

BOARD MEETING MINUTES

DATE: Thursday, June 18, 2026 **TIME:** 9:00 a.m. – 3:00 p.m. Virtual

In Attendance:

DIRECTORS:

Neelam Bal, *Chair*
Bibi Azim
Mary Egan
Allan Freedman
Jennifer Kerr
Lucy Kloosterhuis
Thuy Luong
Kara Machado
Adrian Malcolm
Vaishali Prasad
Julie Reinhart
Pathik Shukla
Tina Siemens

REGRETS:

Vincent Samuel

GUESTS:

N/A

OBSERVERS:

Dana Lobson, *MOH*
Marnie Lofsky, *OSOT*

STAFF:

Gillian Slaughter, Registrar & CEO
Enrique Hidalgo, Manager, Information & Technology
Grace Jacob, Accounting & Payroll Specialist
Stamatis Kefalianos, Director, Regulatory Affairs & Professional Conduct
Lesley Krempulec, Manager, Quality Assurance
Alex Kunovac, Manager, Registration
Cara Moroney, Manager, Professional Conduct
Seema Singh-Roy, Chief Financial & Operations Officer
Andjelina Stanier, Executive Assistant, *Scribe*
Nancy Stevenson, Director of Communications

1.0 Welcome and Call to Order

Chair Neelam Bal welcomed everyone and called the meeting to order at 9:10 a.m.

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 read by Jennifer Kerr following which Mary Egan gave a personal reflection about the territorial acknowledgement and her connection to Indigenous lands in Ottawa, Ontario.

4.0 Declaration of Conflict of Interest

The Chair asked the Board Directors to declare whether they had any conflict of interest for today's meeting. None was declared.

5.0 Approval of Agenda

The Chair called for the approval of the agenda.

MOVED BY: Jennifer Kerr

SECONDED BY: Bibi Azim

***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 June 18, 2026
2. Draft Board Minutes of March 26, 2026
3. Draft Board Officer Elections Minutes of March 26, 2026
4. Executive Committee Minutes of March 5, 2026
5. Executive Committee Minutes of April 22, 2026
6. Finance & Audit Committee Minutes of March 16, 2026
7. Governance Committee Minutes of November 19, 2025

MOVED BY: Lucy Kloosterhuis

SECONDED BY: Julie Reinhart

***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 Year in Review and Status of Projects for Year 2 of the 2024-2027 Strategic Plan and responded to questions.

7.2 Board Workplan 2026-2027

The Registrar presented the proposed 2026-2027 Board Workplan, which if approved, will be included as a standing item on the Board agenda in the future.

MOVED BY: Thuy Luong

SECONDED BY: Pathik Shukla

THAT the Board receive the proposed 2026-2027 Board Workplan.

CARRIED

7.3 Quarterly Performance Report

The Registrar advised that updates were implemented to the quarterly performance reporting format with a view to increasing clarity and transparency. Data for Q4 2025-2026 is presented in a more succinct, graphic-based format to display more longitudinal data.

MOVED BY: Adrian Malcolm

SECONDED BY: Jennifer Kerr

THAT the Board receive the Q4 FY 2025-2026 Quarterly Performance Report.

CARRIED

7.4 Risk Management Report

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

MOVED BY: Pathik Shukla

SECONDED BY: Lucy Kloosterhuis

THAT the Board receive the Q4 FY2025-2026 Risk Management Report.

CARRIED

7.5 Code of Ethics Consultation

Tina Siemens stated that following Board approval in October 2025 to proceed with public consultations on the updated *Code of Ethics* and *Guide to Ethical Practice*, consultations were conducted from December 2025 to February 2026. A total of 123 individuals plus the Ontario Society of Occupational Therapy responded. The results overall were very positive. Recommendations were considered and incorporated as appropriate.

MOVED BY: Tina Siemens

SECONDED BY: Kara Machado

THAT the Board approve the proposed Code of Ethics, 2026 and Guide to Ethical Practice.

