COLLEGE OF
PSYCHOLOGISTS AND
BEHAVIOUR ANALYSTS
OF ONTARIO

BOARD MEETING PACKAGE

2026.02

DATE: JUNE 19, 2026

TIME: 9:00AM - 4:00PM

110 Eglinton Avenue West, Suite 500
Toronto, Ontario, Canada M4R 1A3
T: 416.961.8817 1.800.489.8388 F: 416.961.2635 www.cpbao.ca

COLLEGE OF PSYCHOLOGISTS AND BEHAVIOUR ANALYSTS OF ONTARIO

BRIEFING NOTE

2026.02.00B

JUNE 2026 BOARD MEETING

EXECUTIVE COMMITTEE 2026-2027 ELECTIONS

STRATEGIC DIRECTION REFLECTION
Innovation in Regulation

PROCEDURE
The first order of business at the Board meeting of June 19, 2026 will be the election of the Executive Committee for 2026-2027. The elections are administered by the Registrar.

As set out in *By-law 21: Committee Composition* [21.1(1)]:
21.1 (1) The Executive Committee shall be composed of:

a. three Elected Directors;
b. both the psychology and ABA professions shall be represented among the members in section (a); and
c. two Public Directors.

Given that the Board meeting is being held on Zoom, the procedure for the Executive Committee Elections will be conducted virtually.

The College has received one nomination for the positions of Chair, Vice-Chair, and Public Director of the Executive Committee. In keeping with section 4.7 of *By-law 4: Election of Members of the Executive Committee* further nominations are only accepted if there is no nominee for a position. As there is only one candidate for each of these positions, these nominees will be acclaimed.

The election on June 19, 2026 will therefore be for the two Registrant Board Director positions on the Executive Committee. Board Members will cast two votes, one for each Registrant Board Director position.

As both Psychology and Applied Behaviour Analysis must be represented on the Executive Committee, at least one successful candidate must be an RBA Registrant Board Director.

CANDIDATES FOR POSITIONS

Chair:	**Peter Bieling**, Ph.D., C.Psych. Board Chair (Academic Director)	Acclaimed
Vice-Chair:	**Scott Warnock** (Public Board Director)	Acclaimed
Public Board Directors:	**Paul Stopciati**	Acclaimed

Registrant Board Directors:

Kieva Hranchuk, Ph.D., R.B.A (Ont.), BCBA-D (Academic Director)
Olivia Ng, M.A., R.B.A (Ont.), BCBA
David Kurzman, Ph.D., C.Psych.
Rachel Wayne, Ph.D., C.Psych.

As required by *By-law 4: Election of Members of the Executive Committee* each candidate has provided a biographical statement and candidate statement. These are attached.

ATTACHMENTS

Biographical Statement and Candidate Statements (presented alphabetically)

- Peter Bieling
- Kieva Hranchuk
- David Kurzman
- Olivia Ng
- Paul Stopciati
- Rachel Wayne
- Scott Warnock

CONTACT FOR QUESTIONS

Dr. Tony DeBono, MBA, Ph.D., C.Psych.
Registrar & CEO

COLLEGE OF
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EXECUTIVE COMMITTEE STATEMENTS OF INTEREST

Peter Bieling, Ph.D., C.Psych.
Board Chair

I am putting my name forward for the position of Chair of the CPBAO Board for the 2026–2027 term. By way of background, I am a clinical psychologist and academic, and have held a number of leadership roles within hospital and university settings. Much of that work has involved contributing to governance processes, working with senior leadership teams, and navigating decisions where clinical, organizational, and system-level considerations intersect. I have found those experiences useful preparation for the kind of work we undertake at the College.

Over the past months, I have had the opportunity to serve in a leadership capacity during a period of significant activity and scrutiny for the College. This has meant helping the Board stay focused and effective while advancing priority work on registration, scope modernization and governance expectations, and representing the College in discussions with the Ministry of Health, professional associations, and other stakeholders. I am comfortable working in that environment—where expectations are high, perspectives are strongly held, and the quality of our process directly affects credibility and outcomes. These experiences have reinforced for me the value of steady, process-oriented leadership that can translate complexity into clear, defensible decisions.

If elected, my approach as Chair would be guided by three core principles. First, a commitment to the College's public protection mandate. While there are many perspectives on how best to achieve this, our responsibility is to ensure that decisions are grounded in evidence, fairness, and the long-term interests of the public.

Second, a focus on governance clarity. The Board functions most effectively when it remains focused on its role in setting direction and ensuring accountability, while respecting the operational responsibilities of the Registrar and staff. Maintaining this distinction is particularly important during periods of heightened external attention.

Third, an emphasis on respectful and constructive engagement. The issues before the College are complex and, in some cases, contentious. It is essential that Board discussions remain thoughtful, balanced, and focused on advancing workable solutions. This includes ensuring that all members are heard while supporting the Board in arriving at clear and defensible decisions. I look forward to making process improvements to enhance the board's cohesion while also enhancing the quality of discussions we have.

I recognize that this is an important moment for the College. There are significant opportunities to modernize and strengthen how we regulate in the public interest, alongside real challenges in maintaining confidence and cohesion within the profession. My goal as Chair would be to support the Board in navigating this period with clarity, stability, and bringing complex issues to workable conclusions.

