



BOARD MEETING AGENDA

December 9, 2022 (10:00 am – 3:00 pm)

Zoom Webinar Meeting

<https://collegeofdietitians-org.zoom.us/j/84242391618?pwd=dGszMnJYTDdfTzXhqD0hLVm96VEtudz09>

Webinar ID: 842 4239 1618

Passcode: 263041

Canada: +1 204 272 7920

ITEM & DISCUSSION	DECISION NEEDED	TIME	OWNER	ATTACHMENT
1.0 Call to Order		10:00	KL	
SHARING & LEARNING				
2.0 EDI-B Learning	Discussion	10:00 – 10:15 (15 mins)		2.1 Briefing Note – Gender Pronouns
OVERSIGHT & ACCOUNTABILITY				
3.0 Board Meeting Analysis & Trends Analysis	Information/ Discussion	10:15 – 10:20 (5 mins)	KL	3.1 Board Meeting Evaluation Results – September 30, 2022 3.2 Board Meeting Evaluation Trends – September Board Meeting 2022 3.3 Board Meeting Evaluation Results – December 8, 2022 Board Meeting
POLICY, BY-LAW & REGULATION				
4.0 Governance modernization <ul style="list-style-type: none"> Board Competencies & Attributes Proposed Restructuring of the Board Size Nominators for Board Elections 	Approval/ Motion	10:20 – 11:20 (1 hour)	AW	4.1 Briefing Note – Board Competency & Attribute Framework 4.2 Briefing Note – Board Restructuring 4.3 Briefing Note – Nominators for Board Elections
5.0 Honoraria Policy	Approval/ Motion	11:20 – 12:00 (40 mins)	KL	5.1 Briefing Note – Honoraria Policy
Lunch 12:00 – 1:00 (1 hour)				
6.0 Ontario Physicians and Surgeons Discipline Tribunal – David Wright	Information/ Discussion	1:00 – 2:00 (1 hour)	DW	

7.0	Policy on In-Camera Sessions	Approval/ Motion	2:00 –2:15 (15 mins)	MW	7.1 Briefing Note – In-camera Meeting Policy
BREAK 2:15 – 2:35 (20 mins)					
In-Camera (TENTATIVE)					
8.0	In Camera Minutes from September 30, 2022 In Camera session pursuant to s. 7(2)(b) and (d) of the <i>Health Professions Procedural Code</i>, being Schedule 2 to the Regulated Health Professions Act, 1991	Approval/ Motion	2:35 –2:40 (5 mins)	KL	
9.0	In Camera session Financial/Property matter pursuant to s. 7(2)(b) and (d) of the <i>Health Professions Procedural Code</i>, being Schedule 2 to the <i>Regulated Health Professions Act</i>, 1991	Information/ Discussion	2:40 –3:00 (20 mins)	MW	
10.0	Adjournment	Approval/ Motion	3:00		



Board Briefing Note

Topic:	EDI-B Learning: The Importance of Gender Pronouns
Purpose:	For Discussion
Strategic Plan Relevance:	Regulatory Effectiveness and Performance Measurement Governance Modernization and Enhancing Public Trust
From:	Melanie Woodbeck, Registrar and Executive Director

ISSUE

To engage in Equity, Diversity, Inclusion and Belonging (EDI-B) learning and reflection related to the importance of use of pronouns.

PUBLIC INTEREST RATIONALE

Organizational learning around EDI-B is key to driving strategy, building organizational EDI-B capacity and affecting systemic change. Training assists in ensuring that an EDI-B lens is applied to Board and Committee decision making in the interest of the diverse public served by the CDO.

The College Performance Measurement Framework (CPMF), which measures how well regulatory Colleges are protecting the public interest, also requires that Board and Committees engage in EDI-B training that has been informed by self-identified learning needs.

BACKGROUND

Starting September 2022, the Board began incorporating a “teaching and learning moment” into each meeting to discuss relevant examples of how EDI-B can be incorporated into the practical work of the Board.

FOR DISCUSSION

At its September 30 meeting, the Board noted the use of gender-neutral pronouns (they/them/theirs) in College materials and policy documents.

Gender is a spectrum that includes female, male, nonbinary, agender, bigender, genderfluid, and more. Gender identity is a person's internal sense of self and who they are in terms of their gender. Gender pronouns are the terms people choose to refer to themselves that reflect their gender identity. They are how people identify themselves apart from their name. Using someone's true pronouns, the ones they identify with, can make a big impact on their well-being and health.

Some actions that individuals can do to promote inclusion and belonging include:

- Sharing your own personal pronouns on name tags, email signatures, Zoom displays, social media profiles, and bios, as well as when introducing yourself speaking in front of a group. Say "My pronouns are ___" instead of "I prefer ___ pronouns."
- Being able to articulate why you share your pronouns and why respecting pronouns is important for inclusion, equity, well-being, and health
- Encouraging (but not requiring) others to share their pronouns as well
- Not making assumptions about someone's pronoun and simply apologizing and correcting yourself if you make a mistake
- Practicing using gender-neutral pronouns in everyday speech

The Board is invited to review the following resources to inform the discussion:

- Video, Mala Matacin (she/her), "[Why Gender Pronouns Matter](#)" Posted December 13, 2021. (15:42 mins)

NEXT STEPS

For discussion and reflection.

Board Meeting Evaluation Results – September 30, 2022

14 Board Members 10 Completed 2 Absent 83% Completed

1) Every member of Council had an opportunity to express their opinion.

Respondents: 10

Choice	Percentage	Count	
All of the time	100.00%	10	
Most of the Time	0.00%	0	
Some of the Time	0.00%	0	
None of the Time	0.00%	0	
Total	100%	10	

Please add a comment if you selected Most of the Time, Some of the Time or None of the Time.

2) Active listening was demonstrated at all times.

Respondents: 10

Choice	Percentage	Count	
Yes	100.00%	10	
No	0.00%	0	
Total	100%	10	

Additional Comments:

3) No member dominated the discussion.

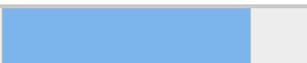
Respondents: 10

Choice	Percentage	Count	
Strongly Agree	60.00%	6	
Agree	40.00%	4	
Disagree	0.00%	0	
Strongly disagree	0.00%	0	
Total	100%	10	

Additional Comments:

4) Time was efficiently managed during the meeting.

Respondents: 10

Choice	Percentage	Count	
All of the Time	80.00%	8	
Most of the Time	20.00%	2	
Some of the Time	0.00%	0	
None of the Time	0.00%	0	
Total	100%	10	

Additional Comments:

- 1 I think we should break based on actual time not agenda items.
- 2 Some discussions were a little repetitive but discussions were still thorough.

5) Decisions made were summarized after each agenda item.

Respondents: 10

Choice	Percentage	Count	
All of the Time	100.00%	10	
Most of the Time	0.00%	0	
Some of the Time	0.00%	0	
None of the Time	0.00%	0	
Total	100%	10	

Additional Comments:

6) Members of Council actively participated in the decision-making process.

Respondents: 10

Choice	Percentage	Count	
All of the Time	100.00%	10	
Most of the Time	0.00%	0	
Some of the Time	0.00%	0	
None of the Time	0.00%	0	
Total	100%	10	

Additional Comments:

7) Council demonstrated an ability to make the best decisions possible.

Respondents: 10

Choice	Percentage	Count	
All of the Time	100.00%	10	
Most of the Time	0.00%	0	
Some of the Time	0.00%	0	
None of the Time	0.00%	0	

Total	100%	10	
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Additional Comments:

8) Climate was respectful.

Respondents: 10

Choice	Percentage	Count	
All of the Time	100.00%	10	
Most of the Time	0.00%	0	
Some of the Time	0.00%	0	
None of the Time	0.00%	0	
Total	100%	10	

Additional Comments:

9) In your opinion, were operational issues discussed inappropriately?

Respondents: 10

Choice	Percentage	Count	
Yes	10.00%	1	
No	90.00%	9	
Total	100%	10	

Additional Comments:

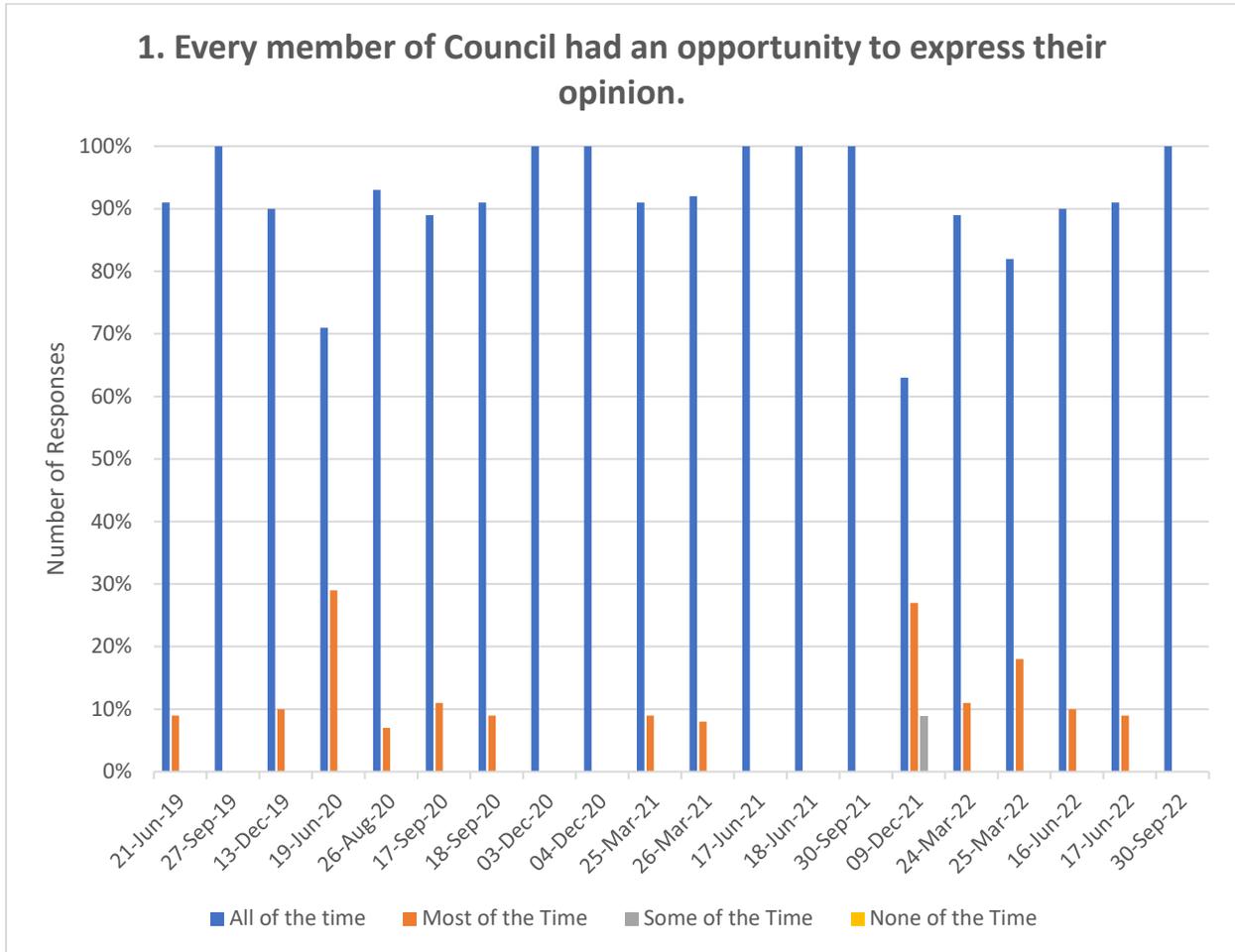
10) Additional Remarks:

