

## ATTENDEES

### Council Members: Voting:

- Stacey Strilchuk, BA, Chair
- Richard Buckley, MD, FRCS
- Nicole Cardinal, MD, CCFP, Executive Committee Member-at-Large
- Patrick Etokudo, M.Sc, FSCMP
- Daisy Fung, BMSc, MD, CCFP
- Maryana Kravtsenyuk
- Jaelene Mannerfeldt, MD MSc FRCSC, Vice Chair
- Oluseyi Oladele, MD, CCFP, FCFP
- Laurie Steinbach, BSW, BEd
- Ian Walker, MD, MA
- Tyler White

### Council Members: Non-Voting:

- Todd Anderson, MD, FRCP(C), FCAHS, Dean Cumming School of Medicine (*participating online*)
- Sarah Cook MBBS(Lon) BSc PgDip(ICR) MRCP(UK)
- Brenda Hemmelgarn, MD, PhD, Dean FoMD
- Gareth Jones

### Additional Attendees:

- Scott McLeod, MD, CCFP, FCFP, Registrar
- Michael Neth, PEng, Chief of Staff
- Sue Welke, MSc, Program Manager, Governance
- Kerry-Ann McPherson, MSc, Senior Executive Assistant, Recording Secretary
- Michael Caffaro, MD, Assistant Registrar, Registration
- Charl Els, MBChB, FCPsych[SA], MMedPsych(cum laude), Dip.ABAM, MROCC, DESS, ACBOM, FIAIME, Assistant Registrar, Continuing Competence
- Dawn Hartfield, Deputy Registrar, Hearings Director
- Ed Jess, BA, Chief Innovation Officer
- Gordon Giddings, MD MBA FCFP, Assistant Registrar, Professional Conduct, Complaints Director
- Nazrina Umarji, B.Ed, JD, Director, Legal Services & General Counsel
- Tracy Simons, CPA, CA, Chief Financial Officer

### Guests: (External)

- Cathy Chichak, Canadian Strategy Group
- Robyn Curry, WATSON – in-Council Learning Session

### Regrets:

- Jeremy Beach, MBBS, MD, FRCPC, Assistant Registrar, Accreditation

### Resources for Council Members:

- **CPSA Strategic Plan**
- **CPSA Council Reference Manual**
- **Principles to Guide Council Interactions**
- **Council Conflict of Interest Policy**
- **Council Member Code of Conduct Policy**
- **Councillor's Oath**
- **CPSA Values**
- **Commonly used Acronyms**
- **In Camera Sessions Policy**

### Thursday, December 7, 2023, starting at 0800

Time	Topic	Presenters
0800	<b>IC1 In-camera Session</b> (Council, Registrar and CEO, Executive Leadership Team, Chief of Staff, Governance Program Manager and Recording Secretary)	Council Chair
0800	IC1.1 Chair Greetings	Council Chair
	IC1.2 Adoption of In-camera agenda and approval of In-camera Minutes	
0810	IC1.2.1 Adoption of In-camera Agenda	
0815	IC1.2.2 Approval of In-camera Minutes	
0820	IC1.2.3 Council Meeting Feedback – September 2023	
<b>Adjournment of In-camera session</b>		

Time	Topic	Presenter/s
0900	<b>1.0 Call to Order of Public Session</b>	Council Chair
	1.1 Chair Opening Remarks	
	1.2 Traditional/Territorial Land Acknowledgement	Brenda Hemmelgarn
	1.3 Conflict of Interest Declaration (Real, Potential or Perceived)	
0910	<b>2.0 Adoption of Agenda and Approval of Minutes</b>	Council Chair
	2.1 Adoption of Agenda	
	2.2 Approval of Minutes	
	2.2.1 September 7 & 8, 2023 CPSA Council Meeting Minutes	
	2.2.2 Confirmation of Approval for Electronic Votes	

