

## Council Meeting Minutes (Public)

September 18 and 19, 2025  
CPSA Council Chambers, Edmonton and Via Zoom

### ATTENDEES

#### Council Members: Voting

- Nicole Cardinal, MD, CCFP, Chair
- Daisy Fung, BMSc, MD, CCFP, Vice Chair
- Rhonda Laboucan, Member-at-Large
- Richard Buckley, MD, FRCS
- Garnet Clark, MBA, CPA, CMA
- Logan Day
- Patrick Etokudo, M.Sc, FSCMP

#### Council Members: Non-Voting

- Todd Anderson, MD, FRCP(C), FCAHS, Dean Cumming School of Medicine
- Brenda Hemmelgarn, MD, PhD, Dean FoMD  
- Day 1 only / Regrets Day 2

#### CPSA Executive Leadership Team

- Scott McLeod, MD, CCFP, FCFP, Registrar
- Colleen Forestier, MD, MPH, MPA, CCFP(EM), CCFP Registrar Select
- Dawn Hartfield, BScMed, MPH, MD, FRCPC, Deputy Registrar & Hearings Director
- Jeremy Beach, MBBS, MD, FRCPC, Assistant Registrar, Accreditation
- Michael Caffaro, MD, CCFP FCFP, Assistant Registrar, Continuing Competence

#### CPSA/Council Support Team

- Jason MacDonald, Director, Office of the Registrar
- Kerry-Ann McPherson, MSc, CAPM, Program Manager, Governance
- Kimberley Murphy, ACEA, Senior Executive Assistant, Recording Secretary

#### Regrets

- Ed Jess, BA, Chief Innovation Officer

#### Resources for Council Members:

- [Council Conflict of Interest Policy](#)
- [Council Culture Agreement](#)
- [Council Decisions Terminology](#)
- [Council Member Code of Conduct Policy](#)
- [Councillor's Oath](#)
- [CPSA Council Reference Manual](#)

- Nahla Gomaa, MBBCH, MSc, MD PhD, SFHEA, FAcadMED
- Maryana Kravtsenyuk, MD, MSc, FRCPC
- Hon. Robert Merrifield, PC
- Oluseyi Oladele, MD, CCFP, FCFP
- Laurie Steinbach, BSW, BEd
- Ian Walker, MD, MA
- Pan Zhang, MBA, BSc, BA

- Jenna Salem, Student Observer
- Tamara Yee, MD, PhD, PARA - Virtual

- Gordon Giddings, MD MBA FCFP, Assistant Registrar, Professional Conduct & Complaints Director
- Sayra Khandekar, MD, MD MBA FRCPC FACC, Assistant Registrar, Registration
- Michael Neth, PEng, Chief Operating Officer
- Tracy Simons, CPA, CA, Chief Financial Officer

#### CPSA Staff Guests

- Neelam Mahil, MD, FRCPC, Senior Medical Advisor, Professional Conduct

#### External Guests

- Dr. Maureen Lux, Virtual

#### Public Attendees

- CPSA staff and members of the public are invited to attend the meeting virtually.

- [CPSA Glossary](#)
- [CPSA Strategic Plan](#)
- [CPSA Values](#)
- [In-camera Sessions Policy](#)
- [KPI Dashboard](#)
- [Principles to Guide Council Interactions](#)
- [Social Media Guidelines](#)

## Day 1 Thursday, September 18, at CPSA Council Chambers

### IC1 In-Camera Session

Council met in-camera with Executive Leadership Team and the CPSA/Council Support Team. This in-camera session was called to order at **0818** and adjourned at **0856**.

### 1.0 Call to Order of Public Session

#### 1.1 Chair Opening Remarks & Introductions

The Chair, Nicole Cardinal, welcomed attendees and called the public portion of the meeting to order at **0857**.

#### 1.2 [Traditional Territory Acknowledgement](#)

Ian Walker provided the land acknowledgement on Day 1 of Council.