Respondents: 1

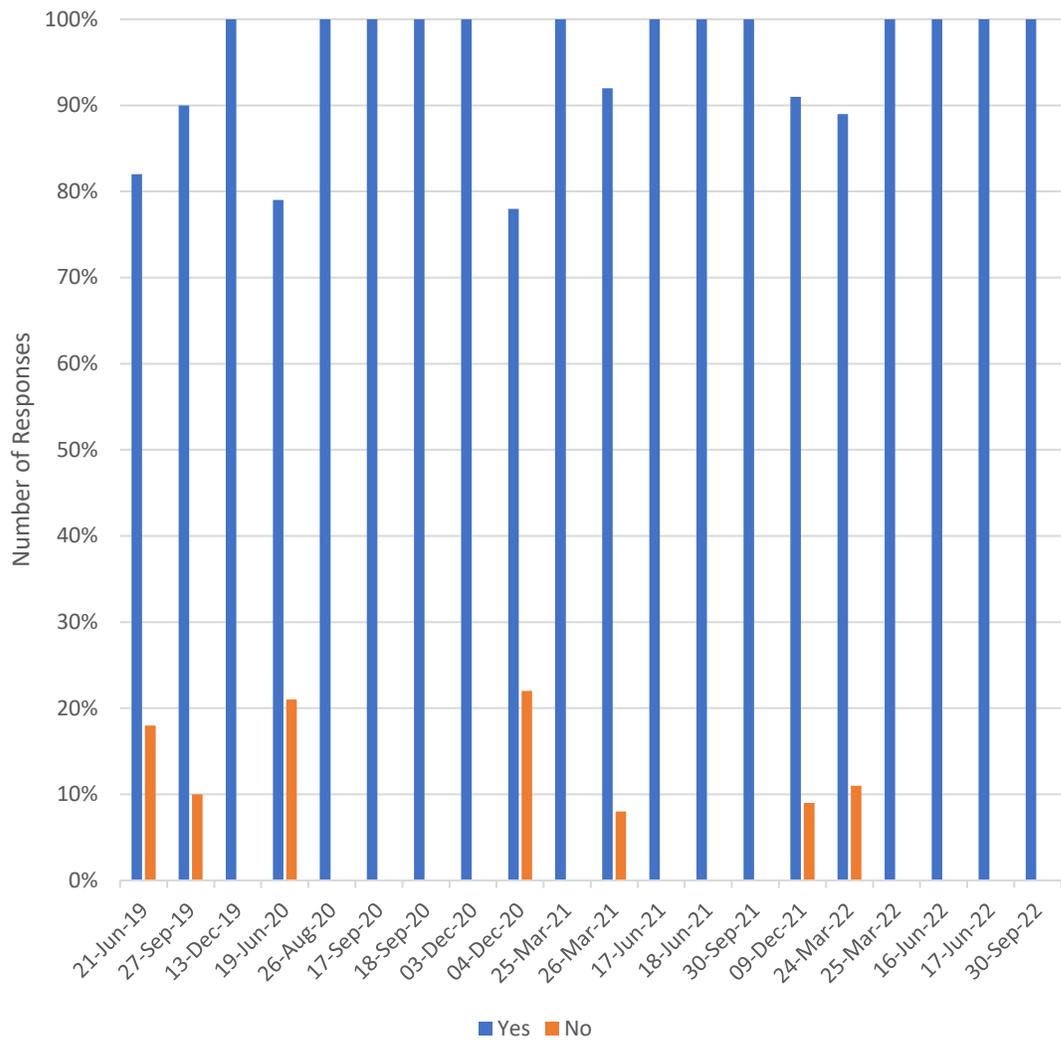
10) Additional Remarks:

1 Lots of great discussion today about the competency framework

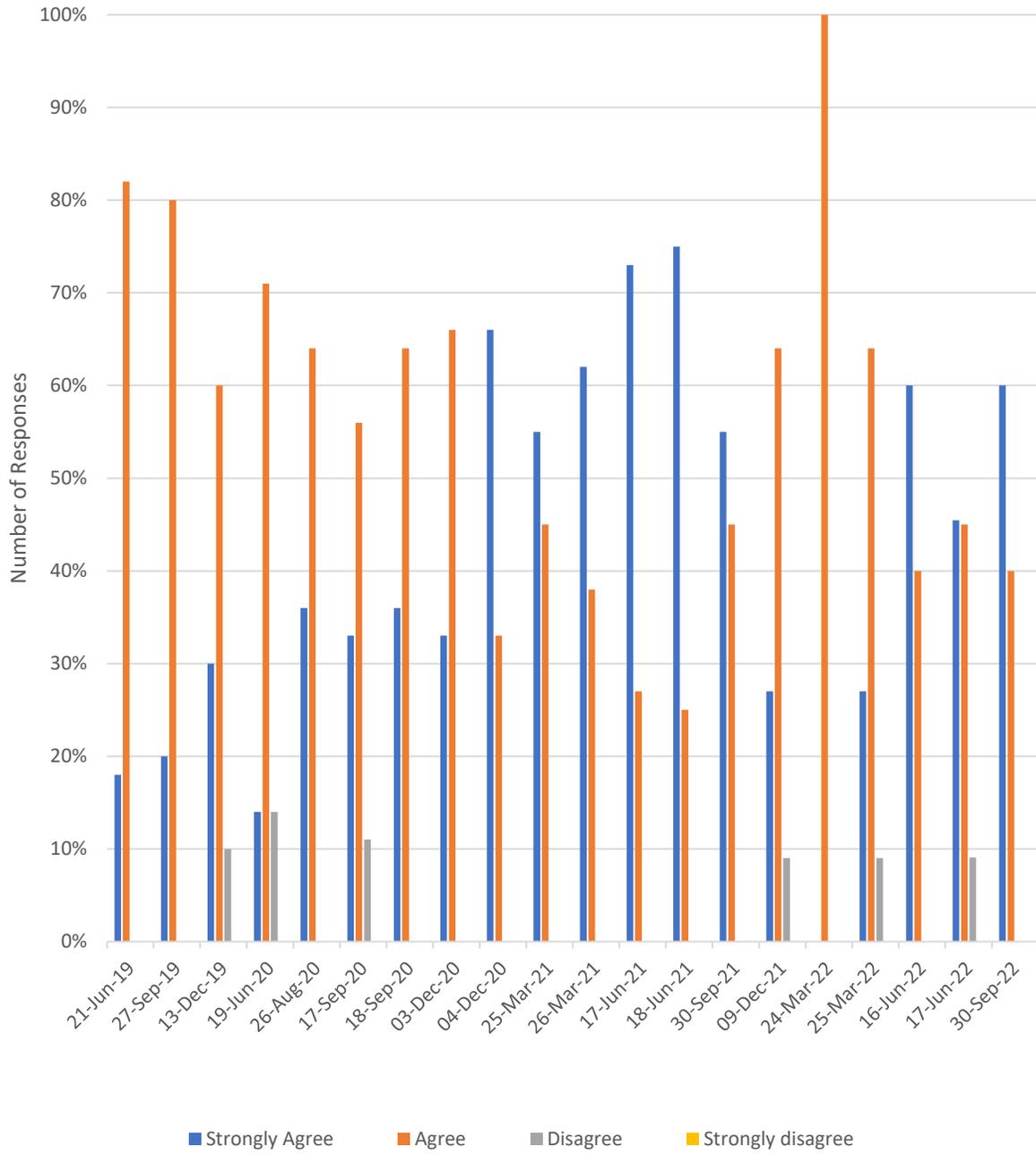
Board Meeting Evaluation Trends Updated September 30



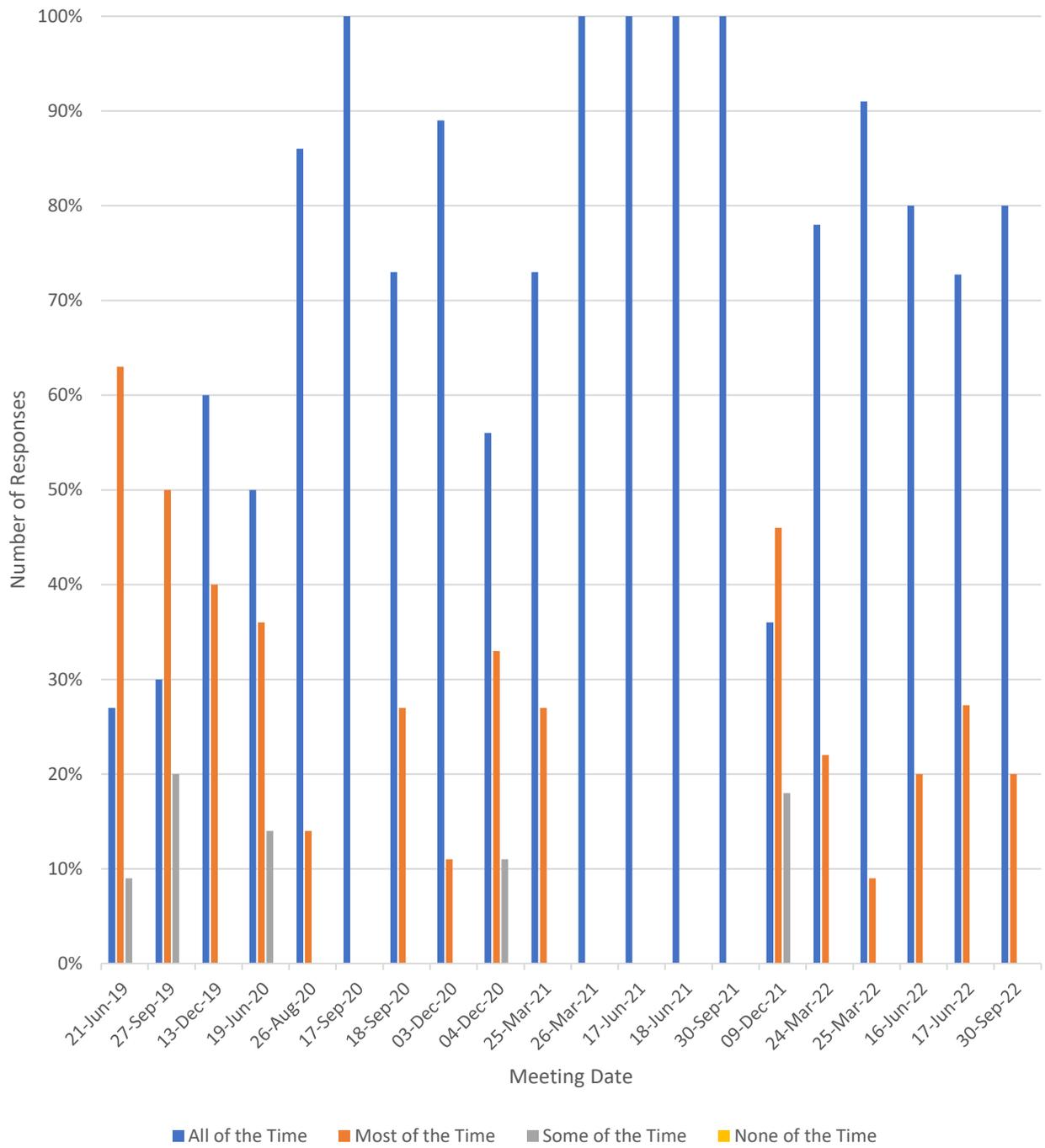
2. Active listening was demonstrated at all times