Finally, I recognize in myself a sense of vulnerability in putting my name forward. I also know that serving on this Board at this moment has asked a great deal of members, professionally and personally. Thank you for continuing to serve with care and courage in the public interest.

Thank you for your consideration.

Kieva Hranchuk, PhD, RBA (Ont.), BCBA-D
Kingston, Ontario
Expression of Interest

May 14, 2026

Board of Directors
College of Psychologists and Behaviour Analysts of Ontario

Dear Members of the Board,

I am writing to express my interest in serving as a member of the Executive Committee of the College of Psychologists and Behaviour Analysts of Ontario (CPBAO) in the role of Additional Board Member. As a PhD-level behaviour analyst with an active faculty appointment at Brock University and nearly 20 years of experience in the field, I hold a deep sense of respect for the regulatory function it serves in protecting the public and advancing the profession, for both psychologists and behaviour analysts.

My interest in board service is rooted in a genuine commitment to the College's mandate. Regulatory governance requires individuals who can think critically about the intersection of professional standards, public accountability, and the evolving landscape of practice - and who are willing to engage with difficult questions directly and in good faith. I bring that orientation to every professional role I hold, and I would bring it to the Executive Committee without hesitation.

My background positions me to contribute meaningfully across several areas of board responsibility. I am a practitioner and researcher, with a long track record of applied practice, in addition to experience with publishing, teaching, and engaging in knowledge translation across academic and professional settings. This breadth has given me a working familiarity with the realities of practice that registrants encounter, as well as an appreciation for the importance of regulatory frameworks that are both rigorous and responsive to the field's evolution. I am also well-versed in ethical reasoning and professional conduct standards, having integrated these into my teaching, my clinical supervision, and my own practice.

In addition to my clinical and academic work, I have developed substantial experience in organizational communication, stakeholder engagement, and navigating complex institutional environments. I understand that board governance requires the ability to hold multiple perspectives simultaneously, to represent the interests of registrants while maintaining the primacy of public protection, and to engage constructively even when positions diverge. I am not interested in board service as a credential; I am interested in the work itself and what it achieves for the public.

I am committed to contributing actively and consistently to the Executive Committee's responsibilities, including attendance at meetings, preparation for agenda items, and participation in any standing or ad hoc committees to which I am assigned. I take seriously the trust that board membership represents and would approach this role with the same rigour and accountability I apply to all aspects of my professional life.

I would welcome the opportunity to discuss my interest and the value I could bring to the College's governance. Thank you for your consideration.

Sincerely,

Kieva Hranchuk, PhD, RBA (Ont.), BCBA-D
Assistant Professor, Department of Applied Disability Studies, Brock University
Registrant, College of Psychologists and Behaviour Analysts of Ontario

Bio

Dr. Kieva Hranchuk holds a PhD in Applied Behaviour Analysis from Columbia University and is an Assistant Professor of Applied Disability Studies at Brock University. With nearly 20 years of experience spanning clinical practice, research, and academic leadership, she has worked extensively with autistic individuals and their families, contributed to the advancement of behaviour-analytic science, and supported the professional development of practitioners across the field. She has previously sat on the board of directors for The Association of Behavior Analysis International (ABAI) and the board of directors for the Ontario Association of Behaviour Analysis (ONTABA). She is currently a Queen's University Councillor sitting on the University Council and contributed to the University's decision-making process in a way that positively impacts the broader Kingston community. She also currently serves on the board of directors of the College of Psychologists and Behaviour Analysts of Ontario and is committed to upholding the ethical, regulatory, and scientific integrity of the profession.

Candidate Statement

I am seeking a position on the Executive of the College of Psychologists and Behaviour Analysts of Ontario because I believe this moment in our profession's development demands leadership that is both scientifically grounded and deeply committed to public protection, for both psychologists and behaviour analysts alike. My background in applied behaviour analysis - from direct clinical work with nonverbal autistic individuals to academic research and training the next generation of practitioners at Brock University - has given me a clear understanding of what rigorous, ethical practice looks like and what is at stake when standards slip. I bring to this role a commitment to evidence-based governance, collegial and transparent decision-making, and the protection of both the public and the integrity of our profession. I would be honoured to contribute to the executive team during this important period of growth and regulatory evolution for the College.

Thank you for your consideration,

Sincerely,

Kieva Hranchuk, PhD, RBA (Ont.), BCBA-D
Assistant Professor, Department of Applied Disability Studies, Brock University
Registrant, College of Psychologists and Behaviour Analysts of Ontario

David Kurzman, Ph.D., C.Psych.

As a psychologist who has been registered with the College of Psychologists and Behaviour Analysts of Ontario (CPBAO) for more than 20 years, I have remained committed to advancing the discipline of psychology through education, collegial collaboration with other mental health professionals, and service to the profession. Service at the level of the College is particularly meaningful to me, as decisions made by Council, and more specifically the Executive, directly affect both the public interest and the integrity of the profession. In my view, protecting the integrity of the profession and maintaining rigorous professional standards are central to protecting the public, as a strong and well-regulated profession is essential to ensuring competent, ethical, and accountable care.

