

ATTENDEES

Council Members: Voting:

- Jaelene Mannerfeldt MD MSc FRCSC, Chair
- Richard Buckley, MD, FRCS
- Nicole Cardinal, MD, CCFP
- Garnet Clark
- Daisy Fung, BMSc, MD, CCFP, Member-at-Large
- Maryana Kravtzenyuk, MD, MSc, FRCPC
- Rhonda Laboucan
- Robert Merrifield
- Oluseyi Oladele, MD, CCFP, FCFP
- Laurie Steinbach, BSW, BEd
- Ian Walker, MD, MA
- Pan Zhang

Council Members: Non-Voting:

- Todd Anderson, MD, FRCP(C), FCAHS, Dean Cumming School of Medicine
- Tamara Yee, MD, PhD, Past-President, PARA
- Brenda Hemmelgarn, MD, PhD, Dean FoMD
- Maren Kimura, MPH, Student Observer

CPSA Executive Leadership Team

- Scott McLeod, MD, CCFP, FCFP, Registrar
- Jeremy Beach, MBBS, MD, FRCPC, Assistant Registrar, Accreditation
- Michael Caffaro, MD, Assistant Registrar, Registration
- Gordon Giddings, MD MBA FCFP, Assistant Registrar, Professional Conduct & Complaints Director
- Dawn Hartfield, BScMed, MPH, MD, FRCPC, Deputy Registrar & Hearings Director
- Ed Jess, BA, Chief Innovation Officer
- Michael Neth, PEng, Chief of Staff
- Tracy Simons, CPA, CA, Chief Financial Officer

CPSA/Council Support Team

- Kerry-Ann McPherson, MSc, Program Manager, Governance (Acting) & Senior Executive Assistant
- Nazrina Umarji, B.Ed, JD, Director, Legal Services & General Counsel
- Jason MacDonald, Director, Office of the Registrar
- Annick Belanger, Executive Assistant, Continuing Competence (Recording Secretary)

CPSA Staff Presenters

- Nicole Kain, RN, BNSc, MPA, PhD, Program Manager, Research & Evaluation Unit
- Cliff Lindeman, HBK, MPH, PhD, Program Manager, Prescribing, Analytics & Tracked Prescription Program (TPP) Alberta

Regrets

- Patrick Etokudo, M.Sc, FSCMP, Vice Chair

Public Attendees

CPSA staff and members of the public attended the meeting virtually.

Thursday, September 12, 2024, at CPSA Office

IC1 In-camera Session
Council met in-camera with the Executive Leadership Team and CPSA/Council Support team.

1.0 Call to Order of Public Session

- 1.1 Chair Opening Remarks & Introductions
Jaelene Mannerfeldt welcomed everyone to the meeting.

1.2 Traditional Territory Acknowledgement

At each Council meeting, individuals are invited to share a personalized message to recognize and respect Indigenous Peoples who lived and continue to live on this territory, and for the land to which we are all connected. This type of acknowledgement is part of CPSA's ongoing efforts to develop healthy and reciprocal relations with Alberta's Indigenous communities—a key element of reconciliation, a process we are committed to.

Maren Kimura provided the land acknowledgement.

1.3 Conflict of Interest Declaration (Real, Potential or Perceived)

No additional conflicts were declared at this time.

2.0 Adoption of Agenda and Approval of Minutes

2.1 Adoption of Agenda

MOTION C31-24

Moved by Richard Buckley and seconded by Oluseyi Oladele that the agenda be adopted. Carried.

2.2 Approval of Minutes

2.2.1 May 30 and 31, 2024 CPSA Council Meeting Minutes

2.2.2 Decisions from In-Camera Meeting (May 2024)

MOTION C32-24

Moved by Laurie Steinbach and seconded by Ian Walker that the minutes of the meeting on May 30 and 31 and decisions from the in-camera session in May be approved. Carried.

3.0 Consent Agenda

Purpose: *The Consent Agenda contains items that are proposed for unanimous consent and without debate; however, Council members may seek clarification or ask questions.*

Consent Agenda Process: *To move a consent agenda item to the regular agenda, identify the agenda number and title to be moved via:*

- (1) *An email to the Council Chair within two weeks of the Council meeting OR*
- (2) *A point of information to the Council Chair prior to the adoption of the agenda on the day of the Council meeting.*

3.1 Executive Committee Meeting

3.1.1 Meeting Summary Report (for information)

3.1.2 Governance Review Implementation Plan – Status Update (for information)

3.1.3 Council Meeting Schedule 2026 (for approval)

- 3.2 Governance Committee
 - 3.2.1 Meeting Summary Report (for information)
 - 3.2.2 Revision of Indigenous Advisory Circle Terms of Reference (for approval)
- 3.3 Finance and Audit Committee
 - 3.3.1 Meeting Summary Report (for information)
- 3.4 Anti-Racism Anti-Discrimination Action Advisory Committee (ARADAAC)
 - 3.4.1 Meeting Summary Report (for information)

MOTION C33-24

Moved by Oluseyi Oladele and seconded by Nicole Cardinal that the Consent Agenda be approved. Carried.

