

ATTENDEES

<p>Council Members: Voting</p> <ul style="list-style-type: none"> Nicole Cardinal, MD, CCFP, Chair Daisy Fung, BMSc, MD, CCFP, Vice Chair Richard Buckley, MD, FRCS Nahla Gomaa, MBBCH, MSc, MD PhD, SFHEA, FAcadMED Oluseyi Oladele, MD, CCFP, FCFP 	<ul style="list-style-type: none"> Ian Walker, MD, MA Garnet Clark, MBA, CPA, CMA Patrick Etokudo, M.Sc, FSCMP Hon. Robert Merrifield, PC Pan Zhang, MBA, BSc, BA
<p>Council Members: Non-Voting</p> <ul style="list-style-type: none"> Brenda Hemmelgarn, MD, PhD, Dean FoMD - Day 1 only / Regrets Day 2 Jenna Salem, Student Observer 	<ul style="list-style-type: none"> Todd Anderson, MD, FRCP(C), FCAHS, Dean Cumming School of Medicine Tamara Yee, MD, PhD, Past President, PARA
<p>CPSA Executive Leadership Team</p> <ul style="list-style-type: none"> Colleen Forestier, MD, MPH, MPA, CCFP(EM), CCPE Registrar & CEO Dawn Hartfield, BScMed, MPH, MD, FRCPC, Deputy Registrar & Hearings Director Michael Neth, PEng, Chief Operating Officer Ed Jess, BA, Chief Innovation Officer Tracy Simons, CPA, CA, Chief Financial Officer Jeremy Beach, MBBS, MD, FRCPC, Assistant Registrar, Accreditation 	<ul style="list-style-type: none"> Neelam Mahil, MD, FRCPC, Assistant Registrar, Accreditation Michael Caffaro, MD, CCFP FCFP, Assistant Registrar, Continuing Competence Gordon Giddings, MD MBA FCFP, Assistant Registrar, Professional Conduct & Complaints Director Sayra Khandekar, MD, MD MBA FRCPC FACC, Assistant Registrar, Registration
<p>CPSA/Council Support Team</p> <ul style="list-style-type: none"> Jason MacDonald, Director, Office of the Registrar Kerry-Ann McPherson, MSc, CAPM, Program Manager, Governance Kimberley Murphy, Senior Executive Assistant, Recording Secretary <p>CPSA Guests</p> <ul style="list-style-type: none"> David Moore, Director, Strategic Priorities 	<p>External Guests</p> <ul style="list-style-type: none"> Nkolika Anyabolu, <i>Incoming Councilor</i> Nkemakolam Obinna Eke, <i>Incoming Councilor</i> Olumide Johnson Fatokun, <i>Incoming Councilor</i> Doris Sturtevant, <i>Incoming Councilor</i> Kannin Osei-Tutu, <i>Incoming ARAD Chair</i> Tibetha Kemble, <i>Incoming Circle Chair</i> Cathy Kiss, Canadian Strategy Group Brent Kossey, Canadian Strategy Group Greg Sim, Field Law Scott McLeod, former CPSA Registrar & CEO
<p>Regrets</p> <ul style="list-style-type: none"> Maryana Kravtsenyuk, MD, MSc, FRCPC Rhonda Laboucan, Member-at-Large Logan Day 	<p>Public Attendees</p> <ul style="list-style-type: none"> CPSA staff and members of the public were invited to attend the meeting virtually.
<p>Resources for Council Members:</p> <ul style="list-style-type: none"> Council Conflict of Interest Policy Council Culture Agreement Council Decisions Terminology Council Member Code of Conduct Policy Councillor's Oath CPSA Council Reference Manual 	<ul style="list-style-type: none"> CPSA Glossary CPSA Strategic Plan CPSA Values In-camera Sessions Policy KPI Dashboard Principles to Guide Council Interactions Social Media Guidelines

Thursday, December 4, 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 **0819** and adjourned at **0850**.

1.0 Call to Order of Public Session

1.1 Chair Opening Remarks & Introductions

The Chair, Nicole Cardinal called the public session to order at **0917**.