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

Ian Walker declared a potential conflict of interest related to a new position he has assumed under the restructuring within Alberta Health Services (AHS).

### 2.0 Adoption of Public Agenda and Approval of Minutes

#### 2.1 Adoption of Agenda

##### **Motion: C36-25**

Moved by Laurie Steinbach and seconded by Patrick Etokudo that the agenda be adopted. Carried.

#### 2.2 Approval of Minutes

##### 2.2.1 [May 2025 CPSA Council Public Meeting Minutes](#)

##### 2.2.2 [Decisions from In-camera Meeting \(May 2025\)](#)

##### 2.2.3 [Sponsorship Fee Reduction - July 2025 E-vote](#)

##### **Motion: C37-25**

Moved by Ian walker and seconded by Garnet Clark that the public minutes of the Council meeting on May 29 and 30, 2025, the decisions from the in-camera sessions in May 2025, and the sponsorship fee reduction e-vote in July 2025 be approved. Carried.

### 3.0 Consent Agenda

#### 3.1 Executive Committee Meeting

[Meeting Summary Report](#) (for information)

#### 3.2 Governance Committee

3.2.1 [Meeting Summary Report](#) (for information)

3.2.2 [Positioning of ARADAAC as a Standing Committee](#) (for approval)

3.2.3 [Council Policies – In-Camera Sessions Policy](#) (for approval)

### 3.2.4 Registration Policies (for approval)

#### 3.2.4.1 [Registration Assessment Policies](#)

#### 3.2.4.2 [Administrative Policies](#)

#### 3.2.4.3 [General and Provisional Register Policies](#)

Clarification was sought on item 3.2.4 regarding reasons for policy reviews throughout the year versus a comprehensive policy review at one time. It was clarified that to remain responsive to emerging changes within the Registration landscape the most feasible approach is to update the policies as the need arises.

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### 3.3 [Finance and Audit Committee - Meeting Summary Report](#) (for information)

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### 3.4 [Ad Hoc Bylaw Review Project Committee Update](#) (for information)

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### 3.5 [Nominations Committee Update](#) (for information)

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### 3.6 [CPSA Path to Truth and Reconciliation Update](#) (for information)

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### 3.7 [Alberta Society of Radiologists \(ASR\)](#) (for information)

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#### **Motion C38.1-25**

Moved by Ian Walker and seconded by Patrick Etokudo that Council approves renaming the committee the **Anti-Racism and Anti-Discrimination (ARAD) Committee** and transitions the committee from a **Priority Committee to a Standing Committee of Council**. Carried.

#### **Motion C38.2-25**

Move by Ian Walker and seconded by Patrick Etokudo that Council approves the **Council Policies; In-camera Sessions Policy**. Carried.

#### **Motion C38.3-25**

Move by Ian Walker and seconded by Patrick Etokudo that Council rescind the Registration Assessment Policies, **Return to Practice Assessment Policy** and the **Change in Scope Assessment Policy**. Carried.

#### **Motion C38.4-25**

Move by Ian Walker and seconded by Patrick Etokudo that Council rescind the Registration Administrative policies, **English Language Proficiency Policy**, **Verification of Documents Policy**, and **Updating of Credentials Policy**. Carried.

#### **Motion C38.5-25**

Move by Ian Walker and seconded by Patrick Etokudo that Council approves the proposed revisions to the **General Register Policy** and the **Provisional Register Policy**. Carried.

The following items were received as information only for the consent agenda:

- Executive Committee – Meeting Summary report
- Governance Committee – Meeting Summary report
- Finance and Audit Committee - Meeting Summary report
- Ad Hoc Bylaw Review Project Committee Update
- Nominations Committee Update

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- CPSA Path to Truth and Reconciliation Update
  - Alberta Society of Radiologists (ASR) Correspondence
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### 4.0 Executive Reports

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#### 4.1 [Chair's Report](#) (for information/discussion)

The Chair provided an update on some of the recent meetings and activities she has attended since the May Council meeting. Most notable highlight was the IAMRA Conference in Ireland where regulation was discussed on a global scale. Manitoba spoke of the work they completed with CPSA on Return to Practice Assessments, and many stories of lived experience.

