

## BOARD MEETING MINUTES

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**DATE:** Thursday, March 26, 2026 **TIME:** 9:00 a.m. – 3:00 p.m.

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### In Attendance:

#### DIRECTORS:

Neelam Bal, *Chair*  
Stacey Anderson  
Mary Egan  
Allan Freedman  
Christine Funk  
Jennifer Kerr  
Lucy Kloosterhuis  
Thuy Luong  
Adrian Malcolm  
Julie Reinhart  
Vincent Samuel  
Pathik Shukla  
Tina Siemens

#### REGRETS:

#### GUESTS:

#### OBSERVERS:

Jennifer Henderson, *Nominations Committee Chair*  
Namiko Huynh, *OT Student*  
Dana Lobson, *Ministry of Health of Ontario (MOH)*  
Marnie Lofsky, *OSOT*  
Kara Machado, *newly elected member for District 2*  
Tessa Murchison, *OT Student*  
Vaishali Prasad, *newly elected member for District 3*

#### STAFF:

Gillian Slaughter, *Registrar & CEO*  
Enrique Hidalgo, *Manager, IT*  
Stamatis Kefalianos, *Director, Regulatory Affairs*  
Seema Singh-Roy, *Director, Finance, People & Corp. Services*  
Andjelina Stanier, *Executive Assistant, Scribe*  
Nancy Stevenson, *Director, Communications*  
Kim Woodland, *Program Director*

### 1.0 Welcome and Call to Order

Chair Neelam Bal welcomed everyone and called the meeting to order at 9:03 a.m. She welcomed newly-elected members for districts 2 and 3, Kara Machado and Vaishali Prasad and congratulated Julie Reinhart for her re-election in District 2. She thanked departing members Stacey Anderson and Christine Funk for their commitment and hard work over the last three years. She expressed heartfelt appreciation and congratulations to Kim Woodland for her upcoming retirement in May.

### 2.0 Public Protection Mandate

The Chair stated that the role of the Board is to make honourable and ethical decisions in the best interest of the public.

### **3.0 Territorial Acknowledgement\***

The Territorial Acknowledgement was shared by Adrian Malcolm during a moment of reflection. With the Board's permission, the Registrar & CEO gave a personal reflection about the territorial acknowledgement and her connection to Indigenous lands in Toronto.

### **4.0 Declaration of Conflict of Interest**

The Chair called for any conflict of interest for today's meeting. None were declared.

### **5.0 Approval of Agenda**

The Chair called for the approval of the agenda.

MOVED BY: Thuy Luong

SECONDED BY: Stacey Anderson

*THAT the agenda be approved as presented*

**CARRIED**

### **6.0 Consent Agenda**

The Chair called for the adoption of the following Consent Agenda items.

1. Registrar and CEO's Report of March 26, 2026
2. Draft Board Minutes of January 29, 2026
3. Executive Committee Minutes of January 15, 2026
4. Finance & Audit Committee Minutes of January 15, 2026
5. Governance Committee Minutes of November 19, 2025

MOVED BY: Stacey Anderson

SECONDED BY: Pathik Shukla

*THAT the Board adopt the Consent Agenda items as presented.*

**CARRIED**

### **7.0 Registrar's Report**

#### **7.1 Presentation: Registrar & CEO's Remarks**

The Registrar presented on the status of the operational projects for Q3 FY 2025-2026 related to Year 2 of the 2024-2027 Strategic Plan and responded to questions.

#### **7.2 Quarterly Performance Report**

The Registrar advised that changes to the reporting format of the quarterly performance were implemented to include more types of data and increased use of visual charts and graphs. The intent is to refine and reduce the length of the report

while continuing to provide clear and concise performance data. Reporting on longitudinal data will begin in June 2026. The Board requested that all future Quarterly Performance reports include numbers and percentages.

MOVED BY: Tina Siemens

SECONDED BY: Julie Reinhart

***THAT the Board receive the FY 2025-2026 Q3 Quarterly Performance Report.***

**CARRIED**

### **7.3 Risk Management Report & Risk Register**

The Registrar advised that the risks and statuses identified to the Board in January 2026 through the risk register and risk management report remain unchanged and do not require any updates at this time. The College continues to monitor and update risks as required.