Through my service on Council, I have gained valuable insight into the governance responsibilities of the College and the importance of thoughtful and balanced regulatory decision-making. Executive members play an important role in helping Council navigate complex regulatory and policy issues in a principled, fair, and responsible manner. Strong governance requires careful judgment, independence of thought, and a commitment to decisions grounded in the College's statutory responsibility to regulate the profession in the public interest while also protecting the public. As the regulatory landscape continues to evolve, the safeguarding of professional standards remains essential. I would welcome the opportunity to continue contributing to the College at the Executive level.

I have practiced as a Clinical Neuropsychologist for over 25 years and am licensed to practice in Ontario, New Brunswick, Nova Scotia, and Newfoundland and Labrador. My training includes a BSc from McGill University, an MSc from the University of Victoria, and a PhD from Concordia University. I have also completed the Microprogram in Insurance Medicine and Medicolegal Expertise for Canadian Health Professionals through the Université de Montréal and advanced training in psychopharmacology through Fairleigh Dickinson University. I have completed both the CMLE and C-CAT (Mental/Behavioural) certification through the joint CSME/CAPDA Program.

Earlier in my career I held positions at Baycrest Centre for Geriatric Care, Sunnybrook and Women's College Health Sciences Centre, and St. John's Rehabilitation Hospital before entering private practice. I have served as President of the Canadian Academy of

Psychologists in Disability Assessment (CAPDA) and as a long-standing Board member. I previously served and continue to serve on several committees, which have provided valuable insight into the regulatory processes of the College.

I would welcome the opportunity to continue contributing to the work of the College through service on the Executive and to support Council in fulfilling its mandate to regulate the professions of Psychology and Applied Behaviour Analysis in the public interest.

Olivia Ng, MA, BCBA, RBA (Ont.)

Candidate Statement – Olivia Ng, MA, BCBA, RBA (Ont.)

I am pleased to express my interest in one of the Executive Committee's Registrant Member positions. Serving on the Board since July 2024 has given me a close view of the College's early work regulating Behaviour Analysts in Ontario. It has been a formative time, and I have appreciated the chance to contribute during these first two years. I would welcome the opportunity to continue that work through service on the Executive Committee.

I have been in practice for 24 years, with longstanding involvement in supervision, training, and research. Over the past 17 years, I have taught and supervised hundreds of graduate students in Ontario. That work has given me a strong appreciation for the responsibilities of professional practice, the development of future behaviour analysts, and the role of sound governance in public protection.

My time with the College has included service on the Executive Committee, ICRC, the Client Relations Committee, and the Discipline Committee. These roles have allowed me to personally witness the College navigate difficult periods with care and thoughtfulness, particularly with the continuation of regulation modernization. I have deeply valued being part of conversations where multiple perspectives were given careful weight and with the goal of finding constructive ways forward. I would value the opportunity to continue supporting the College as it adapts to change, remains agile in a shifting regulatory environment, and advances its mandate of public protection.

Executive Statement of interest

Paul Stopciati, Public Member

April 1, 2026

EXPRESSION OF INTEREST

I am writing to express my interest in serving another term on the Executive Committee of the Council of the College of Psychologists and Behaviour Analysts of Ontario for 2026-2027. I have been a Public Member for the past 6 years and I feel my knowledge and participation of the council will benefit the direction and changes that the council presents moving forward to strengthen public safety, college accountability and membership goals moving forward.

BIOGRAPHY

Paul is an accomplished professional with over 38 years of experience managing and driving high performance across multiple industries, including diverse roles in sales and senior management with Nabob Foods, Richelieu Hardware, and Bristol Myers-Squibb. In 2003 he moved into entrepreneurship and founded PES Commercial Cleaning Ltd. to advance commercial fire safety among a broad client base.

Paul was instrumental in the success of two fundraising events for local causes while serving on the Board of Directors of the Northern Cancer Research Foundation. He was a founder of the Strokes for Hope Golf Classic, a charity tournament that raised over $300,000 for cancer research over five years under his chairmanship. He also served as chair of the NHL Oldtimers' Hockey Game for four years. He has also served with other community organizations, including the Sudbury-Manitoulin Alzheimer Society and the Sunrisers Rotary Club.

Paul has been heavily involved in public safety work; he was appointed by the provincial government to the Greater Sudbury Police Services Board for a three-year term. He is a former member of the Ontario Provincial Police's Auxiliary Unit (Auxiliary Constable) as well as founding member Rainbow District Crime Stoppers.

In 2011, Paul was appointed to the Greater Sudbury Public Library Board. As a member of the Board, he oversaw the successful construction of the new South End Branch, which opened in July 2012, and the feasibility study of a new main branch downtown which is now under review.

Most recent, on April 8, 2020 Paul was appointed to The Council of The College of Psychologist and Behaviour Analysts, re-appointed on April 1, 2024 for a period of 3 years ending April 9, 2027. Currently serving on the Executive Committee, Finance Committee, Discipline Committee and Registration Committee.

On October 1, 2021 Paul was appointed by The Ministry of The Attorney General of Ontario to (Tribunals Ontario) as an Adjudicator, member of The Fire Safety Commission of Ontario and The Animal Care Review Board.

Paul is fluent in both English and Italian. He is currently an active member of the Marchigiana Association of Sudbury as well as a 39-year member of the Knights of Columbus.