The Chair reminded Council of all the Reconciliation events happening during the month of September and stated she will be wearing her Orange shirt to honour her parent, aunts, uncles and all those who attended residential schools.

The Executive Report was received as information. For further details, please refer to the supporting dossier.

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#### 4.2 [Registrar's Report](#) (for information/discussion)

The Registrar provided a comprehensive report noting that the September Council meeting will be his final one as the Registrar & CEO. He welcomed and reintroduced the incoming Registrar & CEO, Dr. Colleen Forestier. He announced that Dr. Jeremy Beach, Assistant Registrar, Accreditation, will retire at the end of the year, and introduced and welcomed Dr. Neelam Mahil to the Council table as the incoming Assistant Registrar, Accreditation.

The report included updates from various departments including the Medical Facility Accreditation Committee (MFAC), Continuing Competence, Information Management, People and Culture and Professional Conduct. Department reports will continue to be shared at each meeting.

The Registrar highlighted meetings with various government leaders, including a brief but productive meeting with Premier Smith in Calgary at the end of June, a recurring meeting with Minister LaGrange and an upcoming meeting with Minister Amery at the end of September.

The Registrar emphasized the need for CPSA to question and to rethink risks, and open minds to registering and regulating from different perspectives. He reflected on changes within the organization over the past eight years, highlighting that while CPSA remains highly respected and valued, every department has experienced some degree of change. His final thought was to invest in the people, and concluded his report by expressing gratitude for the support received from Council and the leadership team over the past eight years.

The Registrar Report was received as information. For further details, please refer to the supporting dossier.

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## **5.0 Department Reports**

### **5.1 Hearings Director Office**

#### [Implementation of a Fee for Requests for Review to the Complaint Review Committee \(CRC\)](#) (for approval)

The Hearings Director and Deputy Registrar, Dawn Hartfield, proposed implementing a Complaint Review Committee (CRC) fee of \$200, with a formal fee waiver application to ensure equitable access. There are limited staffing resources and time within the Hearings Director Office, with approximately 100 requests received per year, resulting in 90% of all initial decisions being upheld. High hearing tribunals are being prioritized, and more effort is being put into dismissed complaints. Individuals have a 30-day window to place a request if they feel the process is unfair. When submitting a request, they must articulate why the decision is unreasonable. The ombudsman advised that CPSA cannot refuse a request within 30 days, even if the reason is dissatisfaction with the decision. The ombudsmen did review this process for the College of Alberta Dental Assistants (CDA) and have developed guidance we can apply at CPSA.

Concerns were raised about fairness, and the readability of legal documents, with a suggestion to make them more accessible. It was mentioned that the process is confusing, and this is an opportunity to support individuals from certain socio-economic demographics. Simplifying decision letters was suggested. The threshold for unprofessional conduct before a hearing was noted, and the need to be reasonable and accessible, especially for individuals on Assured Income for the Severely Handicapped (AISH), was highlighted.

Council queried whether an approach that was not financially driven had been considered to keep the program efficient. Reimbursement would be offered if a decision is overturned or more evidence is presented.

An implementation plan will be developed in collaboration with a team of key stakeholders. This will include development of supporting policy, standard documents, and a communication plan. CPSA has an existing online payment system that can be leveraged for this new process. The goal will be to go live April 1, 2026.

Council recommended conducting a pilot to assess the impact of the fee and assessing the change with support to keep it if effective.

#### **MOTION C39.1-25**

Moved by Rick Buckley and seconded by Nahla Gomaa that Council approves implementing a CRC review request fee, with a formal waiver application process to ensure equitable access. 8 in Favour. 4 Opposed. 0 Abstain. Carried.

#### **MOTION C39.2-25**

Moved by Rick Buckley and seconded by Pan Zhang that Council approves implementing a CRC review request fee of \$200, with a formal waiver application process to ensure equitable access. 8 in Favour. 2 Opposed. 2 Abstain. Carried.