MOVED BY: Stacey Anderson

SECONDED BY: Mary Egan

***THAT the Board receive the Q3 FY2025-2026 Risk Management Report.***

**CARRIED**

### **7.4 Annual Board Evaluation**

Feedback from the annual Board evaluation was very positive. The Board discussed one slightly lower rating for question #6: the Board's time is to remain focused on the strategic direction instead of operational matters. The Chair encouraged and welcomed all viewpoints and suggestions for improvement.

MOVED BY: Thuy Luong

SECONDED BY: Adrian Malcolm

***THAT the Board review the Annual Board Evaluation Summary and approve the action plan.***

**CARRIED**

### **8.0 Presentation: Board Education Day Outcomes**

The Senior Leadership Team presented the summary and outcomes from the October Board Education Day. These outcomes will inform strategic planning later this year.

### **9.0 Presentation: OT Across Canada – CIHI Data, 2024**

Kim Woodland presented Information about the profile of occupational therapy across Canada and 2024 data from the Canadian Institute of Health Information (CIHI) and facilitated a Board discussion regarding future opportunities and partnerships to address the health human resources challenges for occupational therapists in Ontario.

## 10.0 Finance

### 10.1 FY 2025-2026 Q3 Financial Summary Report

Allan Freedman provided an overview of the financial summary report for Q3 of FY 2025-2026 stating that there is a surplus year-to-date, noting that additional expenses are anticipated in Q4 as is customary every year. All statutory remittances and filings are up to date.

MOVED BY: Allan Freedman

SECONDED BY: Lucy Kloosterhuis

***THAT** the Board receive the FY2025-2026 Q3 Financial Report, as presented.*

**CARRIED**

### 10.2 Investment Portfolio

Allan Freedman reported that the College continues to monitor investments and reinvest as investments mature. The summary report was included in the meeting materials.

MOVED BY: Allan Freedman

SECONDED BY: Tina Siemens

***THAT** the Board receive the investment report.*

**CARRIED**

## 11.0 Governance

### 11.1 Revised Governance Manual

Julie Reinhart and Stamatis Kefalianos advised that the Governance Manual has now undergone full external editorial review with a focus on clarity and flow, and consistency in language. The proposed revisions do not alter the substantive intent of the policies previously approved by the Board. The Governance Committee has reviewed the final version and recommends Board approval. Staff will develop a policy review schedule to ensure policies are regularly reviewed by the Board to align with evolving legislation and best practices. Once approved, the Governance Manual will be posted on the College website. The Governance Committee further recommends the previous Governance Policies be retired. The Board held a brief discussion and provided an additional change to the manual which will be incorporated.

MOVED BY: Julie Reinhart

SECONDED BY: Stacey Anderson

***THAT** the Board approve the revised Governance Manual as amended following editorial review, including today's change.*

MOVED BY: Julie Reinhart

SECONDED BY: Pathik Shukla

***THAT** the Board retire the previous governance policies which will no longer be effective upon approval of the new Governance Manual.*

**CARRIED**

## **11.2 Committee Appointments**

The Nominations Committee previously recruited and interviewed candidates to fill vacancies for professional appointees on the Investigations Complaints and Reports Committee (ICRC) and the Quality Assurance Subcommittee. Two candidates were put forward today for appointment.

MOVED BY: Mary Egan

SECONDED BY: Jennifer Kerr

***THAT** the Board appoint Wesam Al Ghazawi to the Inquiries, Complaints and Reports Committee for a three-year term, commencing March 27, 2026.*

***THAT** the Board appoint Sarah Waite to the Quality Assurance Subcommittee for a three-year term, commencing March 27, 2026.*

**CARRIED**

## **12.0 Registration Committee**

### **12.1 Revised Language Fluency Requirement Registration Policy**

Pathik Shukla advised that changes to the Language Fluency Requirement Registration Policy are proposed to align the College's English and French language proficiency requirements with those approved under the *Immigration and Refugee Protection Act* (Canada). These changes will ensure more effective and efficient registration of internationally educated applicants, while protecting the public.