Paul Stopciati

16 Timber Ridge Court

Sudbury, Ontario

P3E 6K1

705-507-1002

Rachel Wayne, Ph.D., C. Psych., Professional Member

Candidate Statement of Interest

I am interested in renewing my position on Executive Committee. In the past year, I have demonstrated my high level of engagement and collaboration on major issues before the Board, particularly around the issue of registration modernization.

It has been a very active time for the College. I have shown myself to be committed to prudent understanding of issues before the Board and presenting thoughtful and nuanced perspectives. I have also demonstrated my concerted dedication to Board cohesion through respectful openness to dialogue and collaborative pursuit of common ground.

I have several other additional strong attributes: I consider myself a lifelong learner, avid reader, and critical thinker, with a longstanding interest in matters of philosophy and ethics. Professionally, I have thrived in roles involving work within complex, dynamic systems, and working through challenges that that require integrative and/or creative, 'out of the box' approaches.

I would be honoured to continue serving on Executive Committee with continued dedication and integrity and in protection of public interest.

Biography

I am a registered Clinical Psychologist working in Toronto, Ontario, Canada. I received my PhD from Queen's University, during which I received numerous awards and grants for my innovative research in the field of Cognitive Hearing Science.

I currently treat patients in my busy private practice. My area of focus is individuals with complex trauma, as well as chronic health conditions, particularly hearing loss, tinnitus, and hyperacusis. I previously held a leadership role in Psychology for University Health Network (UHN) in Toronto. I am well-recognized for my expertise in hearing health, routinely providing consultation and delivering workshops to other professionals.

As a hard of hearing individual, I have long been engaged in advocacy for awareness and accessibility for individuals living with disabilities. I am a proud member of an international disability advocacy group for scientific researchers and clinicians. I also work collaboratively with other healthcare professionals towards establishing innovative, client-centered, and multidisciplinary care for individuals with hearing loss and other auditory conditions.

VICE-CHAIR BOARD OF DIRECTORS EXPRESSION OF INTEREST

Scott Warnock – Public Member

Candidate Statement

I am writing to express my interest in the position of Vice-Chair of the Executive Committee for the next year. My background is one of service to my community and the people of Ontario. Having been involved in municipal politics for 21 years and 19 years on the Board of Health at the Simcoe Muskoka District Health Unit, as both an elected and appointed member I have developed the skills to make strong decisions analytically and pragmatically, balance a busy schedule, maintain a high level of professionalism and accountability and possess an effective management style. I believe that all of these skills will be beneficial as the College moves through the changes that lie ahead. I am an active member of several College committees and I currently serve on ICRC (Vice-chair), Discipline Committee, Chair the GNC Committee as well as being the public member on the JEEC. I also was the public member that worked through the process of bringing Applied Behaviour Analysts under the college umbrella in 2024. I feel that I have a great deal to contribute to the ongoing work of the Council as Vice-Chair. Should I be unsuccessful in the election for Vice-Chair I am also interested in being a candidate for Public Member of the Executive Committee.

Biography

My wife Mary and I live in Victoria Harbour and have three sons, five grandchildren and one great grand son.

My broadcasting career was spent in Central Ontario and during this time I developed a strong sense of community and the role that the individual can play in it.

I played an important role in bringing together the four local municipalities to create both the Economic Development Corporation of North Simcoe (EDCNS) and the Destination Marketing Organization (DMO) The Heart of Georgian Bay. Both of these groups have heightened the awareness and the benefits of the Southern Georgian Bay area.

I remain active in my community as the Executive Director of the Huronia Community Foundation as well as volunteering with the local Food Bank and supporting the CLH Foundation at their various events.

Mary and I have also raised over $ 25,000 in support of Cancer Research through over 25 years of participation in the local Terry Fox Run.

In 2013 I was awarded the Queen’s Diamond Jubilee Medal in recognition of my volunteerism and community involvement and in 2021 the Cultural Alliance selected me as one of 10 recipients of the Inspirational People’s Award for my 40 years of championing the North Simcoe area.

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BOARD MEETING AGENDA 2026.02

JUNE 19, 2026
9:00 AM to 4:00 PM

Strategic Direction Reflection:
S1 - *Excellence in Care*
S2 - *Membership Engagement*
S3 - *Innovation in Regulation*
S4 - *Continuous Quality Improvement Culture*

AGENDA ITEM	TOPIC	ACTION	PAGE #	STRATEGIC DIRECTION*
.00	**CALL TO ORDER AND LAND ACKNOWLEDGMENT** *(P. Bieling)*			
.00A	Welcome New and Returning Board Members	--	--	--
.00B	Executive Committee Elections and Board Appointments	**Decision**	**2**	**S4**
.01	**APPROVAL OF AGENDA & MINUTES**			
.01A	Review & Approval of Agenda *(P. Bieling)*	**Decision**	**16**	
.01B	Declarations of Conflicts of Interest *(P. Bieling)*	**Discussion**	**--**	
.01C	Review & Approval of Minutes - Special Board Meeting March 26, 2026 *(P. Bieling)*	**Decision**	**19**	
.01D	Review & Approval of Minutes – Board Meeting 2026.01 March 27, 2026 *(P. Bieling)*	**Decision**	**21**	
.01E	Review & Approval of Minutes - Special Board Meeting June 1, 2026 (P. Bieling)	**Decision**	**28**	
.01F	Review of Action List *(T. DeBono)*	**Discussion**	**30**	
.01G	Board Meeting Evaluation Review- March 27, 2026 *(P. Bieling)*	**Discussion**	**32**	
.02	**IN- CAMERA ITEMS**			
.02A	Board Training Day Evaluation Review- March 26, 2026 In Camera – RHPA, Schedule 2, s. 7(2)(b) *(P. Bieling)*	**Discussion**	**--**	
.02B	CFTA - Psychologist Title - Legal Advice 2020 - Oral Update	**Information**	**--**	