The Chair welcomed attendees and acknowledged four outgoing Council members: Daisy Fung, Maryana Kravtsenyuk, Oluseyi Oladele and Richard Buckley. Four incoming 2026 councilors joined virtually and were welcomed as observers: Doris Sturtevant, Nkemakolam Obinna Eke, Nkolika Anyabolu, and Olumide (Johnson) Fatokun.

1.2 [Traditional Territorial Acknowledgement](#)

Oluseyi Oladele provided the Land Acknowledgement on Day 1 of Council.

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

None declared.

2.0 Adoption of Public Agenda and Approval of Minutes

2.1 Adoption of Agenda

MOTION C48-25

Moved by Garnet Clark and seconded by Pan Zhang that the agenda be adopted. Carried.

2.2 Approval of Minutes

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

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

2.2.3 [Minutes of E-vote to Ratify CPSA Council Election Results \(November 2025\)](#)

MOTION C49-25

Moved by Oluseyi Oladele and seconded by Ian Walker that the public minutes of the Council meeting on September 18 and 19, 2025, the decisions from the in-camera session in September 2025, and the Minutes of the e-vote to ratify CPSA Council Election Results (Nov 2025) be approved. Carried.

3.0 Consent Agenda

No requests were made to move any items off the consent agenda.

3.1 Executive Committee Meeting

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

3.1.2 [Council Meeting Schedule for 2027](#) (for approval)

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- 3.2 Governance Committee
 - 3.2.1 [Meeting Summary Report](#) (for information)
 - 3.2.2 [Council Appointments and Membership](#) (for approval)
 - 3.2.3 [Terms of Reference Revision – Anti-Racism Anti-Discrimination Committee](#) (for approval)
 - 3.2.4 [Council Orientation](#) (for information)
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- 3.3 [Finance and Audit Committee - Meeting Summary Report](#) (for information)
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- 3.4 [Ad Hoc Building Fund Committee update](#) (for information)
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- 3.5 [Annual Report Backgrounder and 2025 Plan](#) (for information)
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MOTION C50.1-25

Moved by Pan Zhang and seconded by Nahla Gomaa that Council approves the **Council Meeting Schedule for 2027**. Carried.

MOTION C50.2-25

Moved by Pan Zhang and seconded by Nahla Gomaa that Council approves the **Council Appointments and Membership**. Carried.

MOTION C50.3-25

Moved by Pan Zhang and seconded by Nahla Gomaa that Council approves the **Terms of Reference Revision – Anti-Racism Anti-Discrimination Committee**. Carried.

4.0 Executive Reports

4.1 [Chair’s Report](#)

Nicole Cardinal reflected on the past year of leadership, learning, and collaboration and thanked everyone for the opportunity to be Council Chair this year. She affirmed there will be difficult conversation as Council moves ahead but all must stay focused on patient safety and protecting patients.

CPSA staff were thanked for their organizational support. The Chair noted that Executive Committee met bi-weekly with the Registrar since October. This was a helpful process and recommended continuing. The Chair was particularly proud of the work done by the Bylaws Committee, and the work of the Indigenous Advisory Circle.

The Chair’s Report was received for information and discussion.

4.2 [Registrar’s Report](#)

Colleen Forestier shared an update on the first 90 days as CPSA Registrar & CEO.

Focusing internally, time was spent learning CPSA operations and culture; observing committees; two summits (full team and senior leadership) focusing on values/brand characteristics and improving “battle rhythm” of meetings and decision flow.

Focusing externally, multiple engagements were made with other provincial regulators and national regulatory bodies (FMRAC), health system stakeholders, Indigenous/community engagements, and minister-level meetings notably with Minister LaGrange and Minister

Jones. It was confirmed an invitation to Minister LaGrange is being pursued for the March Council meeting.

Information was shared on the KPI Dashboard noting there is opportunity to refine sub-metrics aligned to HPA and to revisit metrics with Council involvement.