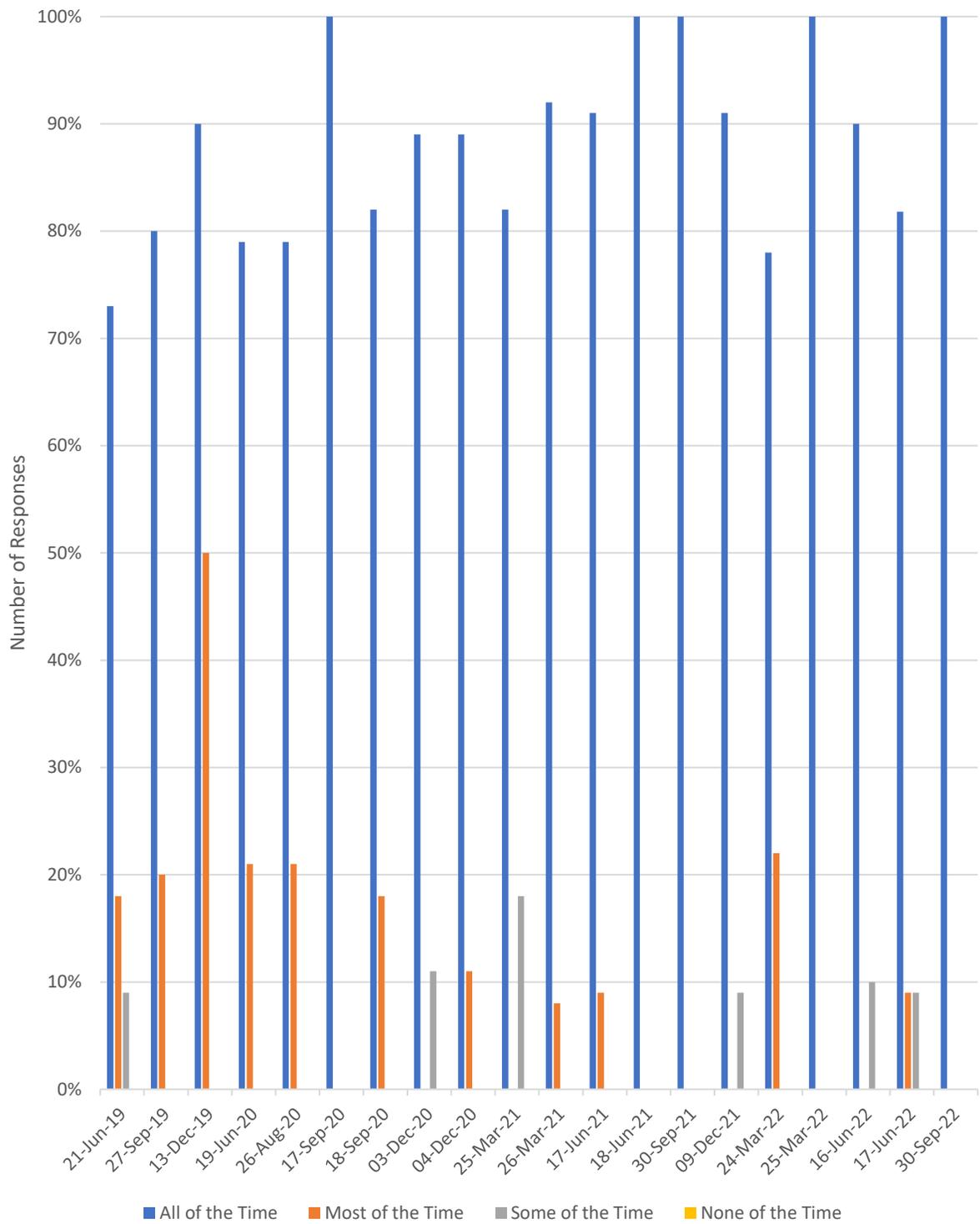
3. No member dominated the discussion



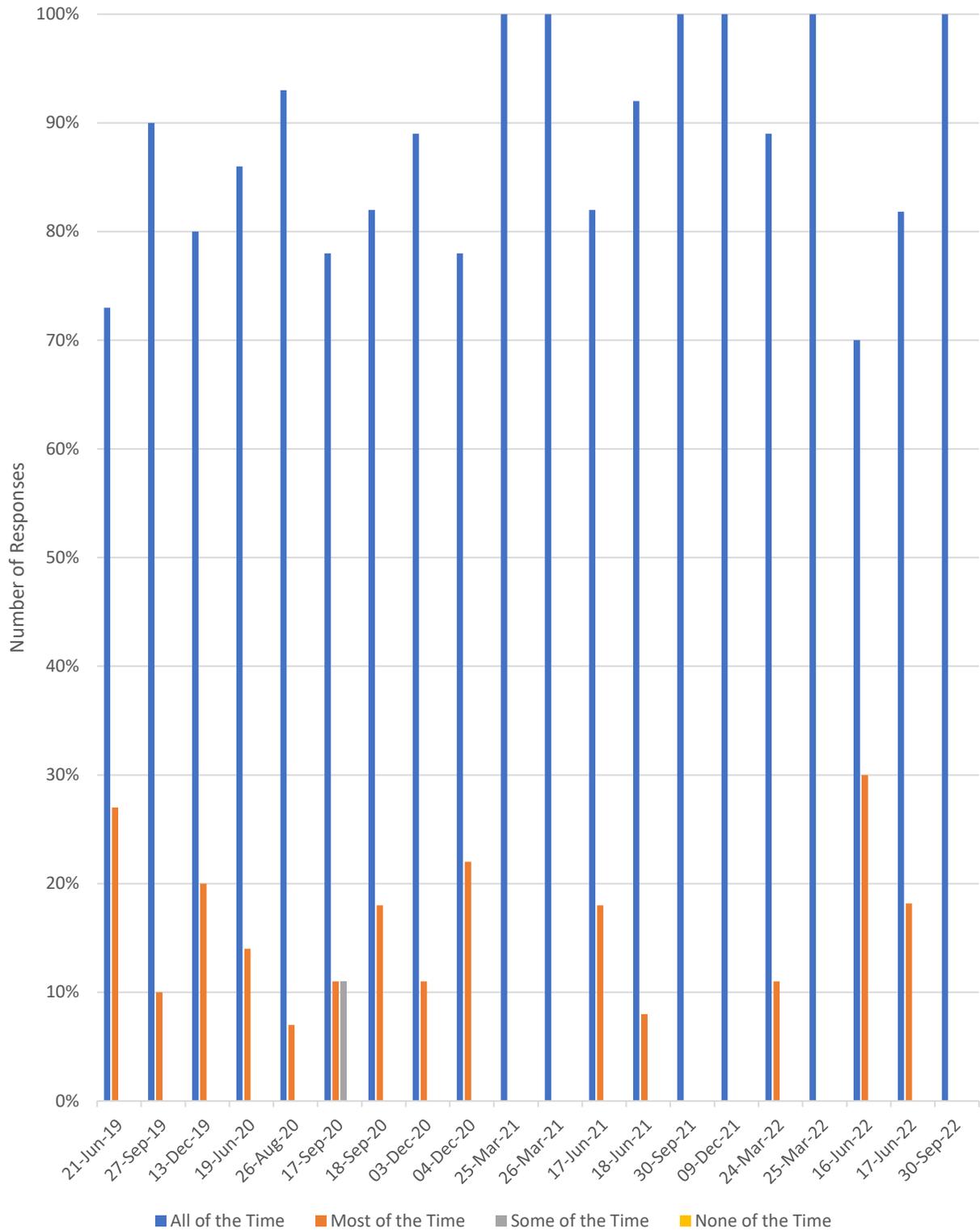
4. Time was efficiently managed during the meeting



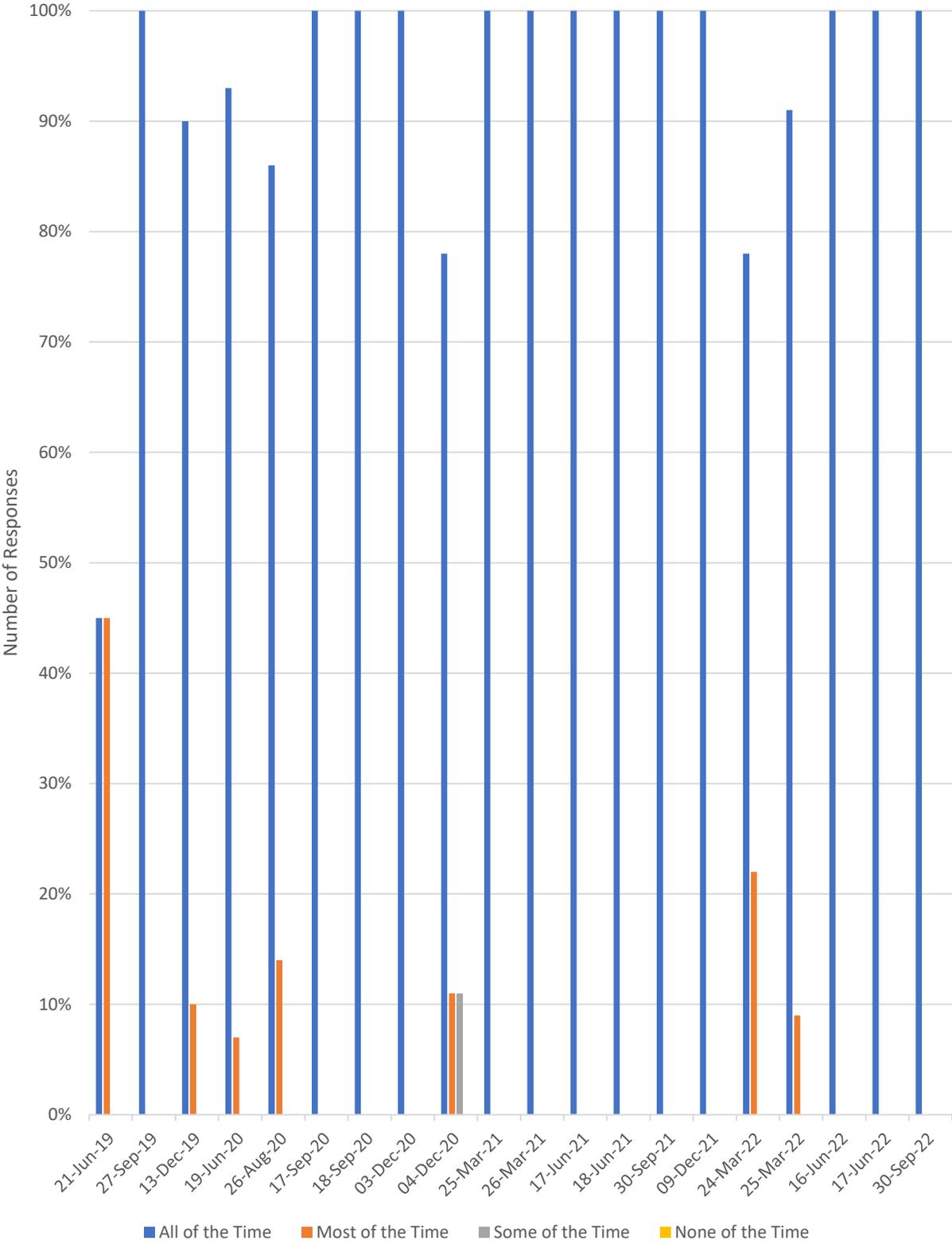
5. Decisions made were summarized after each agenda item