#### **MOTION C39.3-25**

Moved by Oluseyi Oladele and Ian Walker that the decision to implement the fee will be reviewed by Council 18-24 months after this change is implemented. 11 in Favour. 1 Abstain. Carried.

**5.2 Corporate Services**

**5.2.1 [2026 Business Plan and Budget](#)** (for approval)

Tracy Simons, Chief Financial Officer presented the 2026 Business Plan and Budget. She highlighted that the Business Plan is built on the Strategic Directions.

**MOTION C40.1-25**

Moved by Ian Walker and seconded by Patrick Etokudo that the CPSA Council approves the 2026 Business Plan. Carried.

**MOTION C40.2-25**

Moved by Nahla Gomaa and seconded by Patrick Etokudo that the CPSA Council approves the 2026 Budget. Carried.

**MOTION C40.3-25**

Moved by Nahla Gomaa and seconded by Laurie Steinbach that the CPSA Council approves the Fee Changes, inclusive of physician annual fee of \$2,000, net the attraction and retention fee discount of \$200 and program fee changes. Carried.

**5.2.2 [2025 Diagnostic Imaging Fees](#)** (for approval)

Tracy Simons, Chief Financial Officer presented the revised 2025 Diagnostic Imaging Fees for Council approval.

**MOTION C41-25**

Moved by Rob Merrifield and seconded by Garnet Clark that Council approves the 2025 diagnostic imaging annual fees. Carried.

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**6.0 Council Committee Reports**

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**6.1 Finance and Audit Committee**

**[Financial Executive Limitations – Policy Changes](#)** (for approval)

Patrick Etokudo, Chair of the Finance and Audit Committee proposed changes to Council's Financial Executive Limitations policy. The Executive Limitations Policy serves a critical governance function: it establishes a financial boundary on the executive's decision-making authority. These thresholds help ensure fiscal responsibility, prevent unauthorized or high-risk expenditures, and clarify when Council approval is required for financial commitments.

Management has brought forward recommended changes to the Financial Executive Limitations Policy, specifically to the Registrar and CEO's unbudgeted financial authority limit. The current limit is \$100,000 set in 2017 when the organization's budget was smaller. The Finance and Audit Committee supports management's proposal of 1% of current budget, with a maximum dollar amount for individual unbudgeted expenses of \$300,000.

Additionally, management recommended updating the wording in the insurance coverage portion of the policy to include 'CPSA Committees.' An additional amendment

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to the proposed draft wording was made to include 'and cyber losses.' Council was supportive of this direction.

Following this approval, CPSA's Management Control Framework will be updated and reviewed by FAC at their November 2025 meeting.

**Motion C42-25**

Moved by Garnet Clark and seconded by Oluseyi Oladele that Council approves the proposed changes to Council's policy, Financial Executive Limitations. Carried.

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**6.2 Governance Committee**

**6.2.1 [Bylaw Amendment - English Equivalency](#)** (for approval)

The Chair of the Governance Committee, Rick Buckley, brought forward a proposal recommending Council approve a bylaw amendment regarding English Language Proficiency. In May 2025, Council repealed the English language requirements in the CPSA Bylaws while introducing greater specificity and standardization in how proficiency is assessed for applicants.

An amendment to this Bylaw is proposed to also include the discretion of the Registrar to waive these requirements. This amendment strengthens CPSA governance by adding clarity and aligning regulatory instruments (Regulation, Bylaw and General Register policies).

Following this approval, the Bylaws will be amended and made available on the CPSA website, effective September 2025.

**MOTION C43-25**

Moved by Rob Merrifield and seconded by Ian Walker that Council approves a bylaw amendment regarding English Language Proficiency.