0920	<b>3.0</b>	<b>Consent Agenda</b>	Council Chair
<p><i>Consent Agenda matters are proposed for unanimous consent and without debate, however Council members may seek clarification or ask questions. Any Council member may also request that a consent agenda item be moved to the regular agenda by notifying the Chair <b>prior</b> to the adoption of the Agenda. By approving the consent agenda, any individual approvals such as those noted below are considered approved.</i></p>			
	3.1	Executive Committee Meeting	
		3.1.1 Summary Report (for information)	
	3.2	Governance Committee	
		3.2.1 Meeting Summary Report (for information)	
		3.2.2 Committee Appointments and TORs (for approval)	
		3.2.3 2024 Retreat Agenda (for approval)	
	3.3	Finance and Audit Committee	
		3.3.1 Meeting Summary Report (for information)	
		3.3.2 Physician Assistant Fees (for approval)	
	3.4	Medical Facility Accreditation Committee	
		3.4.1 Meeting Summary Report (for information)	
	3.5	Competence Committee	
		3.5.1 Meeting Summary Report (for information)	
	3.6	Office of the Registrar (Communications)	
		3.6.1 2023 Annual Report (for information)	
	<b>4.0</b>	<b>Executive Reports</b>	
0930	4.1	Chair's Report (for information/discussion)	Stacey Strilchuk, Council Chair
0945	4.2	Registrar's Report (for information/discussion)	Scott McLeod, CEO and Registrar
1045	COMFORT BREAK		
	<b>5.0</b>	<b>Department Reports</b>	
1100	5.1	Continuing Competence	Charl Els
		5.1.1 Update: PHMP Realignment and Divestment (for information)	Assistant Registrar

1130	5.2	Registration 5.2.1 Update: Sponsorship Model (for information)	Michael Caffaro Assistant Registrar
1200 LUNCH BREAK			
1300	<b>6.0</b>	<b>Council Committee Reports</b>	
	6.1	Executive Committee 6.1.1 Council Culture Agreement (for approval) 6.1.2 Council Effectiveness – Annual Survey (for discussion)	Stacey Strilchuk Committee Chair
1340	6.2	Governance Committee 6.2.1 Social Media Guidelines and Code of Conduct (for approval)	Laurie Steinbach Committee Chair
1355	6.3	Anti-Racism Anti-Discrimination Action Advisory Committee (ARADAAC) 6.3.1 Meeting Summary Report (for information)	Daisy Fung Committee Chair
1410	6.4	Indigenous Advisory Circle (CIRCLE) 6.4.1 Meeting Summary Report (for information)	Tyler White Circle Co-Chair
1425	6.5	Medical Facility Accreditation Committee 6.5.1 Diagnostic Imaging Accreditation Standards: Teleradiology revision update (for discussion)	Ian Walker Committee Chair
1500 COMFORT BREAK			
1515	<b>7.0</b>	<b>Standing items</b>	
	7.1	Standards of Practice 7.1.1 Consultation 026 (for implementation approval) <ul style="list-style-type: none"> <li>Establishing the Physician-Patient Relationship</li> <li>Responsibility for a Medical Practice</li> <li>Terminating the Physician-Patient Relationship (suggested name change: Ending the Physician-Patient Relationship)</li> </ul>	Charl Els Assistant Registrar
1600	7.2	Strategic Plan 7.2.1 Key Performance Indicators Update (for approval)	Ed Jess Chief Innovation Officer
1630 COMFORT BREAK			

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**IN-CAMERA SESSION**

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1645	<b>IC2</b>	<b>In-camera Session (Council Only)</b>	Stacey Strilchuk, Council Chair
1715		<b>Adjournment of In-camera session</b>	

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### Friday, September 8, 2023, In-camera session starting at 0830