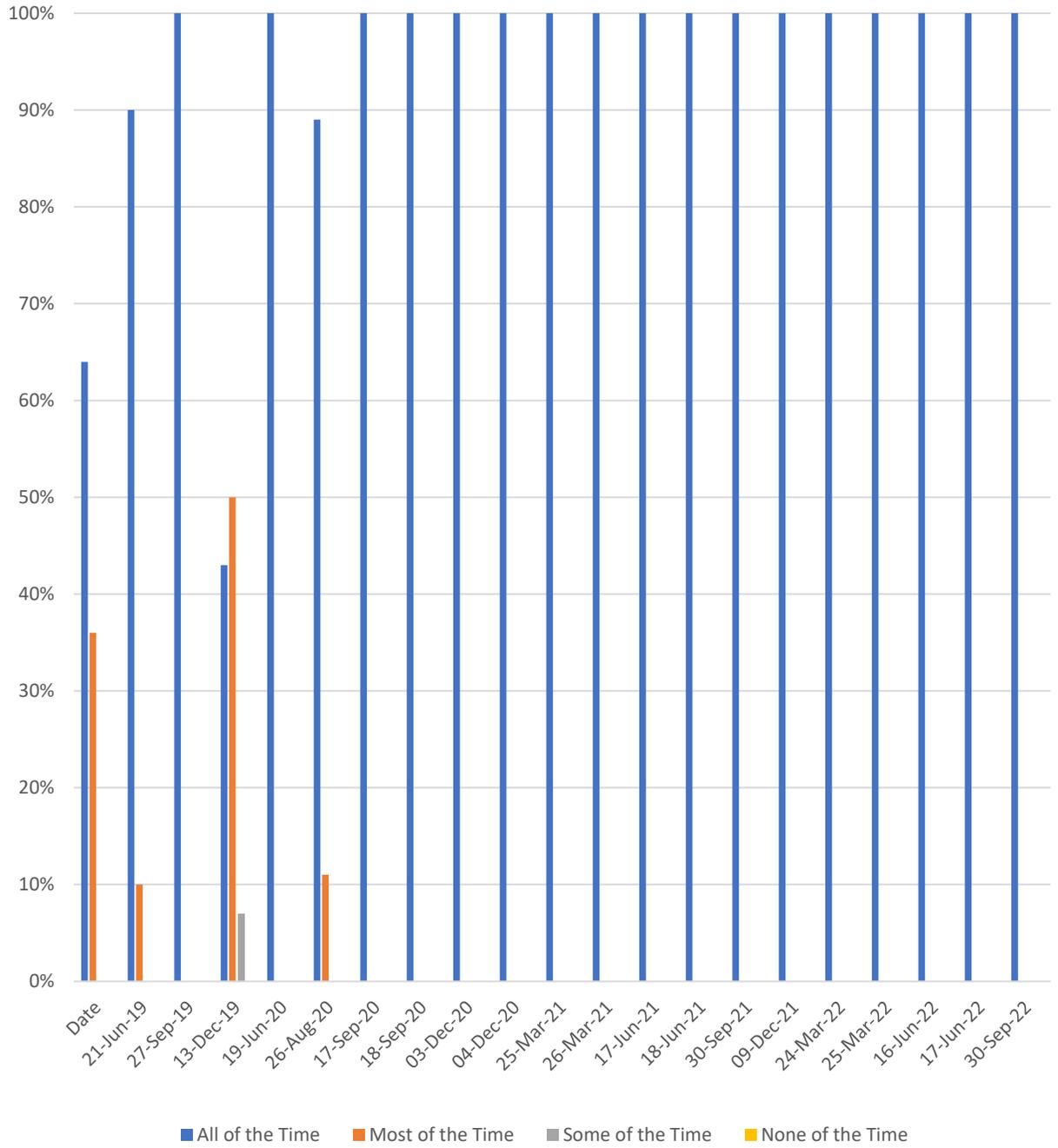
6. Members of Council actively participated in the decision-making process



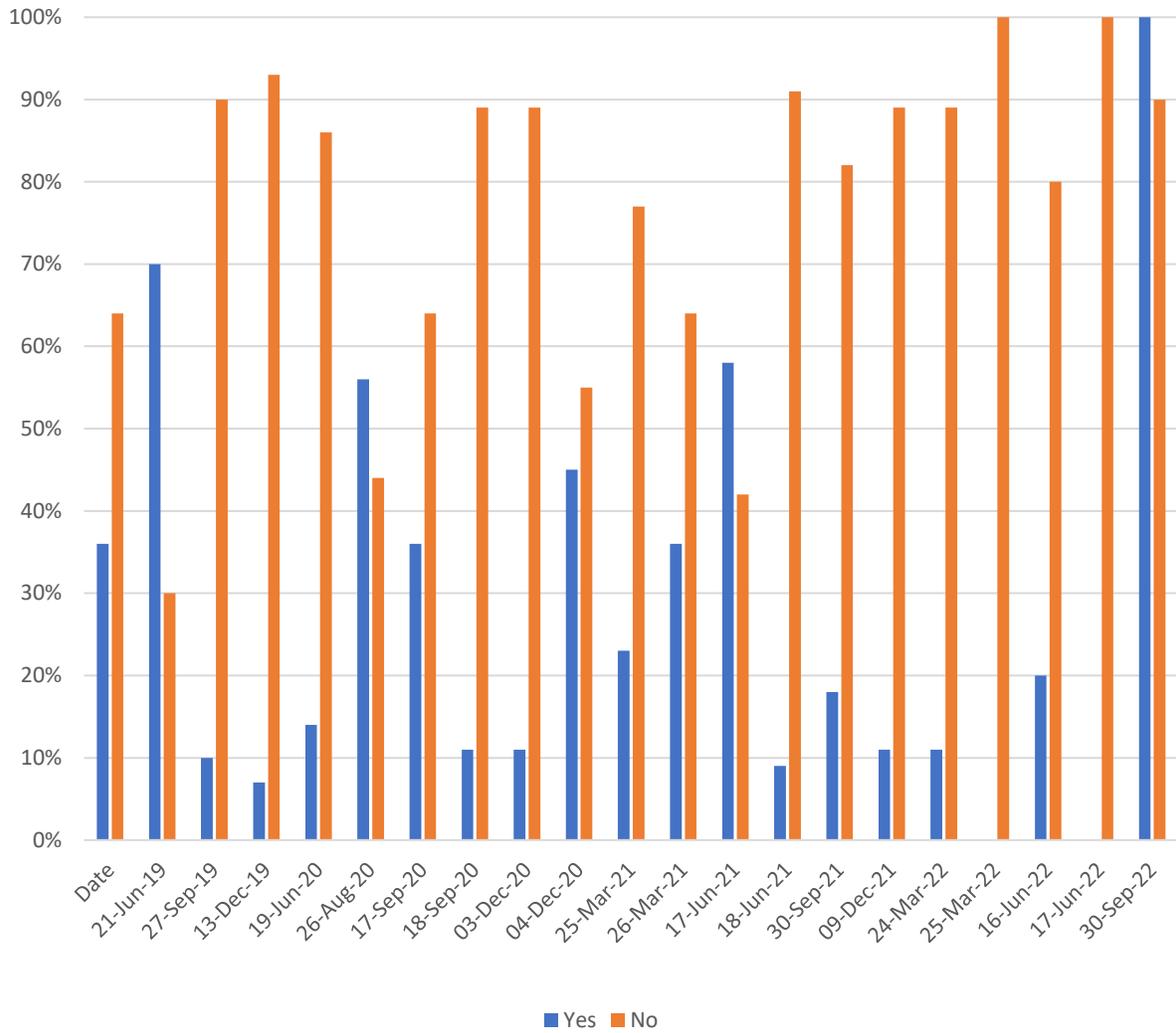
7. Council demonstrated an ability to make the best decisions possible



8. Climate was respectful



9. In your opinion, were there operational issues discussed during the meeting?





Board Briefing Note

Topic:	Board Competency and Attribute Framework
Purpose:	Decision Required
Strategic Plan Relevance:	Regulatory Effectiveness and Performance Measurement Governance Modernization and Enhancing Public Trust
From:	Governance Committee

ISSUE

To consider the EDI consultant's feedback on the draft competency and attribute framework, as requested by the Board at its September 30, 2022 meeting.

PUBLIC INTEREST RATIONALE

Good governance is the foundation for effective regulation and public trust. Emerging best practices in regulation support the adoption of a framework which outlines the knowledge, skills, experience and attributes required for the Board to effectively serve its mandate. With this framework, directors will collectively possess a range of governance competencies and attributes to make evidence-informed decisions in the public interest.

BACKGROUND

At its August meeting, the Governance Committee approved a draft Board competency and attribute framework for consideration by the Board, along with its proposed application. The Committee also recommended that the Board expand the Governance Committee's Terms of Reference to allow it to assist in assessing Board applicants for eligibility to run for election.

The Board reviewed the draft framework at its September meeting and directed that it be reviewed by an external EDI-B expert.

The Board also approved the expansion of the Governance Committee's Terms of Reference to include assessing Board applicants for eligibility to run for election.

Dr. Javeed Sukhera, as an EDI-B expert, provided his feedback on the draft Board competency

and attribute framework (*see Attachment 1*).