**6.2.2 [Bylaw Amendment and Policy Introduction – Recognition of Regulated Professionals Registered in other Jurisdictions](#)** (for approval)

The Chair of the Governance Committee, Rick Buckley, brought forward a proposal recommending Council approve a bylaw amendment and new policy allowing the Registrar to approve equivalent jurisdictions. In May 2025, Council adopted a new bylaw on Recognition of Regulated Professionals Registered in Other Jurisdictions.

Upon approval of this bylaw amendment, a new policy would concurrently be introduced to delegate to the Registrar the authority to recognize jurisdictions as substantially equivalent for registration purposes. The amended bylaws and new policy will be made available on the CPSA website, and all relevant stakeholders notified.

**MOTION C44-25**

Move by Rob Merrifield and seconded by Laurie Steinbach that Council approves a bylaw amendment and new policy allowing the Registrar to approve equivalent jurisdictions. Carried

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6.3 **Executive Committee** [Council Performance Measurement Framework](#) (for discussion)

Nicole Cardinal and Daisy Fung, Chair and Vice-Chair of the Executive Committee brought forward the first draft of the Council Performance Measurement Framework. The intent of the framework is to support ongoing evaluation of Council's effectiveness in fulfilling its mandate.

Council reviewed the draft and provide feedback on the language and recommended incorporating quarterly reviews by Executive Committee with annual presentation to Council to provide a retrospective review of the previous years performance.

**ACTION:** Take framework back to the Executive Committee to discuss and clarify and bring back to December Council for follow-up presentation/discussion.

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6.4 **Anti-Racism Anti-Discrimination Action Advisory Committee** [Meeting Summary Report](#) (for information)

Daisy Fung, Chair of the Anti-Racism Anti-Discrimination Committee (ARAD) provided an update on the work of the committee since the May Council meeting. The Committee held 3 one-hour virtual meetings to cover a range of topics including; Standards of Practice, revisions to CPSA's Position Statement on Racism and Discrimination, Committee Recruitment and revisions to the Terms of Reference.

The ARAD Chair announced that their terms on both Council and the ARAD Committee will conclude on December 31 and noted that Dr. Kannin Osei-Tutu will assume the role of ARAD Committee Chair in 2026.

The report was received as information. For further details, please refer to the supporting dossier.

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6.5 **Indigenous Advisory Circle** [Meeting Summary Report](#) (for information)

Nicole Cardinal, Chair of the Indigenous Advisory Circle provided an update on the work of the committee since the May Council meeting. The committee met twice over the summer to guide the CPSA team on its Path to Truth and Reconciliation, to review the updated engagement plans, and to provide advice into CPSA's early research to uncover past and present contributions to harms and trauma experienced by First Nations, Métis and Inuit Peoples in the health system.

The report was received as information. For further details, please refer to the supporting dossier.

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**The Day 1 of the Public meeting was adjourned at 1353**

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### Friday, September 19, 2025, CPSA Council Chambers

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#### 7.0 Call to Order of Public Session

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7.1 Chair Opening Remarks & Introductions

The Chair, Nicole Cardinal, welcomed attendees and called the continuation of the Public Session to order at **0826**

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7.2 [Traditional Territory Acknowledgement](#)

Laurie Steinbach provided the land acknowledgement on Day 2 of Council

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#### 8.0 Standing Items

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8.1 [Key Performance Indicators \(KPI\) Dashboard](#) (for discussion)

Nicole Kain, Program Manager, Research & Evaluation provided a live presentation of the Q2 KPI data dashboard. During discussions, it was highlighted that a link to the KPI Dashboard is now available on the front page of the agenda. Due to time constraints of the agenda, the presentation was shortened, and the slides were shared with Council in follow-up.

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#### 9.0 Business Arising

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9.1 Appointment of New Registrar & CEO

A signing ceremony took place at 1100 on September 19, 2025 to formally mark the transfer of CPSA Registrar & CEO responsibilities from Dr. Scott McLeod to Dr. Colleen Forestier. Dr. McLeod, Dr. Forestier and Dr. Cardinal were the official signatories for this event.

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**The Day 2 of the public meeting was adjourned at 1130.**

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