



College of Respiratory
Therapists of Ontario

Ordre des thérapeutes
respiratoires de l'Ontario

CRTO Council Meeting Minutes

Scheduled on June 26, 2026, from 9:00 am to 1:00 pm

Location: Microsoft Teams

Board Members:

Lindsay Martinek, RRT, **Chair**
Jeffrey Dionne, RRT, **Vice-Chair**
Allison Ruzyski-Chadwick, RRT
Jennifer Gadioma, RRT
Kelly Munoz, RRT
Laura Van Bommel, RRT
Sam Gennidakis, RRT
Sandy Fodey, RRT

Sheena Lykke, RRT
Carmine Francella, Public Member
Carrie Dyson, Public Member
Kim Morris, Public Member
James Butler, Public Member
Jeffrey Schiller, Public Member
Pappur Shankar, Public Member

Staff:

Carole Hamp, RRT, Registrar and CEO
Shaf Rahman, Deputy Registrar
Ania Walsh, Director, Regulatory Affairs
Abeeha Syed, Compliance and Operations
Coordinator Anastasia Kokolakis, Professional
Conduct Officer
Cindy Muller, Executive Assistant
Constanza Pérez, Registration Coordinator

Janessa Gazmen, Communications Manager
Kelly Arndt, RRT, Quality Practice Manager
Lisa Ng, Registration Manager
Misbah Chaudhry, Investigations and Monitoring
Team Lead
Peter Laframboise, Professional Conduct Manager
Stephanie Tjandra, Finance Manager

Guests:

Student Representatives:
Ervinia Monroe, Conestoga College
Minha Altaf, Michener Institute of Education
Mégane Charlebois, College la Cité
Sydney Gerzymisch, Fleming College

Maia MacNiven, MC MacNiven Consulting
Brian O'Riordan, MC MacNiven Consulting
Jessica Harding, MOH
Michelle Causton, BZMind

Regrets:

Temeka Tadesse, IT Manager

1.0: WELCOME, INTRODUCTIONS AND BRIEF OVERVIEW OF GOVERNANCE REVIEW

Lindsay Martinek, RRT, CRTO President, called the meeting to order at 9:00 a.m. The student guests were introduced, and it was acknowledged that Kim Morris and Pappur Shankar, Public Members, will join Council for another three-year term.

2.0: LAND ACKNOWLEDGEMENT

Lindsay Martinek, RRT, President, read the land acknowledgement.

3.0: CONFLICT OF INTEREST DECLARATIONS

It was confirmed that no conflicts of interest were declared.

4.0: APPROVAL OF COUNCIL AGENDA

Council reviewed the meeting agenda for the June 26, 2026, meeting.

MOTION 4.0 MOVED BY, Kim Morris, and SECONDED BY, Jeff Schiller, that Council approve the agenda for the June 26, 2026, Council Meeting.

MOTION 4.0 CARRIED

5.0: GOVERNANCE REVIEW PRESENTATION

Maia MacNiven and Brian O’Riordan, External Consultants from MC MacNiven, outlined the external governance review, which will assess Council’s governance framework against best practices and CPMF requirements.

The review will include document review, meeting observation, confidential Council interviews, and input from staff and system partners, with final recommendations expected in December 2026.

6.0: APPROVAL OF CONSENT AGENDA

Council reviewed the Consent Agenda.

MOTION 6.0 MOVED BY, Sam Gennidakis, RRT, and SECONDED BY, Sheena Lykke, RRT, that the following Consent Agenda items be approved and/or received for information by Council:

- 6.1 Approval of Minutes from March 26, 2026
- 6.2 Executive Committee Report
- 6.3 Registration Committee Report
- 6.4 Quality Assurance Committee Report
- 6.5 Patient Relations Committee Report
- 6.6 Inquiries, Complaints and Reports Committee Report

- 6.7 Discipline Committee Report
- 6.8 Fitness to Practise Committee Report
- 6.9 CRTO Update Report
- 6.10 Investment Portfolio Update
- 6.11 Risk Register Update
- 6.12 March 2026 Council Meeting Evaluation Summary
- 6.13 Council Meeting Action Items

MOTION 6.0 CARRIED

7.0: STRATEGIC AND OPERATIONAL ISSUES

7.1 FINANCIAL AUDIT 2025-2026

Sukhanpreet Dhanotta, CPA, CA, and auditor with Grewal Guyatt LLP, presented the 2025–2026 financial audit findings report.

MOTION 7.1 MOVED BY, Laura van Bommel, RRT, and SECONDED BY, Sheena Lyke, RRT, that the Council approve the 2025 – 2026 Audit Findings Report and Audited Financial Statements, as presented.

MOTION 7.1 CARRIED

7.2 APPOINTMENT OF AUDITOR FOR 2026 - 2027

Carole Hamp, RRT, Registrar and CEO, summarized the auditor's annual assessment, noting that staff and Executive were satisfied with the firm's independence, objectivity, communication, audit team quality, responsiveness, and overall service. Based on this assessment, the committee recommended reappointment of Grewal Guyatt LLP.

Following questions and discussion, the Council expressed support to appoint Grewal Guyatt LLP, as auditors for the 2026-2027 fiscal year.