MOVED BY: Pathik Shukla

SECONDED BY: Adrian Malcolm

***THAT** the Board approve the revised Language Fluency Requirement Registration Policy.*

**CARRIED**

## **13.0 Environmental Scan**

The Chair invited members to share updates on changes in systems and information of interest that impact the practice of occupational therapy.

#### **14.0 Other Business**

##### **14.1 Board Meeting Evaluation for March 26, 2026**

The Chair invited members to complete and submit the Board Meeting evaluation for today's meeting.

#### **15.0 Farewell**

Allan Freedman and the Chair expressed appreciation on behalf of the Board to Christine Funk and Stacey Anderson for their contributions to the Board and committees over the past three years to support public protection, and wished them well in their future endeavours

#### **16.0 Next Meetings**

The next Board Meeting on June 18, 2026, 9:00 a.m. – 3:30 p.m. is virtual for all members.

#### **17.0 Adjournment**

There being no further business, the meeting was adjourned at 1:48 p.m.

MOVED BY: Vincent Samuel

***THAT** the meeting be adjourned.*

**CARRIED**

#### **APPENDIX 1: \* Territorial Acknowledgement**

*The College of Occupational Therapists of Ontario (COTO) respectfully acknowledges that the organization's staff, provincial registrants, and Board of Directors live, work and play across the ancestral lands of many Indigenous peoples.*

*COTO's work takes place on traditional Indigenous territories across the province we now call Ontario. COTO's office, located in what is now known as Toronto, is situated on the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples. It is now home to many diverse First Nations, Inuit and Métis peoples. Toronto is covered by Treaty 13, which was signed with the Mississaugas of the Credit, and the Williams Treaties signed with multiple Mississaugas and Chippewa bands.*

*We honour and acknowledge the First Nations, Inuit and Métis, as the original stewards of the land. We remind ourselves of our responsibility to be accountable for our actions towards connecting with and creating more equitable, inclusive and respectful relationships with everyone who lives here. We are humbled as we reflect upon, and appreciate, the land on which we continue to gather and meet.*

**APPENDIX 2: Status of Implementation of Board Decisions**

<b>Board Meeting Date</b>	<b>Decisions</b>	<b>Current Status</b>
March 26, 2026	<b>THAT</b> the Board approve the revised Language Fluency Requirement Registration Policy.	Complete
March 26, 2026	<b>THAT</b> the Board appoint Wesam Al Ghazawi to the Inquiries, Complaints and Reports Committee for a three-year term, commencing March 27, 2026. <b>THAT</b> the Board appoint Sarah Waite to the Quality Assurance Subcommittee for a three-year term, commencing March 27, 2026.	Complete
March 26, 2026	<b>THAT</b> the Board retire the previous governance policies which will no longer be effective upon approval of the new Governance Manual.	Complete
March 26, 2026	<b>THAT</b> the Board approve the revised Governance Manual as amended following editorial review, including today's change.	Complete
March 26, 2026	<b>THAT</b> the Board review the Annual Board Evaluation Summary and approve the action plan	Complete
March 26, 2026	<b>THAT</b> the Board receive the investment report.	Complete
March 26, 2026	<b>THAT</b> the Board receive the FY2025-2026 Q3 Financial Report, as presented.	Complete
January 29, 2026	<b>THAT</b> the Board approve the appointments of Jennifer Kerr and Adrian Malcolm to the Inquiries, Complaints and Reports Committee, effective immediately.	Complete
January 29, 2026	<b>THAT</b> the Board approve adjustments to the Request for Second Provisional Certificate	Complete
January 29, 2026	<b>THAT</b> the Board approve the I & R Resolution Program Policy as amended.	Complete
January 29, 2026	<b>THAT</b> the Board appoint Kelly Didone to the Inquiries, Complaints and Reports Committee (ICRC) for a three-year term commencing on January 30, 2026.	Complete

<b>Board Meeting Date</b>	<b>Decisions</b>	<b>Current Status</b>
January 29, 2026	<i><b>THAT</b> the Board approve the proposed 2% increase to Registration fees for the upcoming 2026-2027 annual renewal period.</i>	Complete