CARRIED

8.0 Presentation: Board Orientation

The Leadership team presented the Annual Board Orientation.

9.0 Finance

9.1 Proposed FY 2026-2027 Annual Operating Budget

Lucy Kloosterhuis advised that the proposed annual operating budget for fiscal year 2026-2027 is in an overall surplus position of 0.48% of revenues. This surplus will be allocated to the unrestricted reserve fund once realized. Registration revenues increased by 5%; 3% related to anticipated growth along with an additional 2% for the Board-approved fee increase. Expenses are projected based on prior year averages or known information for the upcoming year. A decrease in expenses is anticipated in the Investigations and Resolutions program based on projected cases. Key projects are included in the budget to align with and meet the Board's strategic priorities.

MOVED BY: Lucy Kloosterhuis

SECONDED BY: Pathik Shukla

THAT the Board approve the FY2026-2027 Annual Operating Budget, as presented.

CARRIED

9.2 Reclassification of Internally Restricted Premises Fund to Unrestricted Funds

Lucy Kloosterhuis advised that the College currently maintains an *Internally Restricted Premises Fund* in the amount of \$800,000. During the FY 2024-2025 audit, external auditors recommended that internally restricted funds be reviewed to confirm they continue to be appropriate, remain supported by current operational needs, and where no longer required, be considered for reclassification to the *Unrestricted Fund*. The Board was asked to approve the reclassification of the \$800,000 balance currently designated as internally restricted within the Premises Fund to Unrestricted as there are no specific planned activities for this fund.

MOVED BY: Lucy Kloosterhuis

SECONDED BY: Mary Egan

THAT the Board approve the reclassification of the Internally Restricted Premises Fund as Unrestricted.

CARRIED

10.0 Governance Committee

10.1 Strategic Planning Process

Kara Machado stated that the College is initiating a strategic planning process to develop its next multi-year strategic plan. It recommends structured Board engagement, evidence-informed decision-making, consultations with interested parties, and the use of an external consulting firm to guide the process. The Registrar & CEO presented on the purpose, guiding principles, the roles and responsibilities of participants, as well as the phases and timeline to complete the strategic planning process.

MOVED BY: Kara Machado

SECONDED BY: Adrian Malcolm

THAT the Board receive the proposed strategic planning process.

CARRIED

11.0 Committee Appointments and Reappointments

11.1 Public Director Appointments

Bibi Azim recused herself for this item and left the meeting. The Registrar & CEO advised that the Minister of Health 1) appointed Bibi Azim to the Board of Directors for a three-year term, effective March 26, 2026, and 2) reappointed Vincent Samuel to the Board of Directors for a three-year term, effective April 30, 2026. The Executive Committee met on April 22, 2026, and appointed Ms. Azim to the Governance and Quality Assurance Committees, and again on May 28, 2026, and appointed Mr. Samuel to the Finance & Audit Committee and reappointed him to the Registration Committee. The Board was asked to ratify these committee appointments. The motions were amended to remove the words “for a three-year term”.

MOVED BY: Tina Siemens

SECONDED BY: Pathik Shukla

THAT the Board ratify the appointment of Vincent Samuel to the Finance and Audit committee and his reappointment to the Registration Committee.

CARRIED

MOVED BY: Tina Siemens

SECONDED BY: Pathik Shukla

THAT the Board ratify the appointment of Bibi Azim to the Governance and Quality Assurance Committees.

CARRIED

11.2 Academic Appointment

Mary Egan stated that her upcoming departure from the Board will create a vacancy for the Academic Appointee position. The chairs of the five occupational therapy university programs in Ontario are recommending the appointment of Dr. Mary Forhan to the Board. The Board was asked to consider this recommendation. The motion was amended to include the term and effective date.

MOVED BY: Mary Egan

SECONDED BY: Tina Siemens

THAT the Board appoint Dr. Mary Forhan as the Academic Representative on the Board for a three-year term, effective July 1, 2026.