AGENDA ITEM	TOPIC	ACTION	PAGE #	STRATEGIC DIRECTION*
	In Camera – RHPA, Schedule 2, s. 7(2)(e) *(T. DeBono)*			
.03	**CONSENT AGENDA ITEMS**			
.03A	Quarterly Committee Reports (1) Executive Committee Report (2) Registration Committee Report (3) Inquiries, Complaints and Reports Committee Report (4) Discipline Committee Report (5) Quality Assurance Committee Report (6) Client Relations Committee Report (7) Fitness to Practice Committee Report (8) Finance & Audit Committee Report (9) Governance and Nominations Committee Report (10) Jurisprudence and Ethics Examination Committee (JEEC) Report	--	**38**	
.03B	Board Chair's Report		**59**	
.03C	Registrar & CEO Report		**61**	
.04	**POLICY ISSUES**			
.04A	Standards Working Group *(J. Kitchen)*	**Decision**	**62**	**S1**
.04B	By-law 25 Amendment *(Z. Yetnikoff)*	**Decision**	**64**	**S3**
.04C	Jurisprudence and Ethics Examination (JEE) Update- Oral Report (*L. Mackanyn)*	**Information**	**--**	**S3**
.05	**BUSINESS ISSUES**			
.05A	Third Party Board Effectiveness Assessment *(P. Bieling, T. DeBono)*	**Discussion**	**88**	**S4**
.05B	Appointment of Signing Officers *(T. DeBono)*	**Decision**	**123**	**S2, S4**
.06	**STRATEGIC ISSUES**			
.06A	Key Performance Indicators (KPI) Update *(J. Kitchen)*	**Information**	**124**	**S4**
.06B	Strategic Direction Implementation: Chart Update *(T. DeBono)*	**Discussion**	**127**	**All**
.07	**OTHER BUSINESS**			
.07A	Next Board Meetings: • September 24, 2026 – Training Day (in-person)	**Information**	**--**	**--**

AGENDA ITEM	TOPIC	ACTION	PAGE #	STRATEGIC DIRECTION*
	• September 25, 2026 – Board Meeting (in-person)			
.08	ADJOURNMENT			

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SPECIAL BOARD MEETING MINUTES 2026.01

To view the Meeting Materials and Briefing Notes corresponding to these Minutes please click here.

MARCH 26, 2026

PRESENT:
Peter Bieling, Ph.D., C.Psych., Board Chair
Marian Boer, Ph.D., C.Psych.
Fred Schmidt, Ph.D., C.Psych.
Rachel Wayne, Ph.D., C.Psych.
Glenn Webster, M.Ed., C.Psych. Assoc.
Maggie Toplak, Ph.D., C.Psych.
Kieva Hranchuk, Ph.D., R.B.A (Ont.), BCBA – D
Conrad Leung, M.ADS, R.B.A (Ont.), BCBA
Kay Narula, M.ADS., R.B.A (Ont.), BCBA
Olivia Ng, M.A., R.B.A (Ont.), BCBA
Ken Moreau, Public Director
Mary Kalantzis, Public Director
Scott Warnock, Public Director
Paul Stopciati, Public Director
Cameron Ross, Public Director
David Kurzman, Ph.D., C.Psych.
John Capobianco, Public Director
Rakesh Joshi, Public Director

REGRETS:
Nadia Di Ridolfi, Public Director
Jacob Kaiserman, Psy.D., C.Psych.

STAFF:
Tony Debono, MBA, Ph.D., C. Psych., Registrar & CEO
Zimra Yetnikoff, Deputy Registrar & Director, Investigations and Hearings
Jennifer Kitchen, Director, Professional Affairs
Lesia Mackanyn, Director, Registration
Stephanie Morton, Director, Corporate Services
Krista Babwah, Assistant to the Registrar, recorder

2026.01.00 CALL TO ORDER
The Chair called the meeting to order at 10:20AM.

The meeting was held virtually and livestreamed via YouTube.

DRAFT

2026.01.01 ELECTION OF BOARD VICE CHAIR

The Board held a candidate question period, during which each candidate was allotted 10 minutes to respond to questions.

The Board moved in camera in accordance with the RHPA, Schedule 2, Section 7(2)(d), to conduct the vote.

The Board returned to open session (livestream).

The results of the vote were announced. Scott Warnock was elected Vice-Chair.

2026.01.02 ADJOURNMENT

It was MOVED by Mary Kalantzis
That the Special Board Meeting be adjourned. **CARRIED**

The Special Board Meeting was adjourned at 10:50AM.

The Livestream ended.

_____

Peter Bieling, Ph.D., C.Psych., Board Chair

Minutes approved at the Board Meeting on June 19, 2026.