The Governance Committee reviewed Dr. Sukhera's feedback and recommends that the competency and attribute framework be approved with the attached updates.

CONSIDERATIONS

Competency and Attribute Framework – EDI-B Review

Systemic inequalities have created barriers to leadership roles and the Board is mindful about inadvertently reinforcing these inequalities and barriers through the recruitment process. To mitigate this risk, Dr. Sukhera recommends considering EDI-B as relative to other competencies and as part of foundational assessment of the individual. While the ranking of competencies is dependent on the needs of the CDO, it is important to be flexible and to provide a clear and transparent rationale.

The objective of the competency and attribute framework is a transparent selection process, authentic EDI-B and a high performing Board. To support this, Dr. Sukhera recommends making training resources available to potential candidates, so they have the opportunity to develop and demonstrate the desired competencies.

Dr. Sukhera's recommended additions to the framework are included as *Appendix 1*.

Application of the Framework

The framework is intended to serve as an eligibility criterion for both new and returning directors. It will serve as a tool to assist in identifying the candidates who can bring the desired skills, knowledge, experience and background. While it will reflect the overall complement of the Board, it is expected that at times, some competencies and attributes will be better reflected than others.

The framework will be used to develop a Board profile ahead of the election cycle, which will inventory the competencies and attributes that currently exist on the Board and identify the gaps that could be filled by new directors.

This framework will be incorporated into a transparent assessment process that will be overseen by the Governance Committee. This process will provide assurance that election candidates are fully aware of their duty to serve the public interest and that they bring diverse insights and perspectives to their decision-making roles.

While the recruitment and selection tools are yet to be developed, it is anticipated that individuals interested in serving on the Board will submit a self-assessment to the Governance Committee that will identify on a sliding scale, the competencies they possess and the attributes they would bring. The Governance Committee will review the self-assessments, or

any other assessment tools to be determined, and may decide to assess candidates using additional HR methods such as interviews.

The Governance Committee will then determine which applicants meet the competencies and attributes identified in the Board profile and are suitable to stand for election. For applicants who do not meet the Board profile, the Governance Committee may recommend them for appointment to a CDO committee to develop their competencies, or for other College work such as assessors, RD consultants, mentors, etc. in registration, QA or ICRC programs.

A defined competency and attribute framework will also enable the CDO to:

- Communicate to potential applicants, members of the College, and the public what is needed for successful participation as a Board member
- Ensure that appropriate training and professional development is provided to support regulatory and governance excellence
- Communicate to the Ministry of Health, the competencies and attributes needed from public appointees to best complement the existing Board composition

In the absence of legislative change, Board elections will be required for the selection of professional directors. However, the eligibility criteria outlined in the current by-law can be expanded to include the requirement that candidates meet the core competencies to stand for election.

To operationalize the Board competency and attribute framework, by-law will have to be amended and must be circulated for public consultation, along with other governance changes that must still be considered.

Pending a by-law update, the competencies can begin to be incorporated in election and other Board processes. For example, in the 2023 election, the Framework could be shared as suggested competencies for potential candidates, although candidates wouldn't be formally assessed. The competencies can also be reinforced in the pre-election training session currently in development. The Board may also decide to incorporate into annual self-assessment evaluations and utilize them as a basis for consideration of future training needs.

EQUITY IMPACT ASSESSMENT

The proposed competency and attribute framework is designed to bring a variety of backgrounds, insights, perspectives, and life experiences to the composition of the Board. Equity, diversity, and inclusion is identified as a core competency, which requires Board nominees to understand the roots of inequality, value diversity, and prioritize inclusion and contribute to an atmosphere where all belong. The framework also seeks to identify the attributes that will contribute to diversity on the Board, which will help guide the selection process of Board nominees. By incorporating these elements into the competency and attribute

framework, the CDO acknowledges its commitment to EDI-B and the promotion of learning and inclusive experiences that fulfill its mandate of serving and protecting the public.

RECOMMENDATION

That the Board approve the draft competency and attribute framework, and that these be incorporated into College governance processes and in Board elections.

If approved, a by-law will be presented to the Board for approval to circulate at an upcoming meeting.

ATTACHMENTS

- Appendix 1: Draft Competency and Attribute Framework

Draft Competency and Attribute Framework

Competencies: things that you bring

- **Knowledge:** things that you understand (theoretical or practical)
- **Skills:** things that you can do
- **Experience:** things that you have done
- **Attributes:** things that you are

- **Core:** all Council members must have
- **Preferred:** ideally all Council members have, but not a requirement, can be learned
- **Specific and general:** a select number of Council members should have

Competencies

Core Competencies	
Technology	Familiar with and comfortable using technology for College work. Able to work effectively in a remote/hybrid environment.
Public Interest/Public Service	Experience protecting and acting in the public interest. Understanding and passion for the CDO’s mandate.
Evidence-Based Decision-Making	Able to find, critically assess, interpret, synthesize, and evaluate information. Able to practice independent and objective decision-making in a timely manner.
Strategic	Able to think strategically and further the mandate of the CDO by adapting to changing situations, responding to issues, planning, and evaluating progress. Understands the difference between strategic and operational decisions.
Critical Thinking/Problem Solving	Able to evaluate complex issues to reach solutions and considers whether there is a better, or more efficient option.
Equity, Diversity, Inclusion, and Belonging	Awareness of structures of power and how they contribute to inequality. Understanding of unconscious bias, microaggressions, and cross-cultural communications. <u>how implicit, explicit, and structural biases influence regulation.</u> Value diversity and prioritize <u>Prioritize</u> creating equitable and inclusive environments and contributes to an atmosphere of belonging.

	Able to apply EDI-B knowledge to deliberations and decision-making.
Preferred Competencies	
Leadership	The skill and ability to lead others to solve problems, adapt and manage change, innovate, and achieve results. <u>The ability to lead in an inclusive manner that engages and respects diverse stakeholders and partnerships.</u>
Risk Management/Oversight	Able to take a proactive, continuous, and systemic approach to identifying, understanding, and communicating risks from an integrated oversight perspective.
Board/Governance/Fiduciary	Experience providing stewardship of an organization by ensuring its financial and organizational well-being and that it achieves its mandate and strategic goals. Understanding of the distinction between the role of the board and the role of management/staff. Knowledgeable about the principles of good governance and the roles and responsibilities of board members.
Health Systems	Understanding of how health care is delivered in Ontario. Experience working directly with or for the Ministry of Health and/or health agencies, such as Ontario Health.
Specific Competencies	
Financial/Accounting	Knowledge and experience in auditing, accounting, or financial management. A strong understanding of investments, generally accepted accounting principles (GAAP) and financial statements. May have accounting credentials (e.g. CPA).
Legal Expertise	Formal legal training and experience (e.g. paralegal, LLB, LLM)
Rural practice experience	Experience working with clients in rural or remote areas. Knowledgeable about unique needs and challenges of the demographic.
Cross-Cultural Practice Experience	Experience working with diverse teams and marginalized or vulnerable groups.
French Fluency	Able to fully participate in College work in French.
Change Management	Experience providing leadership and support for strategic organizational change. Able to identify opportunities for change and innovation. <u>Able to engage diverse partners and stakeholders in potential change.</u>

Attributes

Core	
Collaborative	Prepared to listen to and work towards consensus in partnership with others. Understanding the importance of building strong working relationships within the Council and staff, members, and systems partners.
Committed	Available to perform the College's work and play an active role on Council. Includes providing timely responses to CDO communications, and adequately preparing for and attending meetings for Council and committees.
Self-Aware	<p>Able to understand and manage emotions, especially when faced with conflict and confrontation.</p> <p>Have a clear understanding of personal strengths and areas for growth.</p> <p>Able to recognize biases and potential conflicts of interest and understand the consequences of each.</p> <p>Committed to continuous development and improvement to support governance and regulatory excellence.</p> <p>Open to reflection, feedback, and opportunities to learn, relearn, and unlearn.</p>
Effective communicator	Able to convey information and express opinions clearly and succinctly in a way that is receptive and responsive to the audience.
General	
Identifies as Female	
Identifies as Male	
Identifies as Non-Binary	
2SLGBTQ+	For this application, 2SLGBTQ+ includes persons who identify as two-spirit, lesbian, gay, bisexual, transgender, queer or questioning, and additional sexual orientations and gender identities.
Indigenous person	For this application, Indigenous person includes persons who identify as First Nations (Status, non-Status, Treaty), Métis, Inuit, Native or North American Indian.

Racialized person	For this application, racialized persons are people (other than Indigenous persons) who are non-white in colour and/or non-Caucasian in race, regardless of their place of birth or citizenship.
Person with disabilities	For this application, persons with disabilities are people who have a chronic, long-term or recurring physical, sensory, mental, learning or intellectual impairment that, in interaction with a barrier, hinders that person's full and effective participation in society.
Internationally Educated	Completed post-secondary education outside of Canada.



Board Briefing Note

Topic:	Proposed Restructuring of the Board Size
Purpose:	Decision Required
Strategic Plan Relevance:	Governance Modernization and Enhancing Public Trust
From:	Governance Committee

ISSUE

To consider a recommendation from the Governance Committee to gradually reduce the board size to size to 10-12 directors.

PUBLIC INTEREST RATIONALE

Emerging best practices in health regulatory governance supports a small Board comprised of an equal number of public and professional members, collectively possessing diverse governance competencies and allowing for greater efficiency and decision-making in the public interest. Aligning the structure of CDO's Board with governance best practices will strengthen the Board's ability to fulfill its oversight role and will reinforce the CDO's commitment to its public protection mandate.

BACKGROUND

According to the governance literature, boards composed of 10-12 directors can communicate more effectively, reach decisions more quickly and are more likely to develop a culture of inclusiveness than larger boards.

In January 2022, the Ministry of Health (MOH) circulated a Governance Reform and Regulatory Modernization proposal, for regulatory College feedback, which suggested a future state of boards made up of 10-12 directors, with equal public and professional representation.

Following a discussion on the proposal, on February 23, 2022, the Board provided a letter in support of the MOH proposal for a smaller board sizes.

At its June 2022 meeting, the Board approved a governance modernization framework that reflects best practices in regulatory governance, including a smaller board size. This governance [December 8 & 9, 2022 Meeting]

structure is designed to further the CDO's public protection mandate while strengthening public trust.

At its September 30, 2022 meeting, the Board reviewed the Governance Committee's recommendations for change and approved in principle the adoption of a single electoral district that encompasses all of Ontario starting in 2024. In preparation for by-law drafting, the Board understood the need to make a decision on its size: whether to maintain status quo or modify the number professional directors on the board to extent permitted by the current legislation. The Board agreed that the Governance Committee would make a recommendation at a subsequent meeting.

CONSIDERATIONS

The [Dietetics Act](#) allows for a Board composition of 6-9 elected directors and 5-8 appointed public directors. As set out in the by-law, the board is currently has 8 elected directors.

Six elected and five appointed directors are the minimum number of directors for the College to be considered constituted. Moving from the current 8 to 6 elected directors and aiming for 6 public appointees would put the College within the 10-12 window suggested in the Ministry's proposal. The College currently has 6 public appointees, although it is typical for the CDO to have five public appointees.