CARRIED

11.3 Reappointments to the Inquiries, Complaints and Reports Committee

Vaishali Prasad advised that the Executive Committee met on April 22, 2026, to consider the reappointments of two committee appointees whose terms would otherwise end on April 30, 2026. The Executive Committee reappointed Kellen Baldock and Sarah Dodds to the Inquiries, Complaints and Reports Committee (ICRC), each for a three-year term effective May 1, 2026. The Board was asked to ratify these reappointments.

MOVED BY: Vaishali Prasad

SECONDED BY: Lucy Kloosterhuis

THAT the Board ratify the reappointments of Sarah Dodds and Kellen Baldock to the Inquiries, Complaints and Reports Committee.

CARRIED

11.4 Committee Reappointments

Julie Reinhart explained that several terms for committee appointees would end by June 30, 2026. All the appointees have expressed a willingness to be reappointed. The Nominations Committee reviewed committees' needs, member participation and overall committee effectiveness, and recommended the reappointment of Amanda Mowbray, Cassandra Boushey, Heather Jones, Sylvia Boddener and Bethany Brewin. As members of the Nominations Committee could not take part in decisions regarding their own reappointments, the Executive Committee reviewed their reappointments separately and recommended the reappointment of Jennifer Henderson, Peter Shenfield, and Greg Clarke. All the motions were amended to reflect an effective date

of July 1, 2026.

MOVED BY: Julie Reinhart

SECONDED BY: Vaishali Prasad

THAT the Board reappoint Amanda Mowbray as a committee appointee to the Patient Relations Committee for a three-year term, effective July 1, 2026.

THAT the Board reappoint Cassandra Boushey as a committee appointee to the Discipline Committee and the Fitness to Practise Committee for a three-year term, effective July 1, 2026.

THAT the Board reappoint Heather Jones as a committee appointee to the Discipline Committee and the Fitness to Practise Committee for a three-year term, effective July 1, 2026.

THAT the Board reappoint Sylvia Boddener as a committee appointee to the Discipline Committee and the Fitness to Practise Committee for a three-year term, effective July 1, 2026.

THAT the Board reappoint Bethany Brewin as a committee appointee to the Quality Assurance Subcommittee for a three-year term, effective July 1, 2026.

THAT the Board reappoint Jennifer Henderson as a committee appointee to the Nominations Committee for a three-year term, effective July 1, 2026.

THAT the Board reappoint Peter Shenfield as a committee appointee to the Nominations Committee for a three-year term, effective July 1, 2026.

THAT the Board reappoint Greg Clarke as a committee appointee to the Nominations Committee for a three-year term, effective July 1, 2026.

CARRIED

12.0 Environmental Scan

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

13.0 Recognition of Outgoing Board Directions

Julie Reinhart and Allan Freedman expressed appreciation on behalf of the Board to outgoing Board members, Mary Egan and Lucy Kloosterhuis. They thanked them for their contributions and diligence over their many years of service on the Board and various committees. Mary and Lucy thanked the Board and staff for the opportunity to learn and grow professionally, and to serve the public.

14.0 Other Business

14.1 Board Meeting Evaluation for June 18, 2026

The Chair invited members to complete the meeting evaluation for today's meeting.
The evaluation was circulated electronically.

15.0 Next Meetings

The next Board meetings are as follows:

- **Board Education Session/Strategic Planning:** Monday, October 19, 2026, 9:00 a.m. 4:00 p.m., Westin Harbour Castle Hotel, Toronto (in person only)
- **Board Meeting:** Tuesday, October 20, 2026, 9:00 a.m. – 3:30 p.m., at the College
- **Board Meeting:** Thursday, January 28, 2027, 9:00 a.m. – 3:30 p.m., at the College
- **Board Meeting & Officer Elections:** Thursday, March 25, 2027, 9:00 a.m. – 4:00 p.m., at the College
- **Board Meeting:** Thursday, June 17, 2027, 9:00 a.m. – 3:30 p.m., at the College

16.0 Adjournment

There being no further business, the meeting was adjourned at 2:05 p.m.