DRAFT

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BOARD MEETING MINUTES 2026.01

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MARCH 27, 2026

PRESENT:
Peter Bieling, Ph.D., C.Psych., Board Chair
Marian Boer, Ph.D., C.Psych.
Fred Schmidt, Ph.D., C.Psych.
Jacob Kaiserman, Psy.D., C.Psych.
Rachel Wayne, Ph.D., C.Psych.
Glenn Webster, M.Ed., C.Psych. Assoc.
Maggie Toplak, Ph.D., C.Psych.
Kieva Hranchuk, Ph.D., R.B.A (Ont.), BCBA – D
Conrad Leung, M.ADS, R.B.A (Ont.), BCBA
Kay Narula, M.ADS., R.B.A (Ont.), BCBA
Olivia Ng, M.A., R.B.A (Ont.), BCBA
Ken Moreau, Public Director
Mary Kalantzis, Public Director
Scott Warnock, Public Director
Paul Stopciati, Public Director
Cameron Ross, Public Director
David Kurzman, Ph.D., C.Psych.
John Capobianco, Public Director
Rakesh Joshi, Public Director

REGRETS:
Nadia Di Ridolfi, Public Director

STAFF:
Tony Debono, MBA, Ph.D., C. Psych., Registrar & CEO
Zimra Yetnikoff, Deputy Registrar & Director, Investigations and Hearings
Jennifer Kitchen, Director, Professional Affairs
Lesia Mackanyn, Director, Registration
Stephanie Morton, Director, Corporate Services
Krista Babwah, Assistant to the Registrar, recorder

2026.01.00 CALL TO ORDER
The Chair called the meeting to order at 9:01AM and began the meeting with a land acknowledgement in recognition and respect for Indigenous peoples.

DRAFT

The meeting was held in person at the College, with one participant joining via Zoom, and was livestreamed on YouTube.

2026.01.01 APPROVAL OF THE AGENDA AND MINUTES

2026.01.01A APPROVAL OF AGENDA

It was MOVED by Paul Stopciati, seconded by Olivia Ng
That the agenda be approved as amended, including the addition of items .07D–.07G.
CARRIED

2026.01.01B APPROVAL OF MINUTES FROM THE BOARD MEETING OF DECEMBER 12, 2025

A request was submitted to amend line 172 of the December 12, 2025 meeting minutes. The original wording indicated that the motion to reinstate the psychological associate category was defeated. The amendment clarifies that the motion was not voted on, as a motion to end discussion was carried.

It was MOVED by Paul Stopciati, seconded by Glenn Webster
That the minutes of the Board meeting held on December 12, 2025, be approved as amended.
CARRIED

2026.01.01C REVIEW OF ACTION LIST

The Registrar & CEO provided an update on the Action List and noted items that were completed, outstanding or on today's meeting Agenda.

2026.01.02 IN CAMERA ITEMS

It was MOVED by Glenn Webster
That the Board move in camera to discuss the Board Meeting Evaluation Report.
CARRIED

The Board moved in camera accordance with RHPA, Schedule 2 Section 7(2)(d).

.02A BOARD TRAINING DAY EVALUATION REPORT

The Board reviewed and discussed the December 12, 2025 Board Training Day Evaluation results.

The Board returned to regular session.

2026.01.03 CONSENT AGENDA ITEMS

The Consent Agenda was received.

2026.01.04 POLICY ISSUES

DRAFT

.04A JEE MODULE

The Director of Registration provided an oral update regarding JEE module development.

.04B BARABARA WAND ORAL REPORT

The Director of Professional Affairs provided an oral report regarding the Barbara Wand seminar.

.04C QUALITY ASSURANCE (QA) POLICY UPDATE

The Director of Professional Affairs presented updates to the Quality Assurance (QA) Policy. The Board discussed the proposed updates as a decision item.

It was MOVED by Paul Stopciati, seconded by Ken Moreau
That the Board:
Approve the amended Policy II–5(i);
Approve the amended Policy II–5(ii);
Approve the amended Policy II–5(iii);
Approve the amended Policy II–5(iv); and
Revoke Policy II–5(v).

CARRIED

.04D BY-LAW 22 AMENDMENT – PROFESSIONAL LIABILITY INSURANCE.

The Director of Professional Affairs presented proposed amendments to By-law 22 regarding professional liability insurance, including clarification of minimum coverage requirements. The Board discussed the proposed amendments as a decision item.

It was MOVED by Scott Warnock, seconded by Cameron Ross
To update by-law 22.2 to "the amount of *annual* insurance coverage shall be no less than $2,000,000 *per claim.*"

CARRIED

2026.01.05 BUSINESS ISSUES

.05A STAFF EXPERIENCE SURVEY RESULTS UPDATE

The Registrar & CEO provided an oral update on the staff experience survey results. The Board received the update.

.05B REGISTRANT ENGAGEMENT AND COMMUNICATIONS STRATEGY UPDATE

The Registrar & CEO provided an oral update on the registrant engagement and communications strategy. The Board received the update.

DRAFT

.05C PUBLICATION OF THIRD-PARTY ASSESSMENT OF BOARD EFFECTIVENESS

It was MOVED by Cameron Ross, seconded by Ken Moreau
That the third-party assessment of board effectiveness be provided to the board of directors and subsequently to the public unchanged as soon as practical.