Governance theory around the proportion of public to professional members suggests an equal balance would be best practice. A balanced number of public to professional directors is also suggested in the MOH proposal. While the College can request that the MOH provide for a certain number of public members, it is out of the College's ultimate control to predict the number of public appointees to the College or their term lengths. This may create challenges in ensuring balanced representation on the board.

In making this decision, the College must also ensure appropriate succession planning and continuity of knowledge and experience at the board.

With respect to the timing of any decision, given the public consultation required, and schedules for board meetings and the election cycle, should the board wish to proceed with modifying its size, the earliest that any change could be implemented would be to the elections in 2024.

Following consideration of the options, the Governance Committee recommends to the Board that it reduce its size to six professional directors over two-years, as described in option 4 below.

- Option 1: Reduce Board Size to Six Professional Directors by voluntary or natural Attrition and conduct facilitated discussions prior to making a decision on how to adjust the by-law
- Option 2: Reduce Board Size to Six Professional Directors in 2024 by reducing by 2 electoral seats in the 2024 election
- Option 3: Reduce Board Size to Six Professional Directors in 2024 by employing a similar board restructuring model used by the College of Pharmacists, whereby the terms of all but two existing elected directors would expire in 2024, and running an election with 4 available seats on various term lengths for the initial election cycle
- **Option 4: Reduce Board Size to Six Professional Directors by 2025 by reducing one electoral seat in 2024 and one electoral seat in 2025.**
- Option 5: Maintain Current Structure and Wait for Further Direction from the Ministry of Health (MOH)

Option 4: Reduce Board Size to Six Professional Directors Over Two-Years (2024 – 2025)

In this gradual approach, 2 Director seats will be eliminated as terms expire over two years, beginning in 2024.

In 2024, terms will end in the current districts 5, 6 and 7. At this time, the number of Board directors will be reduced by one, therefore leaving two director seats open for the 2024 election. In 2025, the terms of the three directors in the current districts 1 and 3 will expire and as in the previous year, the number of Board directors will be reduced by one. This will result in a Board comprised of six professional directors by June 2025.

Directors who are not re-elected who wish to continue with the CDO will have the option of being appointed as a committee member.

The Governance Committee considered the following factors in its recommendation to the Board:

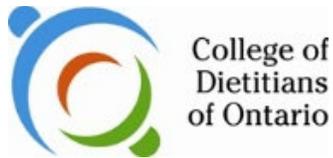
- A smaller Board (10-12 directors) will be nimbler and able to meet more frequently if needed, in line with the anticipated evolving role of the Executive Committee.
- A smaller Board may allow directors to participate in a more fulsome way.
- Reducing Board seats systematically over two years (2024-2025) creates a predictable schedule for election and succession planning.
-

- Creating space for former board members on committees assists with knowledge translation at the committee level while simultaneously allowing the College to work towards the MOH governance proposal of separating board and committee roles (to the extent possible within the current legislation).
- Reducing the Board by voluntary or natural attrition, as presented in option 1, creates uncertainty in the number of seats by which the Board can be reduced. It also has the potential of making existing directors feel compelled to resign.
- Reducing the Board by two seats in one year, as presented in option 2 and 3, may be perceived as inequitable and would mean the loss of two experienced directors on the Board in the same year. There is also more complexity with this option, especially option 3 which would require external resources to support the implementation.
- There is no certainty that the MOH will introduce legislation that reduces the size of College Boards. Even if legislation is introduced, the timeline on when or how much time colleges will be given to implement the changes is currently unknown. In absence of government direction, there is no specific urgency to reducing the board size at once, and a gradual approach would be more suitable to CDO's context.
- The College has set out a goal in its strategic plan to modernize its governance model and the benefits of smaller board sizes are well-documented in the literature and by regulatory thought-leaders. CDO is empowered to incorporate best practices in its framework within the current legislation.

RECOMMENDATION

That the Board approve the recommendation in principle that the size of the board be reduced to six professional directors over two-years (2024 – 2025).

Should the recommendation be approved, draft by-law amendments will be provided for board consideration at a subsequent meeting.



Board Briefing Note

Topic:	Election Nominations
Purpose:	Decision Required
Strategic Plan Relevance:	Governance Modernization and Enhancing Public Trust
From:	Governance Committee

ISSUE

To consider eliminating the requirement for electoral candidates to be nominated by six dietitians.

PUBLIC INTEREST RATIONALE

It is the responsibility of the CDO to build and strengthen the public's confidence in its ability to achieve its public protection mandate. It is in the interest of the public to maximize the ability of eligible individuals to participate in the CDO's election process, which allows for a greater selection of qualified candidates. This can be achieved by eliminating unnecessary administrative burdens that deter prospective candidates from putting a nomination forward.

BACKGROUND

At its June 2022 meeting, the Board approved a governance modernization plan that reflects best practices in regulatory governance. This governance structure is designed to further the CDO's public protection mandate while strengthening public trust.

In accordance with this plan, at its September 2022 meeting, the Board approved substantive governance changes to support modernization, including changes to CDO terminology and creating a single electoral district. Given the future changes to the election process that require by-law drafting and circulation, the Governance Committee also considered other areas where the election process could be modernized.

CONSIDERATIONS

The current process for submitting a nomination form for Board elections requires potential candidates to be nominated by six dietitians who are eligible to vote in the electoral district.

[December 8 & 9 Meeting]

This requires potential candidates to have six dietitians sign the nomination form before it is submitted to the CDO. The requirement exists so prospective candidates can demonstrate that they have support from registrants in their district.

With the Board's recent decision to eliminate regional-based districts from the election process in favour of a single, Ontario-wide district, in 2024, the current process would translate into prospective Board candidates being nominated by six dietitians anywhere in Ontario who are registered with the CDO and eligible to vote. While this is only approved in principle and not yet reflected in the by-law, the Board should bear in mind the anticipated future-state of the CDO's electoral process when considering this recommendation.

Board members are obligated to serve the public interest. Requiring potential candidates to be nominated by other registrants could contribute to a misperception that professional Board directors represent dietitian constituents. Eliminating peer endorsement from the elections process will reinforce the public-serving role of the Board.

Additionally, the requirement for the signatures of six dietitians imposes a significant administrative burden and is a possible equity, diversity and inclusion barrier for some dietitians to participating in the Board. Dietitians can work in a variety of settings, and not all dietitians work with other dietitians. Requiring prospective candidates to have the support of their peers, limits the available candidates to those who either work in a setting with enough dietitians to meet the nomination requirement or have access to a sufficient network of dietitians. This is particularly limiting to dietitians in rural areas, in private practice, or who haven't had the opportunity to build or maintain large professional networks for various reasons.

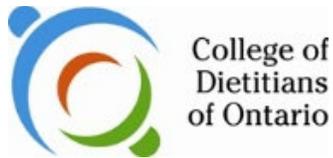
The current requirement for nominators does not necessarily provide insight as to the competencies of a potential candidate to serve on the Board and if the CDO adopts a more rigorous application and screening process, which would include a competency and attribute framework, potential candidates can be vetted in a more meaningful way using other assessments.

The legislation permits the CDO to replace a registrant-driven nomination process with a College-operated screening process, provided it still allows for the profession to elect Board directors.

For the proposed changes to be operationalized, the by-law will have to be updated and drafted for consideration by the Board. If approved in principle, the by-law will be circulated for public feedback and brought back for ratification by the Board in June to enable the changes to be in place for the 2024 election.

RECOMMENDATION

That the Board eliminate the requirement for prospective Board directors to be nominated by their peers as a requirement to stand for election.



Board Briefing Note

Topic:	Updates to the Honoraria Policy
Purpose:	Decision Required
Strategic Plan Relevance:	Governance Modernization and Enhancing Public Trust
From:	Executive Committee

ISSUE

To consider potential updates to the Honoraria policy.

PUBLIC INTEREST RATIONALE

The CDO's Board of Directors and committees conduct important work that furthers the College's mandate to ensure the ongoing delivery of safe, ethical and competent dietetic services to Ontarians. Fairly compensating elected directors and committee appointees will help address potential disincentives to participating in CDO work and will increase and diversify the candidate pool for elections and appointments. This will support current governance modernization initiatives, such as the proposed Board Competency and Attribute Framework, which will further good governance practices for effective regulation and public trust.

BACKGROUND

The CDO's existing Honoraria Policy (*Appendix 1*) identifies the parameters for of per diem and prep time honoraria, and allowable expenses for reimbursement by elected directors and committee appointees. The rates contained in this policy were adopted in 2012 and are as follows:

Per Diem – Meetings

- Chair/President — \$300
- Vice-President — \$225
- Committee member — \$200

Per Diem for Preparation Time \$150

Car Mileage

- Southern Ontario -- \$0.47 / km < 250km
- Northern Ontario -- \$0.48 / km >250Km

Meal Allowance (Includes Applicable Taxes and Gratuities)

- Breakfast: \$12
- Lunch: \$15
- Dinner: \$28

In March 2021, a revised Governance Manual was approved by the Board with the understanding that further policy work would be completed later. The Honoraria Policy was identified as a policy still under review. The Board directed staff to conduct an environmental scan to determine whether the Honoraria Policy is comparable to the honoraria policies at other health colleges.

At its November meeting, the Executive Committee considered proposed revisions to the CDO's Honoraria Policy and the average rates at other Colleges. The Committee directed staff to draft a revised Honoraria Policy for consideration by the Board.

CONSIDERATIONS

Application of policy

As the CDO only compensates the elected directors and committee appointees, this policy does not apply to public appointees. The CDO does not have the ability to compensate public appointees nor change the Ministry of Health's (MOH) compensation structure. The CDO and other regulatory Colleges have continually expressed to the challenges and barriers to equity in the current framework.

Per diem and prep time

The per diem has not increased in ten years. Accounting for inflation¹, \$200 in 2012 would equal \$251.72 in 2022.

An environmental scan was conducted to compare the compensation rates used by Ontario health colleges for elected directors and committee appointees. There are a range of honoraria rates (full day) for members: \$150 (three colleges), \$250 (one college), \$260 (two colleges), \$275 (one college), \$300 (three colleges), \$320 (one college), \$400 (one college), \$450 (one college). Some Colleges provide an hourly rate (three colleges). Many Colleges have additional rates for the board chair, between \$25 – 100 in addition to the director rate.

¹ See [Bank of Canada Inflation Calculator](#)

An analysis was conducted to determine how the current budget would be impacted if the Board increased the compensation for elected directors and committee appointees (*Appendix 3*). The analysis identifies five scenarios where the per diem and prep time compensation are increased by \$25, \$50, \$75, \$100, and \$150.

The additional cost of increasing the honoraria in each of the scenarios presented in the analysis and doesn't appear to fit within the current budget set for Board and committee meetings for the 2022-2023 fiscal year. However, given that the policy hasn't been reviewed in 10 years, the Executive Committee recommends approving amendments to the policy with an immediate effective date, with the understanding that there may be an overage in this budget line at year end.