The Registrar touched on complaint volumes and process improvements for Hearing and CRCs. Brief updates were shared for Accreditation, Registration, Continuing Competence and Analytics.

The Registrar's Report was received for information and discussion.

5.0 Department Reports

5.1 [Accreditation](#) (for information)

Council received a 30-minute presentation from Neelam Mahil, Assistant Registrar, Accreditation who provided a high-level and operational update on the Accreditation Department, including program growth, staffing and operational improvements, governance and committee structure and next steps.

Accreditation will provide an update on their committee restructuring model, standards review and digital transformation milestones in future Council meetings.

The Accreditation Department update was received for information and discussion.

6.0 Council Committee Reports

6.1 **Governance Committee**

6.1.1 [Bylaw Revision – Prescribed Health Services](#)

Rick Buckley, Committee Chair, shared the report on behalf of the Governance Committee, noting that CPSA is granted authority under Section 8(g) of Schedule 21 of the Health Professions Act (HPA) to maintain a list of prescribed health services within its Bylaws.

Acute Care Alberta previously requested approval to allow certain procedures to be moved from hospital settings to appropriate non-hospital surgical facilities (NHSF). The Prescribed Health Services List currently indicates that listed procedures may only be performed in an NHSF or hospital, not in an office setting.

Questions were raised regarding patient choice and control over the setting in which procedures are performed. It was clarified that procedures requiring anesthesia or intravenous sedation necessitating monitoring of vital signs and must occur in an accredited non-hospital surgical facility (NHSF) or hospital, whereas oral sedation may be provided in an office setting.

The committee discussed that the referenced list identifies procedures that may be performed in an NHSF but does not imply exclusivity to that setting.

No motion for approval could be made as the matter was directed back to MFAC for further review.

For further details, please refer to the supporting dossier.

6.1.2 [CPSA Nomination and Election Outcome](#)

Rick Buckley, Committee Chair, outlined the nomination process noting that 18 applicants were shortlisted to six candidates, who competed for four available positions. The Governance Committee acted as the Nomination Committee.

Final vetting was conducted by MNP through reference checks. It was suggested that collecting 360-degree feedback directly from candidates may be preferable to relying solely on references provided.

Members noted that the experience provided valuable learnings that will inform future governance and nomination processes. It was suggested that an external advisor not be used in the next cycle, and that Council strengths and weaknesses instead be identified through polling all candidates.

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

6.1.3 [Nomination Committee 2026](#)

Rick Buckley, Committee Chair, continued discussions regarding the nomination and election process, including feedback that Council should have greater control over outcomes without moving to direct appointments. One Council position will be available next year.

Questions were raised about how specific Council needs (e.g., family medicine representation) would be addressed if there is a large candidate pool, and whether the process could prioritize candidates based on identified gaps, and that senior leadership input should be considered when identifying the type of individual needed for Council.

The Nomination Committee was confirmed as a standing committee of Council, with Terms of Reference to be developed.

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

6.2 **Executive Committee**

6.2.1 [Performance Measurement Framework](#)

Development of a Council Performance Measurement Framework originated from a recommendation made in the 2022 Governance Review. Nicole Cardinal, Council Chair, sought approval to continue with the activities outlined in the measurement table.

MOTION C51-25

Moved by Patrick Etokudo and seconded by Garnet Clark that Council approves the draft Performance Measurement Framework. Carried.

For further details, please refer to the supporting dossier.

6.2.2 [Council Action Tracker Review](#)

The action tracker was provided for information and discussion. The purpose of presenting at Council was to provide Council with opportunities to seek any clarification. There were no comments or concerns.

For further details, please refer to the supporting dossier.

6.3 **Anti-Racism Anti-Discrimination Committee** [Meeting Summary Report](#)

Daisy Fung, outgoing Committee Chair, shared background on the formation of the committee and recent activities. Key discussion included revisions to CPSA's Position Statement on Racism and Discrimination and exploration of a potential Framework on Racism and Discrimination.

Through its advisory role, the Committee continues to support Council by providing guidance on culturally safe practices, equity considerations, and approaches to addressing discrimination in healthcare, in alignment with CPSA's regulatory mandate.