MOTION 7.2 MOVED BY, Kelly Munoz, RRT, and SECONDED BY, Pappur Shankar, that the Council approve the appointment of Grewal Guyatt, LLP, as the CRTO's auditor for the fiscal year of 2026/27.

MOTION 7.2 CARRIED

7.3 QUARTERLY FINANCIAL STATEMENTS

Carole Hamp, RRT, Registrar and CEO, provided Council with an overview of the quarterly Financial Statements for March 1, 2026, to May 31, 2026, highlighting key points from the audited financial statements and updating Council on first-quarter performance.

7.4 2025 – 2026 ANNUAL REPORT

Janessa Gazmen, Manager, Communications, presented the draft 2025–2026 Annual Report, highlighting its focus on visible accountability, public trust, and demonstrating impact through transparent

information, strong governance, and measurable oversight.

If approved, the report will proceed to French translation and publication in early to mid-July.

MOTION 7.4 MOVED BY, Jeffrey Schiller, and SECONDED BY, Sheena Lykke, RRT, that Council approve the 2025 – 2026 Annual Report.

MOTION 7.4 CARRIED

7.5 2026 – 2030 STRATEGIC PLAN PRESENTATION

Carole Hamp, RRT, Registrar and CEO, Shaf Rahman, Deputy Registrar, and Ania Walsh, Director, Regulatory Affairs, presented the CRTO Strategic Plan for 2026 – 2030, which positions the College as a trusted, compassionate, and proportionate regulator.

The plan focuses on six priorities: collaboration and leadership, transparent regulation, professional competence, equity and reconciliation, digital and data capability, and organizational excellence.

This is to be supported by partnerships and initiatives in training, full-scope practice, cultural safety, cybersecurity, analytics, and governance reform.

Council discussed AI and data governance, competency-based Council selection, implementation milestones, and collaboration with other regulators on AI and cybersecurity. Staff noted that related planning is underway, including work through national partnerships.

7.6 REVISED DRAFT SUCCESSION PLAN FOR SENIOR LEADERSHIP POLICY

Carole Hamp, RRT, Registrar and CEO, presented the Revised Draft Succession Plan for Senior Leadership Policy, which proposed updates to the senior leadership succession policy, clarifying terminology, reporting requirements, and the process for appointing an Acting Registrar.

The policy confirms Council's authority to appoint the Registrar, Executive Committee's ability to appoint an Acting Registrar subject to Council ratification, and the Registrar's responsibility for appointing the Deputy Registrar.

A fulsome discussion ensued as to whether the policy should be supplemented with broader succession planning, including talent development, internal readiness, competitive recruitment, and potential use of external search support. Members also discussed the importance of avoiding perceived bias, maintaining professional expertise in senior leadership, and whether to consider fixed-term contracts for the Registrar.

MOTION 7.6 MOVED BY, Kim Morris, and SECONDED BY, Sandy Fodey, RRT, that CRTO Council approve the revised Succession Plan for Senior Leadership Policy.

MOTION 7.6 CARRIED

7.7 REVISED RESERVES POLICY

Carole Hamp, RRT, CEO and Registrar, presented proposed revisions to the Reserves Policy, recommending reducing the minimum balance for the Special Projects Reserve Fund from \$200,000 to

\$100,000 to provide flexibility for scope-of-practice work and related government relations support.

MOTION 7.7 MOVED BY, Carmine Francella, and SECONDED BY, Jennifer Gadioma, RRT, that Council approve the revised Reserves Policy.

MOTION 7.7 CARRIED

8.0: COMMITTEE ITEMS ARISING

8.1 PRC - DEI SURVEY

Shaf Rahman, Deputy Registrar, and Janessa Gazmen, Communications Manager, presented an update on the DEI Plan and implementation strategy recently approved by the PRC. This includes current initiatives, staff learning activities, and plans to collect voluntary, anonymized member demographic data.

The approach emphasizes privacy, transparency, and member trust, with next steps including survey development, piloting, launch communications, and use of aggregate findings to inform future DEI initiatives and strategic planning.

Council discussed the proposed DEI and demographic data collection approach, emphasizing careful question design, privacy, anonymity, and clear communication about purpose and use of data.

Members suggested aligning questions with census data, reporting results at a broad level to avoid identification, and considering a voluntary survey during renewal to improve participation.

9.0: LEGISLATIVE AND GENERAL POLICY ISSUES

9.1 REVISED SUPERVISION POLICY

Kelly Arndt, RRT and Manager, Quality Practice, presented the revised Supervision Policy, including consultation feedback, and noted a minor revision to clarify supervision requirements where conditions are imposed by the CRTO.

Council discussed the legislative requirement for in-person supervision, noting its impact on northern, community, and other practice settings. Members agreed the requirement is restrictive and should continue to be raised with Government as an issue for future regulatory change.

MOTION 9.1 MOVED BY, Laura van Bommel, RRT, and SECONDED BY, Sandy Fodey, RRT, that Council approve the revised Supervision Policy for publication.

MOTION 9.1 CARRIED

10.0: ADJOURNMENT

Adjournment

The June 26, 2026, Council meeting adjourned at 12:08pm.