Pierre-Malcolm
Sarah Golden-Yu

Regrets
Navita Viveky RD

Guests
Michael Rooke
Greg Kroeplin
Maureen Boon
Sean Adderley
Brian O'Riordan
Maia MacNiven

1. Call to Order and Land Acknowledgement

D. Tsang opened the meeting with a Land Acknowledgement.

The meeting was called to order at 9:12 a.m. by D. Tsang, Chair of the Board.

2. Approval of the Agenda

MOTION to approve the agenda as circulated.

Moved by: D. Weir
Seconded by: T. Taillefer
Carried

3. Declaration of Conflict of Interest and Bias

No conflict of interest or bias was declared.

4. Consent Agenda

Board Meeting Minutes
June 19, 2025

Board Meeting Minutes
June 20, 2025

Executive Committee Report
August 2025

Committee Appointments
Committee revisions

MOTION to approve the Consent Agenda.

Moved by: T. Taillefer
Seconded by: D. Weir
Carried

5. Audited Financial Statement Presentation

The Statement of Investment Policies and Procedures (SIPP) establishes guidelines for the College's investment holdings, which the auditors found that CDO was in non-compliance during the March 31, 2025 audit. CDO has already begun the process of transitioning investment management to a new advisor, Foyston, Gordon & Payne, which will include rebalancing to align with the SIPP. The Finance and Audit Committee recommended that the Board pass a motion to approve a temporary exception to the SIPP until the transition to the new investment advisor, Foyston, Gordon & Payne, is complete.

MOTION to approve a temporary exception to the Statement of Investment Policies and Procedures to permit the current concentration in Royal Bank of Canada and Brookfield Corporation securities until the transition to the new investment advisor is complete.

Moved by: T. Taillefer
Seconded by: D. Weir
Carried

Public interest rationale: Approving a temporary exception to the investment policy ensures transparent, accountable fund management during the transition to new advisors, balancing prudent oversight with continuity to safeguard resources and protect the public.

College Auditors, M. Rooke and G. Kroeplin, Tinkham LLP, presented the audited financial statements for the year ended March 31, 2025. The results of the audit concluded that the financial statements fairly present the financial position of the College as at March 31, 2025. No misstatements or unadjusted items were found and there were no recommendations to improve the internal control processes.

MOTION to approve the audited financial statements for the year ended March 31, 2025 as presented.

Moved by: S. Chandrasekharan
Seconded by: D. van Engelen
Carried

Public interest rationale: The review of the College's financial statements will ensure its long-term sustainability and effectiveness at fulfilling its regulatory mandate.

6. Interfund Transfer

The Board considered a recommendation by the Finance and Audit Committee to create a new, internally restricted, IT Reserve Fund to support investments in infrastructure, digital modernization, cybersecurity, and significant IT initiatives beyond the annual operating budget.

It was recommended that the initial funding amount for the IT Reserve Fund be $529,252 sourced from the 2025 year-end surplus. The transfer was calculated by transferring $529,252 from the General Reserve Fund to the new IT Reserve Fund, effective April 1, 2025, and then transferring $529,252 from the Operating Fund to the General Reserve Fund effective March 31, 2025. These proposed transfers comply with the Reserve Fund Policy and reflect disciplined and transparent fund management. The Board did not have any concerns with Committee's recommendation, however it was noted that should any significant IT changes occur, the College's insurers would need to be involved in the discussion.

MOTION to approve the creation of a new information Technology (IT) Reserve Fund.

Moved by: D. van Engelen
Seconded by: S. Chandrasekharan
Carried

MOTION to approve the transfer of $529,252 from the Operating Fund to the General Reserve Fund, based on the draft audited financial statements for the fiscal year ending March 31, 2025.

Moved by: D. van Engelen
Seconded by: T. Taillefer
Carried

MOTION to approve the transfer of $529,252 from the General Reserve Fund to a newly established Information Technology (IT) Reserve Fund, effective April 1, 2025.

Moved by: D. Weir
Seconded by: T. Taillefer
Carried

Public interest rationale: Establishing a new IT Reserve Fund will support the College's long-term sustainability and regulatory mandate by dedicating resources for *technology, digital modernization, and cybersecurity, strengthening its operational resilience and public protection.*

7. Appointment of the Auditors

The Finance and Audit Committee recommended the reappointment of Tinkham LLP as auditors for the 2025-2026 fiscal year. To reduce the risk of familiarity, it was emphasized that there would be a change in the partners in charge of overseeing the audit process.

MOTION to approve the reappointment of Tinkham LLP as the External Auditors for the period April 1, 2025 to March 31, 2026, as recommended by the Finance and Audit Committee.

Moved by: D. Weir
Seconded by: T. Taillefer
Carried

Public interest rationale: The Board has a fiduciary duty to provide oversight of the College's financial management and risk practices. Reviewing and reappointing the External Auditor annually supports the public interest by ensuring the Finance and Audit Committee and the Board maintain strong governance and oversight of financial matters.