MOVED BY: Lucy Kloosterhuis

***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

Board Meeting Date	Decisions	Current Status
June 18, 2026	THAT the Board reappoint Amanda Mowbray as a committee appointee to the Patient Relations Committee for a three-year term, effective July 1, 2026. THAT the Board reappoint Cassandra Boushey as a committee appointee to the Discipline Committee and the Fitness to Practise Committee for a three-year term, effective July 1, 2026. THAT the Board reappoint Heather Jones as a committee appointee to the Discipline Committee and the Fitness to Practise Committee for a three-year term, effective July 1, 2026. THAT the Board reappoint Sylvia Boddener as a committee appointee to the Discipline Committee and the Fitness to Practise Committee for a three-year term, effective July 1, 2026. THAT the Board reappoint Bethany Brewin as a committee appointee to the Quality Assurance Subcommittee for a three-year term, effective July 1, 2026. THAT the Board reappoint Jennifer Henderson as a committee appointee to the Nominations Committee for a three-year term, effective July 1, 2026. THAT the Board reappoint Peter Shenfield as a committee appointee to the Nominations Committee for a three-year term, effective July 1, 2026. THAT the Board reappoint Greg Clarke as a committee appointee to the Nominations Committee for a three-year term, effective July 1, 2026	Complete
June 18, 2026	THAT the Board ratify the reappointments of Sarah Dodds and Kellen Baldock to the Inquiries, Complaints and Reports Committee.	Complete
June 18, 2026	THAT the Board appoint Dr. Mary Forhan as the Academic Representative on the Board for a three-year term effective July 1, 2026.	Complete

Board Meeting Date	Decisions	Current Status
June 18, 2026	<i>THAT the Board ratify the appointment of Vincent Samuel to the Finance and Audit committee for a three-year term and his reappointment to the Registration Committee for a second three-year term.</i> <i>THAT the Board ratify the appointment of Bibi Azim to the Governance and Quality Assurance committees for a three-year term.</i>	Complete
June 18, 2026	<i>THAT the Board receive the proposed strategic planning process.</i>	Complete
June 18, 2026	<i>THAT the Board approve the reclassification of the Internally Restricted Premises Fund as Unrestricted.</i>	Complete
June 18, 2026	<i>THAT the Board approve the FY2026-2027 Annual Operating Budget, as presented.</i>	Complete
June 18, 2026	<i>THAT the Board approve the proposed Code of Ethics, 2026 and Guide to the Code of Ethics.</i>	Complete
June 18, 2026	<i>THAT the Board receive the proposed 2026-2027 Board Workplan.</i>	Complete
March 26, 2026	<i>THAT the Board approve the revised Language Fluency Requirement Registration Policy.</i>	Complete
March 26, 2026	<i>THAT the Board appoint Wesam Al Ghazawi to the Inquiries, Complaints and Reports Committee for a three-year term, commencing March 27, 2026.</i> <i>THAT the Board appoint Sarah Waite to the Quality Assurance Subcommittee for a three-year term, commencing March 27, 2026.</i>	Complete
March 26, 2026	<i>THAT the Board retire the previous governance policies which will no longer be effective upon approval of the new Governance Manual.</i>	Complete
March 26, 2026	<i>THAT the Board approve the revised Governance Manual as amended following editorial review, including today's change.</i>	Complete

Board Meeting Date	Decisions	Current Status
March 26, 2026	<i>THAT</i> the Board review the Annual Board Evaluation Summary and approve the action plan	Complete
March 26, 2026	<i>THAT</i> the Board receive the investment report.	Complete
March 26, 2026	<i>THAT</i> the Board receive the FY2025-2026 Q3 Financial Report, as presented.	Complete