Additional Chair Rate

Some colleges provide a stipend for the Board Chair, which is a set rate to compensate for the additional work associated with the role. This includes attending meetings, responding to emails and taking calls with the Registrar, staff, Board and committee members. Because the current policy doesn't allow billing for work under 30 minutes, the various communications engaged in by the chair are uncompensated. The Executive Committee recommends that the CDO Chair be permitted to bill for 1 per diem per month to reflect this work.

The draft policy also amends the current limitation for meeting and preparation time under 30 minutes.

Per diem for cancelled meetings

Recognizing that the cancellation of meetings may result in a loss of income for directors and committee appointees who scheduled time off work to attend, some colleges allow honoraria to be claimed when a meeting cancelled on short notice. The terms of claiming honoraria for cancelled meetings and the amounts paid vary from college to college. This is not the CDO's current practice. Meetings are cancelled infrequently and when they are cancelled, there is typically ample notice given to committee members; however, it is something that can be added to the policy.

Expenses

Expense rates have been updated to reflect the increased costs of travel and meals.

RECOMMENDATION

A revised draft a policy based on the Committee's discussion is included as Appendix 3. The board is being asked to consider the draft policy and 1) make a determination on the honoraria rate and 2) consider any other revisions that may be required.

ATTACHMENTS

- Appendix 1 – Current Honoraria Policy
- Appendix 2 – Honoraria Analysis
- Appendix 3 – Draft Honoraria & Expense Policy

Honoraria Policy: Elected Councillors and Committee Appointees

Policy under review

Councillors and Committee Appointees are expected to be fiscally responsible and to look for cost effective goods and services where possible in order to minimize costs to the College, for example, sharing services like taxis.

Elected Councillors and Committee Appointees are reimbursed by the College of Dietitians of Ontario for scheduled meeting time or actual meeting time if longer than scheduled time.

Elected Councillors and Committee Appointees will be remunerated for participation at meetings over and above statutory and standing committees of the College as follows:

Per Diem – Meetings

- Chair/President — \$300
- Vice-President — \$225
- Committee member — \$200

Per Diem for Preparation Time \$150.

Preparation time is calculated as the total time in minutes spent to review materials for a meeting and undertake actions as assigned by the committee. The remuneration for a partial day of preparation is as follows:

- > 30 mins, up to 2 hours (25% per diem)
- > 2 hours, up to 4 hours (50% per diem)
- > 4 hours, up to 6 hours (75% per diem)
- > 6 hours (100% per diem)

Preparation time must not exceed scheduled or actual meeting time (whichever is greater) without the approval of the Registrar & Executive Director. It is acknowledged that additional preparation is at times warranted, especially for Councillors and Committee Appointees on adjudicative panels (Registration, QA, and ICRC). If preparation time is done over multiple days, the time over the days should be totaled and entered into the Online Claims system as one entry on one day except for those cases noted above.

For example, if preparation time for a face-to-face or teleconference meeting taking place on March 10, takes

- 40 minutes on March 1

- 60 minutes on March 2
- 40 minutes on March 3 and
- 40 minutes on March 4,

It should be entered in the Online Claims system on March 4 as a total of 180 minutes on March 4; this will result in a Per Diem Preparation claim of 180 minutes/60 minutes = 3 hours (50% per diem) or \$75 for the meeting. Entering each preparation day separately will result in a 25% Per Diem Preparation claim EACH DAY, for a total of 100% or \$150, which is incorrect.

Car Mileage

- Southern Ontario -- \$0.47 / km < 250km
- Northern Ontario -- \$0.48 / km >250Km

Meal Allowance (Includes Applicable Taxes and Gratuities)

Breakfast	Lunch	Dinner
\$12.00	\$15.00	\$28.00

PROCEDURE

1. Council and Committee Appointees will be reimbursed for eligible expenses incurred while performing College business only after submitting complete expense forms and receipts. Receipts are required to support expenses. A written explanation must accompany any expenses not supported by a receipt.
2. Expense claim forms must be completed when claiming expenses from the College. Forms are verified and processed by the Accounting & QA Administrator as follows:

Public Councillors:

- Original copy of the expense claim is sent by the Public Councillor to the Health Boards Secretariat and they are reimbursed directly by the Secretariat.
- The Accounting & QA Administrator sends the Secretariat an Attendance Register for each meeting attended by a Public Councillor.

Elected Councillors

- An electronic copy of the expense claim, related receipts and approvals for payment are stored in the Elected Councillor's electronic subdirectory.
3. Members must receive authorization from the Registrar & Executive Director prior to incurring any expenses outside of regular Council and Committee involvements.
 4. Prior authorization from the Registrar & Executive Director is required to cover rates in excess of maximums allowed under the guidelines.
 5. Designated College staff can make appropriate arrangements with vendors to allow Council/Committee members to use the College's credit card for hotel, airline and other allowable expenses. This is the preferred method of payment as it allows the College to accumulate Membership Rewards points that can be applied to other College opportunities.
 6. Public Councillors can use the same hotel accommodations as professional members but do not charge their expenses to the College account. They pay their own expenses and are reimbursed by the Secretariat.
 7. Council recognizes that Public Councillors have the option of choosing another hotel that provides special government rates. However, public appointees are encouraged to use the facility identified by the College as this helps maintain reduced rate.
 8. Members of the College who participate on ad hoc working groups or temporarily appointed to a committee shall be reimbursed in keeping with this policy.

Appendix 2

	No Change	25	50	75	100	150	Budgeted Amount	Actuals to August 2022	Projected Amount Sept - Nov	Projected Budget Remaining to March 2022
Mtg Total	\$ 20,200	\$ 22,400	\$ 24,600	\$26,800	\$ 29,000	\$ 33,400	\$ 46,250.00	\$ 10,443.75	\$ 20,300.00	\$ 15,506.25
Prp Total	\$ 6,600	\$ 7,700	\$ 8,800	\$ 9,713	\$ 11,000	\$ 13,200	\$ 15,526.00	\$ 4,612.50	\$ 1,800.00	\$ 9,113.50
TOTAL	\$ 26,800	\$ 30,100	\$ 33,400	\$36,513	\$ 40,000	\$ 46,600	\$ 61,776.00	\$ 15,056.25	\$ 22,100.00	\$ 24,619.75

Draft Honoraria and Expense Policy

Application and Scope

This Policy is intended for use by elected board directors and committee appointees. The Policy sets out the parameters for payment of per diem honoraria for conducting CDO business and addresses reimbursement for eligible expenses.

All remuneration for public appointees by the Lieutenant Governor in Council on the CDO's Board and committees is governed by the guidelines issued by the Health Board Secretariat.

Honoraria

Honoraria is paid for attendance at CDO Board or committee meetings, preparation time for CDO Board or committee meetings, and for engaging in other CDO work. Other CDO work may also include attending external conferences or other events as required and pre-approved by the CDO.

Honoraria Rates

Per diem for meeting attendance and preparation time rates can be claimed at:

100%	> 6 hours
75%	4 - <6 hours
50%	2 - <4 hours
25%	0 - <2 hours

Attendance Honoraria

Position	Per Diem Rate	
Chair of the Board & Committee Chairs	100% per diem	\$ TBD
	75% per diem	\$
	50% per diem	\$
	25% per diem	\$
Vice-Chair of the Board	100% per diem	\$ TBD
	75% per diem	\$
	50% per diem	\$
	25% per diem	\$
Board Directors & Committee Appointees	100% per diem	\$ TBD
	75% per diem	\$
	50% per diem	\$
	25% per diem	\$

Reimbursement will be based on whichever is the longer of the scheduled meeting time or actual meeting time.

For meetings where the Chair determines that the Committee shall make an additional electronic motion pending additional information, the time spent reviewing, responding, and making the motion electronically will be added to the preparation time.

The supplemented rate for the Committee Chair can only be claimed when the individual is assuming the role of Chair at a committee meeting. It cannot be claimed when the individual is attending a meeting as a member of another committee or attending a Board meeting.

The supplemented rate for the Chair and Vice-Chair roles is in recognition for the extra responsibilities inherent in these roles including preparing the agenda, chairing the meeting, taking minutes for in-camera sessions, and writing reports for the Board. The Chair and Vice-Chair are only reimbursed at the supplemental rates for Board and Executive Committee meetings, and external meetings if representing the CDO.

Preparation Time

Preparation time is calculated as the total time in minutes spent to review materials for a meeting and undertake actions as assigned by the committee. With the exception of meetings of the Inquiries, Complaints and Reports Committee (ICRC), preparation time must not exceed scheduled or actual meeting time (whichever is greater) without the approval of the Committee Chair and/or Registrar & Executive Director.

If preparation time for a meeting is completed over multiple days, the time should be totaled and invoiced as one entry on one day.

Preparation Time Honoraria

Remuneration for preparation time for board or committee meetings will be calculated at the Director and Committee Appointee rate in the schedule above.

Additional Board Chair Rate

Recognizing the additional workload that is attached to the role, the Chair of the Board may invoice the College for an additional one per diem per month. The purpose of this is to cover meetings, emails, and phone calls with the Registrar and/or staff, as well as with Board and committee members.

Cancellation of Scheduled Hearings and Meetings

A per diem can be claimed by impacted individuals when meetings or hearings are cancelled or rescheduled with less than 48 hours notice. Cancellation payments will be made at a rate of 50% of the per diem of the scheduled meeting time.

Expenses

The CDO will reimburse for authorized, necessary and reasonable expenses actually incurred in the course of carrying out CDO business. Reimbursement is based on the amount actually spent up to any maximum allowed for a specific type of expense included in this policy.

Individuals are expected to be fiscally responsible, ensuring CDO funds are used prudently and responsibility with a focus on accountability and transparency.

Travel and Accommodation

While most CDO meetings are conducted virtually, occasionally meetings and other CDO work require in person attendance.

Individuals are expected to make their own travel arrangements and hotel accommodations.

Individuals are required to select the most efficient, effective and/or economical mode of transportation when conducting CDO business. When rail or air travel is required, individuals are encouraged to make their travel arrangements early to take advantage of discounts or other promotions. Economy class is the standard option for travel. Generally, business class travel is not acceptable, however when a business class ticket is more economical than the economy fare, a copy of the economy fare to substantiate the claim should be provided.

Where a personal vehicle is used, reimbursement will be provided at the following mileage rates:

- Southern Ontario: \$0.57 / km < 250km
- Northern Ontario: \$0.58 / km >250km

Reimbursement is provided for necessary and reasonable expenditures on parking, as well as for tolls, bridges, ferries and highways, when driving on CDO business. Parking expenses will be reimbursed at the most economical rate (valet parking is not generally permitted).

Individuals who are required to travel out of town and overnight to participate in CDO work may be accommodated in a hotel; however, this is not generally provided to individuals who reside within 40km of the meeting without prior approval from the Registrar or Chair of the Board. It is encouraged that individuals stay at a hotel with where the CDO has negotiated a preferred rate.