In passing the above motion, the following items are approved:

- Executive Committee – Council Meeting Schedule 2025
- Governance Committee – Revision of Indigenous Advisory Circle Terms of Reference

The following items were received as information:

- Executive Committee – Meeting Summary Report
- Executive Committee – Governance Review Implementation Plan – Status Update
- Governance Committee – Meeting Summary Report
- Finance and Audit Committee – Meeting Summary Report
- Anti-Racism Anti-Discrimination Action Advisory Committee – Meeting Summary Report

4.0 Executive Reports

4.1 Chair's Report (for information/discussion)

The Chair's written report highlighted the changes in Council member composition within the second quarter of the year, as well as events and meetings that Jaelene Mannerfeldt attended on behalf of the Council. The report was received as information.

4.2 Registrar's Report (for information/discussion)

Scott McLeod, Registrar, highlighted the following points in his verbal report:

- **Professional Conduct Complaints.** It was reported that the number of professional conduct complaints increased significantly compared to historical volume. Potential reasons for the increase include ease of the online complaint submission process due to the launch of an explanatory video on our website, and the nationwide trend of increase in number of complaints among other unknown factors. The professional conduct department went through important quality improvement changes over the last four years, through Project Bluebird, which

allowed the team to be able to manage the significant workload increase seen now. However, with increasing complaints, it was understood that additional resources might be needed, noting that 1200 files have been opened since the beginning of the year. Of this number, 55% of the complaints received are dismissed at the triage stage. As part of the dismissal process, a letter is sent to the complainant outlining the reasons for the dismissal. The professional conduct department will be collaborating with the AIR department to perform analytics on the current complaints trend.

- **Sponsorship.** It was presented that CPSA approved 151 sponsors which represents 355 possible family physician positions. The vast majority of these openings are in urban areas and the rural areas are still underrepresented. Those postings are found on the AHS Doctors Jobs Alberta website. AHS is working on improvements to the website search functionalities and CPSA is collaborating closely on this tool. There was a discussion around the barriers to the application for sponsorship. Registration numbers are reported on a quarterly basis and publicly available on our website.
- **Rural health partnerships.** CPSA continues to focus on rural engagement and understanding concerns through meetings with representatives from rural communities.
- **Authentic indigenous connections.** A group of CPSA staff visited Dr. Tyler White and his team from Siksika Health Center in early June. Discussions revolved around how CPSA is operationalizing the MOU that was signed between both organizations. Also in June, the Indigenous Advisory Circle and a group of CPSA staff visited Grandmother Doreen in Bragg Creek. The group had the privilege to receive Grandmother Doreen's eye-opening wisdom and knowledge about the land.
- **Physicians billing data.** The Registrar shared that concerns were raised by Alberta Health over inappropriate billing by some physicians. CPSA does not currently have access to physicians' billing data to proactively address the concern. This is a complex issue, and it should not be assumed that those practices are deliberate or fraudulent.
- **Misinformation about CPSA in media.** Misinformation about CPSA has been spread in social media in the last few months. For instance, there has been a persistent belief that CPSA is preventing physicians from prescribing off-label medication. In reality, medications are routinely prescribed for off label purposes and CPSA does not prevent physicians from off-label prescribing as long as it is done according to the Code of Ethics and Professionalism. In the fall, CPSA will be adopting a more proactive approach to inform the public through a positive media relation campaign. A public relations firm will be hired with a goal to counter misinformation with facts. Council expressed their support of the organization's steps to address the misinformation.

5.0 Department Reports

5.1 Hearings Director's Office – Overview of Process and Training (for information)

Dawn Hartfield, Hearings Director, provided an overview of the work of the Hearings Director's Office across three domains of focus: Complaints Review Committee,

Disciplinary Hearings and Appeals to Council. The report and presentation were received as information.

The work from Hearings Director's office is driven by part four of the *Health Professions Act*, which derives from the complaints process. It includes management of the complaints, review Committee, disciplinary hearings and appeals. Appeals may arise as a result of disciplinary hearings, registration decisions, Accreditation Committee decisions, and also by assessing incapacity.