Time	Topic	Presenters
0830	<b>IC3 In-camera session</b> (Council, Registrar and CEO, Executive Team, Governance Program Manager and Recording Secretary)	Stacey Strilchuk Council Chair
	IC3.1 Chair Opening Remarks	Stacey Strilchuk, Council Chair
	IC3.2 Traditional/Territorial Land Acknowledgement	Gareth Jones
0840	<b>IC4 Physician Resourcing Presentation</b> - Verbal Report, no attachments	Ed Jess Chief Innovation Officer
0910	<b>IC5 In-Council Learning Session</b> The role of the Chair and effective meetings	Robyn Curry (joining online) WATSON
1010	BREAK	
1025	<b>IC6 2023 CPSA Staff Engagement Results (Pulse Survey)</b> - Verbal Report, no attachments (Council, Registrar and CEO, Chief of Staff only)	Scott McLeod Registrar & CEO
1050	<b>IC7 Registrar/CEO Annual Performance Review</b> (Council, Registrar and CEO only)	Stacey Strilchuk Council Chair
1200	LUNCH BREAK	
1210	<b>IC8 Lunch Speaker</b> (Council, Registrar and CEO, Executive Team, Governance Program Manager and Recording Secretary)	Cathy Chichak Canadian Strategy Group
1300	Adjournment	

**Individual Learning Opportunities  
(updated regularly, and attached to each Council Agenda)**

**Updated:** November 1, 2023

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**CPSA Council members have access to \$1500 annually to learn through conferences/courses**

**Courses/Webinars**

**Council of Licensure Enforcement & Regulation (CLEAR) Learning Events.**

Board member training.

- Level 1: Prospective and Newly Elected/Appointed

From the CLEAR website:

Upon completion of this course, you will be able to:

- Illustrate the difference between advocacy and regulation
- Understand the legal ramifications of regulatory decisions
- Define the roles of board members and staff
- Identify roles and expectations of board members
- Identify and process conflicts of interest
- Understand the importance of confidentiality

The program is offered online as a self-paced course.

- Level 2: New to Board/Council Service

From the CLEAR website:

Designed for regulatory board/council members, CLEAR's Online Introduction to Regulatory Governance program provides accessible and affordable training that equips members for their important public service role. The curriculum features five modules:

1. Foundations of Occupational and Professional Regulation
2. Roles and Responsibilities of a Board Member
3. Administrative Rulemaking
4. Professional Discipline
5. Assessing Competence

- Level 3: Experienced Board/Council Members

From the CLEAR website:

This two-day, in-person workshop is for seasoned regulatory board/council members and promotes strategies for dealing with specific challenges faced by board members.

Day One explores the concept of public interest, considers trends in profession-based regulation, while discussing trustworthiness; the importance of structure, process, and culture; avoiding governance pitfalls; and considers board members as leaders. Day Two focuses on the accountability and evaluation role of regulatory board members.

The program is designed to include interactive components which will allow attendees to apply the concepts to their own experiences.

### **Institute of Corporate Directors, Institute of Corporate Directors - Education (icd.ca)**

**Boardroom Financial Essentials (BFE):** This course will help directors examine the fundamental differences between board and management perspectives on matters of finance. They will also delve into linking financial plans to strategic plans, capital projects, merger and acquisition transactions and key performance indicators. Participants will apply their learnings in an immersive, hands-on case study so they can discover how to optimize their contribution to financial discussions in the boardroom.

- January 23, 2024
- instructor-led, online
- 1395\$

**Board Oversight of Strategy (BOS):** Developed in partnership with CPA Canada, based on CPA Canada's *Overseeing Strategy: A Framework for Boards of Directors*, this course will help directors constructively engage in the strategic oversight process. Through exercises and case studies, participants will learn how to apply the framework in various circumstances that an organization may face, such as growth, volatility, new competitive markets or other challenges.

- February 21, 2024
- instructor-led, online
- 1395\$

**ICD-Rotman Governance Essentials Program (GEP):** Boards can be complex. Directors must understand their role to make a lasting impact and fulfill their fiduciary obligations to the board they serve. The first step is to gain an appreciation for the principles of board governance.