The report noted the introduction of Bill 13 (Regulated Professions Neutrality Act) and acknowledged that Council will need to consider the implications of this legislation on the Committee's function and purpose.

The Committee Chair proposed a more fulsome discussion at the March 2026 Council meeting, following legal and organizational analysis.

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

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

Nicole Cardinal, Committee Chair, provided an update on recent activities of the Circle.

As part of the Path to Truth and Reconciliation, the Circle continued advising CPSA on deepening understanding of the Truth and Reconciliation Commission (TRC) Calls to Action and the United Nations Declaration on the Rights of Indigenous Peoples (UN Declaration). The Circle also continued to guide CPSA's research into the organization's past and present contributions to harms experienced by First Nations, Métis, and Inuit Peoples. Advice emphasized the importance of addressing both historical and current realities, recognizing oral history, engaging Elders and Knowledge Keepers in culturally safe ways, and taking a holistic approach when listening to lived experiences.

The Circle reviewed and provided guidance on draft updates to the Terms of Reference, including clarifying the participation of non-members at meetings. The Circle was generally supportive and requested additional time to finalize the Terms of Relational Engagement. Final TORs are expected to be brought forward in the new year to the Governance Committee and Council.

Regarding membership, Tibetha Kemble (PhD) was selected as Chair and Margo Dodginghorse as Vice Chair. A formal report to the Governance Committee and notice to Council will follow in the new year. The Circle also requested that recruitment begin to fill vacant positions, including a second Elder and additional physician and public members.

Through its advisory role, the Circle continues to guide CPSA in advancing Indigenous patient safety, addressing Indigenous-specific racism and discrimination, and supporting equitable access to safe, high-quality healthcare for all Albertans.

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

6.5 **Bylaw Review Project Committee**

6.5.1 [Draft CPSA Bylaws](#)

Oluseyi Oladele provided a report to Council on behalf of the Ad Hoc Bylaw Review Project Committee, seeking approval of the proposed revisions to the CPSA Bylaws, with an effective date of December 12, 2025.

The Committee worked closely with the Office of the Registrar and internal CPSA teams, and the proposed bylaws underwent comprehensive legal review by Field Law LLP to ensure clarity, consistency, and compliance with legislation and governance best practices.

In accordance with the current CPSA Bylaws, notice of motion was provided to Council at least fourteen days in advance of the meeting. An optional Bylaw Open House Session was also offered prior to the meeting to allow Council members to ask questions and seek clarification. Phase 2 revisions include reorganization of Part 1 (Council and Organization). A detailed Summary of Changes outlines the rationale for each amendment.

The revised CPSA Bylaws will be posted on the CPSA website and communicated to relevant stakeholders.

MOTION C52-25

Moved by Rob Merrifield and seconded by Pan Zhang that Council review and approve the proposed revisions to the CPSA Bylaws, as presented by the Ad Hoc Bylaw Review Project Committee, effective December 12, 2025, with proposed changes raised from the Bylaw Open House session and the Publication session. Carried.

6.5.2 [Dissolution of the Committee](#) (for approval)

As the Ad Hoc Bylaw Review Project Committee had completed its designated work, it was recommended that the committee be officially dissolved. Future Bylaw revisions will come forward through the Governance Committee.

MOTION C53-25

Moved by Ian Walker and seconded by Garnet Clark that the Ad Hoc Bylaw Review Project Committee be officially dissolved, as it has completed its designated work by reviewing the CPSA Bylaws. Carried.

The Public session of Council on Day 1 adjourned at 1522.

Friday, December 5, 2025, CPSA Council Chambers

IC3 In-Camera Session

Council met in-camera (IC3) with CPSA Executive Leadership Team and CPSA Council Support Team. This in-camera session was called to order at **0830** and adjourned at **1130**.

IC4 Call to Order of Council only In-Camera Session (Attendees: Council)

Council met in-camera (IC4) at **1135**. The meeting was adjourned at **1200**. This concluded the December 2025 Council meeting.