The Hearings Director clarified that members from the Complaints Review Committee (CRC) are selected from the same pool as the Hearings Tribunal (HT) members. CRCs are comprised of two regulated members, and two public members. Regulated members are appointed for a three-year term with a possibility for extension and Alberta Health is in charge of replenishing the number of panel members who are assigned to CPSA from the public. It was stated that no cases have been filed with the Court of Appeal in the last two years. The statutory appeal process must be exhausted before a case is filed with the Court of Appeal. It was stated that 1-2% of complaints go to disciplinary hearings.

5.2 Analytics, Innovation and Research – Overview of Departmental Work (for information)

Nicole Kain and Cliff Linderman, Program Managers within the Analytics, Innovation and Research (AIR) Department, provided an overview of the Research and Evaluation Unit (REU), and the Tracked Prescription Program (TPP Alberta) and Physician Prescribing Practice (PPP) Program.

During the presentation, the following key points were raised:

- The AI language model used in CPSA's machine learning prediction generates data based on the information manually inputted in the tool, ensuring that our analyses are accurate and not influenced by external information
- A question was raised about the research on IMG vs. Canadian graduates' performance. It was clarified that the goal of the research on IMG and Canadian graduates aimed at validating whether or not the performance of family physicians trained in the four CFPC recognized countries (Ireland, UK, US, Australia) and measured by proxy outcomes of complaints and prescribing flags is equivalent to Canadian physicians. Dr. Kain will present the results from the IMG vs. Canadian graduate's research to Council in December.
- A question was raised with regards to the outcomes to "at risk" physicians highlighted by the MD Snapshot tool. Dawn Hartfield, Deputy Registrar clarified that those physicians are referred to Physician Assessment and Feedback which is a competency program, managed by the Continuing Competence department, with a structured process with standardized and validated tools.

6.0 Council Committee Reports

6.1 Governance Committee

6.1.1 Council Committees Overview and 2023 Annual Reports (for approval)

Committee Chairs provided an overview of their committees and reported on their achievements for 2023.

MOTION C34-24

Moved by Pan Zhang and seconded by Richard Buckley that the 2023 Committee Annual Reports be approved. Carried.

6.1.2 Process Change – Appointment to Council Committees (for discussion)

Laurie Steinbach, Committee Chair, presented the process change for the appointment of new Council members to Council Committees for discussion, which was supported by Council.

During the discussion, the following key points were raised:

- There is currently no competency matrix for the committees, but this is something CPSA is looking into creating.
- It was clarified that tenure on Council committees is three years, and the term for a Committee Chair is a year. Unless they request for a change, Council members typically serve on the same Committee for the whole term.
- There is no limitation to the number of Committees a Council member can serve on, and every Council member must participate in at least one Committee.

All Council members were in favour of the proposed changes including:

- Committee Chairs sharing information about their respective Committee with new members at the September meeting
- Following the meeting, the Governance Committee will reach out to the new public members to understand which Committee they would be interested in serving on.
- The Governance Committee would then propose the initiation of an electronic vote by Council to appoint the new Council members to Committees.

Although there is a public member vacancy within the Indigenous Advisory Circle, a different process from the one proposed will be pursued due to the unique nature of that Committee, which has a different recruitment process.

6.1.3 2025 Annual Council Retreat (for approval)

Richard Buckley, Committee Co-Chair, presented the 2025 Annual Council Retreat agenda for discussion, which was approved by Council. The title chosen for the retreat was "Serving Public Interest and Public Trust". The first goal for the session will be to help Council explore its role in building public trust in the regulation of medicine and identifying outcomes and strategies to increase trust. The second goal will be to take steps in establishing a Council Effectiveness Performance Measurement Framework to assist Council with measuring its performance and contribution to achieve CPSA's mission and stewarding CPSA's resources to ensure its viability and sustainability. Potential speaker and logistics details for the retreat will be finalized by the end of September.

MOTION C35-24

Moved by Ian Walker and seconded by Pan Zhang that the 2025 Annual Council Retreat Agenda be approved. Carried.

6.2 Finance and Audit Committee

6.2.1 2025 Business Plan and Budget (for approval)

Daisy Fung, Committee Chair, presented the 2025 Business Plan and Budget for approval.

Business Plan

- CPSA's leadership team developed the business plan highlighting activities for 2025 incorporating all five strategic directions from the strategic plan.
- Activities from the draft business plan were prioritized through a risk assessment matrix and ranked as "Must Have", "Strategically Required", and "Not Critical". Other activities, 6 in total, were ranked as "Defer/Delay" and were dropped from the 2025 business plan.
- In order to address the increasing amount of work across all departments and achieve the outcomes specified in the 2025 business plan, additional staff resources will be required.

Focus was set on 20 prioritized new actions through an internal review. Net new cost of \$3,240,000 includes support required to carry out CPSA regular business activities and increasing volume of work in all departments.