8. Management Report

M. Woodbeck provided an overview of the management report, including:

Operations and Communications

- CDO's investment advisor transition to Foyston Gordon Payne is nearly complete, with no investments having to be sold.
- Completed the launch of the Board and Committee Sharepoint site and have fully transitioned to using CDO emails for board and committee work.
- The launch of the staff Sharepoint site is currently underway.

- The upcoming annual staff training day will focus on plain language initiatives, which support CDOs strategic objectives and the KPI focusing on reading level for communications.

Professional Practice

- CDO is launching two focus groups in September to obtain feedback from RDs about the College's proposal to expand the dietetic scope of practice to include lab ordering and prescribing
- The 2025 workshop for RD's will focus on cultural humility and include a pilot for a new workshop format, with two complementary 1-hour workshops offered over the lunch hour aimed at increasing engagement.
- Completed the draft updated billing standards.

Registration

- CDO is working to update processes to align with new registration regulation updates that require those with temporary licenses who pass the exam to transition to a general certificate of registration within 30 days of receiving results.
- Discussions with Toronto Metropolitan University regarding a bridging program to close any gaps in knowledge or skill for internationally trained applicants who undergo the PLAR as a route to registration is underway.
- The annual renewal was successfully launched on September 1, following a refresh of the applicant portal and all the templates to align with the updated branding and logo.

Governance and Strategy

- CDO now has a balanced board, with 6 public and 6 professional members, following the appointment of Cheryl Lake and Zaw Thiha Tun.
- Completed chair training for all current CDO chairs, and committees will now be using the pulse check technique adopted by the board after each meeting.
- Developing a registrant survey for a fall launch aimed at strengthening engagement and gathering direct input from RDS to inform upcoming work and achievement of the strategic plan.

Risk Oversight and Regulatory

- HPRO held its annual meeting in late June, where M. Woodbeck shared CDO's governance modernization work. M Woodbeck was reappointed to the HPRO management committee for a second 1-year term.
- The ministry of health will be creating a working group to continue the discussion on feedback provided by HPRO colleges on the College performance measurement framework.
- The 'As of right' Labour Mobility proposal will proceed and require an update to the Dietetics Act, allowing dietitians in other Canadian jurisdictions to begin practicing in Ontario as soon as they submit an application (give that they also complete an attestation, meet the criteria, and hold insurance) and must complete their applications within 6 months.

Action items:

- Determine how back meeting minutes should be stored on SharePoint or consider another method to ensure committees can access case precedents.

Public interest rationale: The Board has a fiduciary duty to CDO, which includes providing assurance that the College's operations facilitate its public protection mandate.

9. Health Professions Discipline Tribunal

Maureen Boon, Registrar of the College of Massage Therapists (CMTO), and Sean Adderley, Chair of CMTO's board, presented their experience as participants of the Health Professions Discipline Tribunal (HPDT).

The Board considered the feedback from CMTO, including the benefit of having an experienced adjudicator, which would replace the need to have independent legal counsel. The Board agreed that it would be beneficial to participate in a one-year pilot, and that it would be funded through the operational budget, and if need be, the discipline hearing fund.

The Board agreed that the results of the tribunal participation would be reviewed in one year and next steps would be determined.

MOTION to approve CDO's participation in the HPDT, in principle, for the purpose of bylaw revisions.

Moved by: D. Weir
Seconded by: D. van Engelen
Carried

Action items:

- Update Bylaw 1 to reflect CDO as part of the HPDT
- Review participation after one year

Public interest rationale: Joining a 3rd party, independent, administrative tribunal to adjudicate allegations of professional misconduct or incompetence strengthens public protection by ensuring disciplinary processes are fair, consistent, transparent and independent. Sound disciplinary processes are central to effective regulation in the public interest.

10. Billing Standards

The Board considered the final Professional Billing Standards and Practice Guidelines, which were informed by environmental scans, consultations with registrants and system partners, legal counsel, and a survey with the Citizen Advisory Group (CAG).

The consultations revealed that 91% of participants agreed that the draft Billing Standards and FAQs were clear and comprehensive, and 94% agreed the performance expectations for dietitians were reasonable. Feedback also revealed that the draft Billing Standards required some plain language revisions and linking the Standards and FAQs clearly, which were subsequently implemented. The Board accepted the final Professional Billing Standards and Practice Guidelines and agreed that they would support dietitians in setting reasonable fees.

MOTION to approve the final Billing Standards for publication and communication to the public and registrants.

Moved by: S. Chandrasekharan
Seconded by: D. van Engelen
Carried

Public interest rationale: Billing Standards support the College's mandate to protect the public and promote professional accountability, transparency and equity.

11. Overview of the Standards and Guidelines Policy Cycle

C. Chatalalsingh provided the Board with a high-level overview of the College's Standards and Guidelines Policy Cycle, and how the new Equity Policy Development Tool (EPDT) supports equity-informed policy development and review. The Board was provided with an overview of the policy cycle and how the process adapts to new data, regulatory changes, and system partner input. The presentation also explained how the EPDT, a practical checklist that helps identify potential barriers, considers accommodations, and increases transparency in decision-making, works to integrate equity considerations at each stage of the cycle.