In favor: 17
Opposed: 1
Abstentions: 0

CARRIED

.05D INTEGRATED RISK MANAGEMENT REPORT

The Registrar & CEO presented the Integrated Risk Management Report, including an overview of current and emerging risks. The Board received the report.

.05E NOTICE OF EXECUTIVE COMMITTEE ELECTION AND BOARD APPOINTMENTS

The Registrar & CEO provided notice of the upcoming Executive Committee elections and Board appointments.

.05F DRAFT BUDGET 2026-2027

The Registrar & CEO presented the Draft Budget for 2026–2027. The Board considered the draft budget as a decision item.

It was MOVED by Paul Stopciati, seconded by Scott Warnock
That the Board approve the Draft Budget 2026 – 2027.

CARRIED

2026.01.06 STRATEGIC ISSUES

.06A KEY PERFORMANCE INDICATORS (KPI) UPDATE AND NEXT STEPS

The Director of Professional Affairs presented an update on Key Performance Indicators (KPIs) and proposed KPIs for the 2026–2027 fiscal year. The Board considered the proposed KPIs as a decision item.

It was MOVED by Kay Narula, seconded by Ken Moreau
That the Board approve the proposed Key Performance Indicators (KPIs) for the 2026–2027 fiscal year.

CARRIED

.06B OFFICE OF THE FAIRNESS COMMISSIONER (OFC) 2024–2025 RISK RATING

DRAFT

The Registrar & CEO provided an oral update on the Office of the Fairness Commissioner (OFC) 2024–2025 risk rating. The Board received the update.

The meeting recessed for lunch at 12:00PM and resumed at 1:00PM.

.06C STRATEGIC DIRECTION IMPLEMENTATION: CHART UPDATE

The Registrar & CEO presented an update on the Strategic Direction Implementation chart. The Board discussed the update.

2026.01.07 OTHER BUSINESS

.07A BOARD RECORDINGS

The Board discussed the handling and accessibility of Board meeting recordings.

It was MOVED by David Kurzman, seconded by Jacob Kaiserman
The recording of this current Board meeting will be made publicly accessible and will remain online. Policy options will be brought back to the Board for debate at future meeting. In the interim, recordings will remain available online.

In favor: 13
Opposed: 4
Abstentions: 1

CARRIED

.07B PARLIAMENTARY PROCEDURE

It was MOVED by David Kurzman, seconded Rachel Wayne
That upon joining the Board, each and every member of the Board will be provided access to a copy of the book the modern parliamentary procedure to better understand the procedures by which the Board runs.

In favor: 18
Opposed: 0
Abstentions: 0

CARRIED

It was MOVED by David Kurzman, seconded by Conrad Leung
That Board members be provided with training regarding modern parliamentary procedure.

In favor: 18
Opposed: 0
Abstentions: 0

CARRIED

Action Item:
Develop a plan to provide the Board with training on modern parliamentary procedure.

.07C CAMERA VISIBILITY FOR VOTING IN VIRTUAL MEETINGS

The Board discussed camera visibility and voting eligibility in virtual meetings. The Parliamentarian provided guidance on applicable procedures.

It was MOVED by David Kurzman
That Board members appearing virtually at a Board meeting are encouraged and expected to keep their camera on unless there are mitigating circumstances that they have communicated to the Chair.

In favor: 4
Opposed: 13
Abstentions: 1

DEFEATED

.07D NEXT BOARD MEETINGS SCHEDULED:

- June 19, 2026 (virtual)
- September 25, 2026 (In-person)

.07E REGISTRAR'S PERFORMANCE REVIEW (IN CAMERA)

It was MOVED by Cameron Ross, seconded by Kay Narula
That the Board move in camera to discuss the Registrar's Performance Review.

CARRIED

The Board moved IN CAMERA for the Registrar's Performance Review in accordance with RHPA, Schedule 2 Section 7(2)(d).

The livestream concluded at 1:45 PM.

2026.01.08 ADJOURNMENT

There being no further business,

It was MOVED
That the Board Meeting be adjourned.

CARRIED

The Board meeting was adjourned at 3:00PM.

DRAFT

_____

Peter Bieling, Ph.D., C.Psych., Board Chair

Minutes approved at the Board Meeting on June 19, 2026.

DRAFT

COLLEGE OF
PSYCHOLOGISTS AND
BEHAVIOUR ANALYSTS
OF ONTARIO

110 Eglinton Avenue West, Suite 500
Toronto, Ontario, Canada M4R 1A3
T: 416.961.8817 1.800.489.8388
F: 416.961.2635 www.cpbao.ca

SPECIAL BOARD MEETING MINUTES 2026.02

JUNE 1, 2026

PRESENT:
Peter Bieling, Ph.D., C.Psych., Board Chair
Scott Warnock, Public Director, Board Vice- Chair
Marian Boer, Ph.D., C.Psych.
Fred Schmidt, Ph.D., C.Psych.
Glenn Webster, M.Ed., C.Psych. Assoc.
Kieva Hranchuk, Ph.D., R.B.A (Ont.), BCBA
Conrad Leung, M.ADS, R.B.A (Ont.), BCBA
Olivia Ng, M.A., R.B.A (Ont.), BCBA
Ken Moreau, Public Director
Paul Stopciati, Public Director
Cameron Ross, Public Director
David Kurzman, Ph.D., C.Psych.
John Capobianco, Public Director
Rakesh Joshi, Public Director

REGRETS:
Maggie Toplak, Ph.D., C.Psych.