Meals

Individuals may be reimbursed for personal meal expenses incurred while engaging in CDO work, provided that meals are not already included as part of the meeting, workshop, or other event. Reimbursement will not be provided for meals consumed at home or included in the cost of transportation, accommodation, seminars, or conferences. Reimbursement for meals is an expense and not an additional allowance or stipend.

Alcohol cannot be claimed and will not be reimbursed as part of a travel or meal expense.

Meal allowances (including applicable taxes and gratuities)

Meal	Allowance
Breakfast (<i>in-person</i>)	\$15
Lunch (<i>in-person</i>)	\$20
Lunch (<i>virtual</i>)	\$25
Dinner (<i>in-person</i>)	\$40

Submitting Claims

Claims for honoraria and expenses are made using the online claims management service.

Claimants must:

- Submit claims promptly after the expense is incurred
- Submit claims for the fiscal year by March 31st
- Submit claims before leaving the position with the CDO

Reimbursement will only be provided for eligible expenses incurred after submitting complete expense forms and receipts. Receipts are required to support expenses. A written explanation must accompany any expenses not supported by a receipt, indicating why the receipt is unavailable along with a description itemizing and confirming the expense(s).

Authorization from the Board Chair and/or Registrar & Executive Director is required prior to incurring any expenses outside of regular Board and Committee work and for claims exceeding maximums allowed under the guidelines.



Board Briefing Note

Topic:	Draft In-camera Meeting Policy
Purpose:	For decision
Strategic Plan Relevance:	Governance Modernization and Enhancing Public Trust
From:	Executive Committee

ISSUE

To document the College's in-camera Board meeting policy and procedures, and ensure they are fit for purpose for virtual/hybrid meetings.

PUBLIC INTEREST RATIONALE

The RHPA sets out specified reasons for regulatory health Colleges to go in-camera, in the interest of transparency and accountability to the public. A policy and procedure document ensures that all directors, now and in the future, are aware of the process, promoting compliance with the legislation.

BACKGROUND

The Board has identified the need to clarify and set out the policy and procedures around in-camera board sessions in light of the continuance of virtual meetings for the foreseeable future and from a governance modernization perspective.

In the current process, in-camera sessions are added to board agendas as required on issues set out in the RHPA. The Registrar and ED attends sessions unless the meeting is about the Registrar's performance. The Vice-Chair records the minutes for approval by the Board at a subsequent in-camera session. Prior to the pandemic, minutes were retained in confidential CDO files (for sessions attended by the Registrar) and in a keyed-entry locked box in the office (for sessions not attended by the Registrar). The Registrar doesn't have access to the locked box, and the key is passed from Board Chair to Board Chair.

With virtual and hybrid meetings continuing as a standard board meeting feature, the Board has asked management to identify a virtual locked box solution to replace the physical version.

FOR CONSIDERATION

At its meeting in November 2022, the Executive Committee considered legal advice and options for developing an in-camera policy, which would include the process for taking and storing minutes. The Executive Committee proposes retaining and documenting the current process and provided input which lead to the development of the draft policy on in-camera Board meetings (*Appendix 1*). This draft policy reflects the Board's current practices for in-camera sessions as well as the requirements specified in subsection 7(2) of the Health Professions Procedural Code ("Code").

As part of the proposed policy, it is recommended that the Board replace the in-office locked box with a cloud-based virtual solution that is highly-secure, confidential, low-effort and relatively low-cost. This option does introduce some risk with respect to loss or inability to access information should the password and answers to the security questions be lost or forgotten, or if the Chair and Vice-Chair become unavailable; however, mitigating processes have been included in the draft policy.

With the virtual solution, risk mitigation includes:

- Giving both the Chair and Vice-Chair access to the Dropbox and providing external legal counsel with the password and answers to the security questions.
- To ensure security of the information contained in the Dropbox, the password should comply with CDO standards for password length, complexity, and frequency of password change.

RECOMMENDATION

To approve the proposed policy on in-camera Board meetings.

ATTACHMENTS

- Appendix 1 – Draft Policy on In-camera Board Meetings

Draft In-camera Policy

Purpose

In accordance with subsection 7(1) of the Health Professions Procedural Code (“Code”) all meetings of the Board of Directors shall be open to public. However, if discussions include subject matters as set out in subsection 7(2) of the Code¹, the Board of Directors may decide to exclude the public from the meeting by going in camera. The Board of Directors is mindful that they should only go in camera when it is necessary.

Policy

In-camera sessions will include the Registrar unless the meeting is to discuss the Registrar’s performance review or other issues related to the Registrar. The Board may also decide to include explicitly invited guests to the in camera session, such as legal counsel, senior staff or other advisors, where a motion is carried permitting attendance. Members of the public (which includes the media) are not permitted to be present.

The Chair is responsible for ensuring that in-camera sessions remain focused on the designated items and do not digress into areas that ought to be discussed during the open Board meeting. The Chair has the authority to determine the appropriateness and relevance of the issues raised in-camera.

If an in-camera session is planned during a Board meeting, the legislative grounds for doing so will be noted in the meeting agenda and minutes. To the extent possible, the in-camera agenda will be made available to the Board in advance. Information and documentation related to the in-camera session, including in-camera minutes, will not be posted with the public Board materials.

¹ Despite subsection (1), the Council may exclude the public from any meeting or part of a meeting if it is satisfied that,

- (a) matters involving public security may be disclosed;
- (b) financial or personal or other matters may be disclosed of such a nature that the harm created by the disclosure would outweigh the desirability of adhering to the principle that meetings be open to the public;
- (c) a person involved in a criminal proceeding or civil suit or proceeding may be prejudiced;
- (d) personnel matters or property acquisitions will be discussed;
- (e) instructions will be given to or opinions received from the solicitors for the College; or
- (f) the Council will deliberate whether to exclude the public from a meeting or whether to make an order under subsection (3).

Record Keeping and Minutes

The Vice-Chair is responsible for recording the minutes for in-camera sessions for approval by the Board at a subsequent in-camera session.

Approved minutes where the Registrar is present are stored in a confidential and secure location on the CDO network. Approved minutes where the Registrar is not present are stored in a virtual, cloud-based file storage location only accessible by the Chair and Vice-Chair using CDO email addresses.

To ensure security of the information stored on cloud-based file storage:

- The passwords for the Chair and Vice-Chair's accounts must comply with the CDO's standards for password security, i.e. length, complexity and password change frequency.
- As back up, the Board's legal counsel is provided with the most up-to-date password and security questions for the cloud-based file storage at all times. This is to maintain accessibility to minutes in the event that the passwords are lost or forgotten, if the Chair and Vice-Chair become unavailable or when there is a change in the Chair and/or Vice-Chair roles.

Board Meeting Evaluation Results – December 8, 2022

1) All Directors had an opportunity to express their opinions.

Respondents: 11

Choice	Percentage	Count	
All of the time	81.82%	9	
Most of the Time	18.18%	2	
Some of the Time	0.00%	0	
None of the Time	0.00%	0	
Total	100%	11	

Please add a comment if you selected Most of the Time, Some of the Time or None of the Time.

- 1 Do not have explain
- 2 not all of the time

2) All Directors were prepared and actively participated in the decision-making process.

Respondents: 11

Choice	Percentage	Count	
All of the Time	90.91%	10	
Most of the Time	9.09%	1	
Some of the Time	0.00%	0	
None of the Time	0.00%	0	
Total	100%	11	

Additional Comments:

- 1 N:/A

3) The meeting climate was respectful and exemplified a culture of equity, diversity, inclusion, and belonging.

Respondents: 11

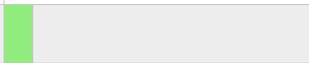
Choice	Percentage	Count	
All of the Time	90.91%	10	
Most of the Time	9.09%	1	
Some of the Time	0.00%	0	
None of the Time	0.00%	0	
Total	100%	11	

Additional Comments:

1 No explanation req freshured

4) Discussions were constructive and focused.

Respondents: 11

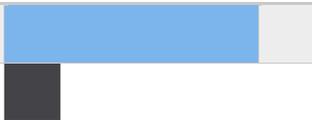
Choice	Percentage	Count	
All of the Time	90.91%	10	
Most of the Time	0.00%	0	
Some of the Time	9.09%	1	
None of the Time	0.00%	0	
Total	100%	11	

Additional Comments:

1 No need to ecplson

5) Time was efficiently managed during the meeting.

Respondents: 11

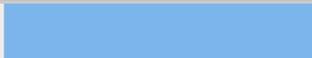
Choice	Percentage	Count	
All of the Time	81.82%	9	
Most of the Time	18.18%	2	
Some of the Time	0.00%	0	
None of the Time	0.00%	0	
Total	100%	11	

Additional Comments:

- 1 Why
- 2 breaks not all noted on agenda/followed

6) Decisions made were summarized after each agenda item.

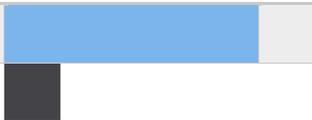
Respondents: 11

Choice	Percentage	Count	
All of the Time	100.00%	11	
Most of the Time	0.00%	0	
Some of the Time	0.00%	0	
None of the Time	0.00%	0	
Total	100%	11	

Additional Comments:

7) All decisions were made in the public interest.

Respondents: 11

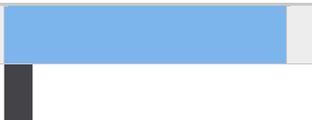
Choice	Percentage	Count	
All of the Time	81.82%	9	
Most of the Time	18.18%	2	
Some of the Time	0.00%	0	
None of the Time	0.00%	0	
Total	100%	11	

Additional Comments:

- 1 They whatis the expectation
- 2 Sometimes, public interest is not applicable to the topic.

8) The Board considered all perspectives and made decisions on consensus.

Respondents: 11

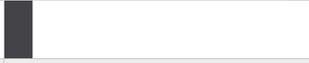
Choice	Percentage	Count	
All of the Time	90.91%	10	
Most of the Time	9.09%	1	
Some of the Time	0.00%	0	
None of the Time	0.00%	0	
Total	100%	11	

Additional Comments:

- 1 One should not be forced to explain every answer

9) The Board had all the information it needed to make the best decision possible.

Respondents: 11

Choice	Percentage	Count	
All of the Time	90.91%	10	
Most of the Time	9.09%	1	
Some of the Time	0.00%	0	
None of the Time	0.00%	0	
Total	100%	11	

Additional Comments:

1 Explain why?

10) The Board's focus remained on strategy, oversight, governance, and a risk-based approach to regulation.

Respondents: 11

Choice	Percentage	Count	
All of the Time	90.91%	10	
Most of the Time	0.00%	0	
Some of the Time	0.00%	0	
None of the Time	9.09%	1	
Total	100%	11	

Additional Comments:

1 Disagree should not get the best survey stop by required answers the explanation should be options!

11) Additional comments or feedback:

Respondents: 1

11) Additional comments or feedback:

1 Excellent meeting although a little challenge with the virtual component.