Public interest rationale: Understanding the policy cycle strengthens the Board's ability to provide effective oversight, ensure standards remain relevant, and uphold the College's public protection mandate. The EPDT ensures equity, diversity, inclusion, belonging (EDI-B), and accessibility are embedded at every stage.

12. Registration Policy Revisions

Policy 2-30: Competency Standards and Accrediting Bodies

In May 2025, changes to the registration section of the Dietetics Act were approved, which require applicants to have either: completed an accredited Canadian program in dietetics and accredited practical training; or successfully complete the prior learning assessment. These updates require revisions to be made to a number of CDO registration policies.

Accordingly, revisions were made to *Policy 2-30: Competency Standards and Accrediting Bodies* that removes the recognition of Accreditation Council for Education in Nutrition and Dietetics (ACEND) as an accepted accreditation body. The Board accepted these revisions.

MOTION to approve the revisions to Policy 2-30: Competency Standards and Accrediting Bodies

Moved by: D. van Engelen
Seconded by: T. Taillefer
Carried

Policy 4-20: Applicants from Accreditation Council for Education in Nutrition and Dietetics (ACEND) Accredited Programs

In 2023, a review between the 2020 Integrated Competencies for Dietetic Education and Practice (ICDEP) and ACEND's program competencies was conducted, which found evidence of substantial equivalence between the 2020 ICDEPs and the ACEND Future Education Model (FEM) programs, but a lack of evidence of substantial equivalence between the 2020 ICDEPs and *other* ACEND accredited credentials (DPD, DI, CP and FDE),

Policy 4-20: Applicants from Accreditation Council for Education in Nutrition and Dietetics (ACEND) Accredited Programs provides a pathway to registration for applicants who have completed specified training in the U.S. The policy was amended to recognize applicants who are licensed and educated in the U.S. to have completed the PLAR process. It also revised the requirement of Commission on Dietetic Registration (CDR) licensure in combination with specific ACEND credentials:

- ACEND accredited degrees and practical training obtained prior to August 31, 2025 will continue to be recognized
- Degrees obtained after August 31, 2025, only ACEND accredited Future Education Model (FEM) degrees will be recognized

The Board accepted these revisions.

MOTION to approve the revisions to Policy 4-20: Applicants from Accreditation Council for Education in Nutrition and Dietetics (ACEND) Accredited Programs

Moved by: D. van Engelen

Seconded by: S. Chandrasekharan
Carried

Policy 4-25: Applicants Currently Registered with full Accredited Practising Dietitians status with Dietitians Australia

At the August 16, 2023, meeting, the Registration Committee approved the continued recognition of Dietitian Australia's Accredited Practising Dietitians (APD) status as equivalent to meeting the standards for entry-level practice in Canada following a review that demonstrated substantial equivalence between the Canadian and Australian entry-level competencies.

Policy 4-25 Recognition of "Dietitians Australia" Accredited Practising Dietitians (APD) was amended to recognize applicants who are registered with Dietitians Australia and hold full Accredited Practising Dietitians (APDs) status to have completed the PLAR process. The Board accepted these revisions.

MOTION to approve the revisions to Policy 4-25: Applicants Currently Registered with full Accredited Practising Dietitians status with Dietitians Australia

Moved by: D. van Engelen
Seconded by: G. Semikhnenko
Carried
Policy 6-10: Prior Learning Assessment and Recognition (PLAR)

The new regulations require applicants to have completed an accredited Canadian program in dietetics and accredited program of practical training or successfully complete the prior learning assessment.

Policy 6-10: Eligibility for Prior Learning Assessment and Recognition (PLAR) sets out the criteria for the prior learning assessment and the different routes on how an applicant will be found to have successfully completed the (PLAR) process. The revised policy refers to the specific policies on how U.S dietitians (policy 4-20) and how Australian dietitians (policy 4-25) may be deemed to have completed the PLAR process. The Board accepted these revisions.

MOTION to approve the revisions to Policy 6-10: Prior Learning Assessment and Recognition (PLAR)

Moved by: S. Chandrasekharan
Seconded by: D. van Engelen
Carried

Public interest rationale: Ensuring that the College's Registration policies appropriately assess entry to practice competencies helps guarantee that only applicants capable of providing safe, ethical, and competent care are registered with the CDO.

13. Governance Review Introduction

In August 2025, TBG MacNiven was retained to conduct CDO's governance review as per the Board's evaluation and education policy that requires a third-party consultant to evaluate the Board's governance every three years. The scope of the review, which was presented to the Board at its March meeting, is to evaluate the effectiveness of CDO's ability to meet its public interest mandate.

B. O'Riordan and M. MacNiven of TBG MacNiven provided an overview of the planned approach for the governance review, including the upcoming interviews with Board members and the plan to present the final report to the Board in November.

Board members requested to receive the interview questions in advance to allow for better preparation.

Public interest rationale: Good governance supports sound decision-making and assures the public that CDO operates fairly, transparently, and accountably. A targeted review will objectively assess current practices and identify opportunities to strengthen CDO's effectiveness in serving the public interest.

14. Adjournment

MOTION to adjourn at 1:31 p.m.

Moved by: D. Weir
Carried