- December 14-15, 2023 and February 2-3, 2024, 8am-4:30pm (EDT)
- instructor-led, online
- 2,500\$

### **Governance Solutions**

The Art & Science of Being a Chair

- Online, 10-11:30am MT, every Thursday for 4 weeks, March 14-April 4, 2024
- Cost: \$1495.95 (early bird to February 29)

Governance Solutions events and education: varied courses and delivery methods some examples:

- The Boardroom Boot Camp [\\$895.95](#)
- Basics in Financial Literacy [\\$795.95](#)
- Strategy vs. Culture: The Power of Fusion in Your Leadership Role [\\$229.95](#)

### **Conferences**

- 2024 CLEAR Winter Symposium, Coding Kindness: Regulatory Approaches to Technology and Compassion, Wednesday, January 10, 2024 in Tucson, Arizona.
- 2024 CLEAR Annual Educational Conference, September 16-19, 2024, Baltimore, Maryland



### **Governance Programs/Designations**

- Governance Professionals of Canada: GPC.D designation
- Governance Solutions: The Professional Director Education & Certification Program®: [Pro.Dir designation](#)
- Institute of Corporate Directors: ICD.D designation

### **Mandatory for all Council members**

Under Alberta's *Fair Registration Practices Act*, CPSA must ensure our registration practices are transparent, objective, impartial and procedurally fair. As a CPSA Councillor, you may be involved in hearing appeals of registration decisions. To help ensure CPSA's registration processes comply with legislation, all Council members are asked to complete *Fair Registrations Practices Act* Training, a 1.5 hour online course about the legislation.

### **Courses/Webinars (FREE)**

- Online Micro-Aggression Training for Physicians.
  - Description: this training will help regulated members understand and recognize micro-aggressions and how to respond.
  - Access the course here: myCPSA. Council members should have a myCPSA account, please use your login credentials to access the course. When you are signed in, please click into "Micro-Aggression Training for Physicians".  
(included in the 2023 Council Learning Plan)
- Alberta Federation of Regulated Health Professions Resources and Training
  - **Select:** "Governance Under the Health Professions Act - 12 Key Principles of Good Governance for Council"  
**Enter CPSA Password: GoVHP#2020**  
**Description:** In 2020 the Alberta Federation of Regulated Health Professions engaged James T. Casey Q.C. to present this videotaped workshop for use by the Councils of ARFHP member colleges. The workshop consists of two videos, each approximately one-hour long. It focuses on the governance responsibilities of Councils and covers 12 Key Principles of Good Governance for Council.
- Reynolds, Mirth, Richards & Farmer LLP (RMRF) videos and webinars.  
The following videos, available on CPSA Council's Sharepoint Site – **8-15 minutes in length** – will be helpful in **preparing for hearing appeals:**
  - Assessing Credibility
  - Complaint Review Committee Process
  - Costs Awards
  - Procedural Fairness
  - Procedure for a Contested Hearing
  - Procedure – Agreed Statement of Facts and Admission of Unprofessional Conduct
  - Process – Appeal from a Hearing Tribunal Decision
  - Professional disciplinary hearings and the HPA
  - Registration Review Process
  - Virtual Hearings

The following 5 webinars on Administrative Law for Tribunal Members were developed by Reynolds, Mirth, Richards & farmer LLP, and are available on the CPSA Council Sharepoint site for Council members. The webinars are approximately 60 minutes in length.

- So You've Just Been Appointed to a Hearing Tribunal  
Understanding your role as a decision-maker, understanding the extent of the tribunal's power to make decisions, and how to approach decisions using principles of procedural fairness.
  - Deliberations and Structured Decision-Making  
A disorganized decision-making process will likely lead to a disorganized decision. The best, fairest, and most legally sound decisions result from a structured and deliberate process. This session will give you tools to approach decision-making to improve both the process and the result.
  - Findings of Fact and Reasons  
What is a finding of fact and how does it differ from reasons? Formulating a decision – especially a written decision – can be challenging. This session provides practical tools and tips to understand findings of facts and reasons, and communicate them in a way that is clear and legally sound.
  - [What is Evidence and how Do You Use It](#)  
In this Essential Training session, you will learn what is meant by “evidence” and what is not, and how to best leverage evidence as you exercise your duty as an administrative decision-maker.
  - What Questions Not To Ask  
Asking questions of a witness is an important aspect of the hearing process. Learn the purpose of questioning, the goals of cross-examination, and how questioning by the decision maker differs, including the best practices for asking questions of your own witness.
- The Government of Alberta Board Development Program (\*note: these sessions are aimed at non-profit organizations)