- A question was raised as to whether or not the non-clinical fees would experience a similar decrease as the physician annual fees. It was clarified that any related fees will be impacted by the decrease which includes non-clinical fees and extender fees. The motion for this recommendation was amended to reflect the changes that will occur for other fees.

Amendment of the Motion regarding the Accreditation Surplus

- A question was raised with regards to the sources tied to the accreditation program surplus and the risk involved in changing the wording from "future development costs" to "program costs to the accreditation program". It was clarified that the surplus has been accumulated based on program efficiency including annual fees from private facilities and contracted work. Private fees are set annually based on total costs to run the program and dollar amounts negotiated for contracted work. Based on this information, there are no risks involved in the wording change.

MOTION C36-24

Moved by Richard Buckley and seconded by Oluseyi Oladele that the 2025 Business Plan be approved. Carried.

MOTION C37-24 (amended)

Moved by Ian Walker and seconded by Robert Merrifield that the 2025 Budget be approved, which includes a physician annual fee of \$2,000 and all regulated members would have their fees adjusted at the same percentage; program fee changes for 2025 and honorarium rates for 2025. Carried.

MOTION C38-24

Moved by Pan Zhang and seconded by Rhonda Laboucan that Council approves the amendment to the internal restriction on the accreditation surplus from motion C45-17, thus, approving that the net results of the accreditation program for 2018 and onwards would be restricted for use by the Accreditation Department for program costs for the accreditation program.

6.3 Indigenous Advisory Circle (CIRCLE)

6.3.1 Meeting Summary Report (for information)

Nicole Cardinal, Interim Circle Chair, provided the meeting summary report on behalf of the Circle, which was received as information. Staff who visited Grandmother Doreen's in Bragg Creek shared their experience with Council. It was a very powerful day of learning and strengthening relationships.

6.3.2 CPSA Path to Truth and Reconciliation (for information)

Michael Neth, Chief of Staff, presented CPSA's Path to Truth and Reconciliation, and the following key discussion points are noted:

- CPSA's Path to Truth and Reconciliation is a 10-step action plan that has been created under the guidance of the Indigenous Advisory Circle, Indigenous Elders, Knowledge Keepers, communities and other Indigenous organizations.
 - It was stated that the project team is currently collaborating with Great Country Consulting to create a comprehensive, multi-year project plan that includes the funds and materials needed to complete each of the ten Path actions in addition to a communications strategy for interacting with regulated members and Indigenous communities.
 - The focus for 2025 will be on the first four actions outlined in the Path:
 - Unpack the TRC Calls to Action and other key documents;
 - Witness sharing circles and other methods of engagement;
 - Develop and release statement of action and apology;
 - Develop a Standard of Practice (development to begin in 2025 with a planned implementation in 2026).
 - It is anticipated that the actions defined in the Path will take at least three years to reach completion and will necessitate consistent long-term commitment for years to come.
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6.4 Ad Hoc Bylaw Review Project Committee

6.4.1 Meeting Summary Report (for information)

Oluseyi Oladele, Committee Spokesperson, provided the meeting summary report for the Ad Hoc Bylaw Review Project Committee, which was received as information. The following key points were raised during the discussion:

- The Committee met nine times over the summer with a main focus of drafting the Bylaws specific to Council. The Committee also met with most CPSA departments, and they reviewed Draft Bylaws specific to those departments.
- The Bylaws Committee will meet with the Governance Committee in October to go through the drafted Bylaws. All members of Council will be invited to briefing sessions and will be presented with the new Bylaws in October or November. Concurrently, a legal review of the Draft Bylaws will be performed.
- The Committee will be recommending approval of the Bylaws by Council in December 2024 or March 2025.
- It was clarified that the Committee has been deliberating whether or not a new public member should be invited to the table to fill the vacancy left by Sam Shaw's departure from Council. It was determined that the Committee would not be inviting a new public member at this time due to logistical reasons and time constraints. It was stated however that the Committee is open to feedback from Council on a change of approach; however, there were no comments.

7.0 Standing Items

7.1 Key Performance Indicators (KPI) Dashboard (for information)

Ed Jess, Chief Innovation Officer, presented on the key performance indicators for Quarter 2 (April to June) and outlined the process for Council members to access the dashboard in real time. The following key points were raised during the discussion:

- It was stated that The KPI dashboard includes 32 sub metrics across all departments. Some of the KPIs are only reported on once a year, regular reporting may present a challenge for some metrics.
- The organization is tracking well overall with 92.3% of KPI completion across departments.
- A step-by-step document has been provided to Council to access the Power BI dashboard. The dashboard provides close to real-time information on progress.
- It was stated that, based on feedback received from departments, minor changes are expected to some of the sub metrics in 2025.

The public session was adjourned at 16:15.