STAFF:
Tony Debono, MBA, Ph.D., C. Psych., Registrar & CEO
Zimra Yetnikoff, Deputy Registrar & Director, Investigations and Hearings
Jennifer Kitchen, Director, Professional Affairs
Lesia Mackanyn, Director, Registration
Stephanie Morton, Director, Corporate Services
Nadine Yacoub, Communications Officer
Krista Babwah, Assistant to the Registrar, recorder

2026.02.00 CALL TO ORDER
The Chair called the meeting to order at 11:02AM.

The Board meeting was held virtually via Zoom and was conducted in-camera.

2026.01.01 THIRD PARTY BOARD EFFECTIVENESS ASSESSMENT (IN-CAMERA)

The Chair provided introductory remarks regarding the Board Effectiveness Assessment. The third-party consultant presented the findings of the assessment, followed by Board discussion.

It was MOVED
That the Board Meeting be adjourned.

DRAFT

CARRIED

The Board meeting was adjourned at 11:57AM.

_____

Peter Bieling, Ph.D., C.Psych., Board Chair

Minutes approved at the Board Meeting on June 19 , 2026.

DRAFT

COLLEGE OF PSYCHOLOGISTS AND BEHAVIOUR ANALYSTS OF ONTARIO

ACTION LIST - BOARD

Item:	Responsibility:	Action:	Status:	Target Completion Date
2024.06.03C	Registration Committee	Provide guidelines on how to process VSC with positive check.	**In process** *College to present at the September 2026 Board Meeting*	**September 2026**
2025.02.03F	Registration Committee	Provide required operational updates in anticipation of changes regarding registration modernization.	**Not started** *This action item will commence pending registration regulation changes.*	TBA, Pending Ministry Approval
2025.02.03G	Office of the Deputy Registrar	Staff to apprise the Ministry of Health of any amendments to the RHPA and/or Act that would be necessary to achieve the Board's governance modernization goals.	**In process** *Necessary amendments are under review.*	TBA
2025.03.04A	Office of the Registrar	Develop an annual assessment tool and mechanism to review effectiveness of the proposed registration amendments and present it to the Board.	**Not started** *This action item will commence pending registration regulation changes.*	TBA, Pending Ministry Approval
2025.03.04C	Registration Department	College to obtain updated Statement of Work from *Meazure Learning Inc.* to determine costs for ongoing maintenance of the OEPPABA.	**Completed** *An initial SOW has been received from Meazure; Reviewed by staff.*	**March 2026**
2025.03.04I	Office of the Deputy Registrar	Staff to update the terminology in all College Bylaws, policies, and other documents and communications.	**Completed** *The College has completed updates to the by-laws and the policies & procedures manual. Website updates completed.*	**March 2026**
2026.01.07A	Office of the Deputy Registrar	Prepare policy suggestions, to be put together by College staff, for Board consideration regarding the future handling of Board meeting recordings.	**In Process**	**September 2026**

Item:	Responsibility:	Action:	Status:	Target Completion Date
2026.01.07B	Office of the Registrar	Develop a plan to provide the Board with training on modern parliamentary procedure.	**In Process**	**September 2026**

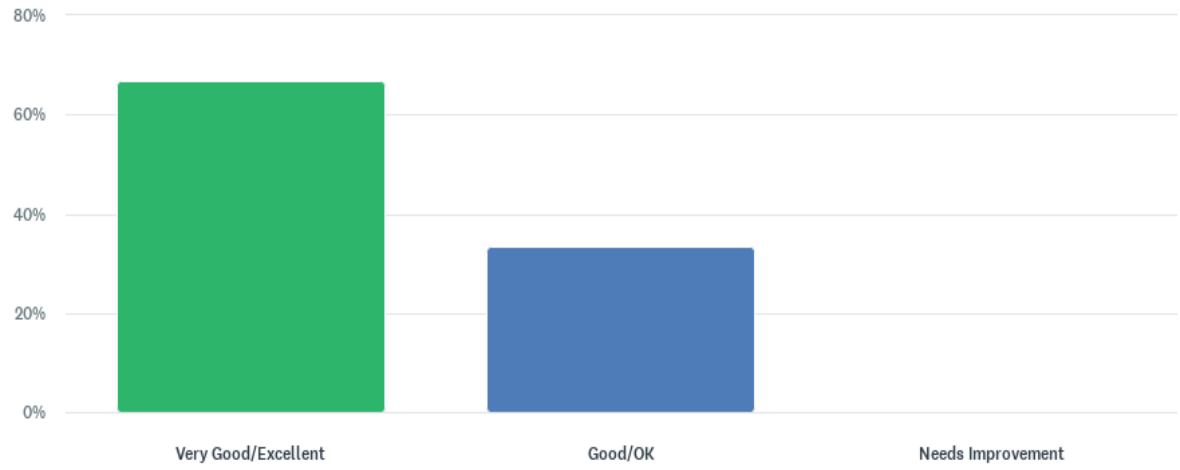
COLLEGE OF
PSYCHOLOGISTS AND
BEHAVIOUR ANALYSTS
OF ONTARIO

2026.02.01G

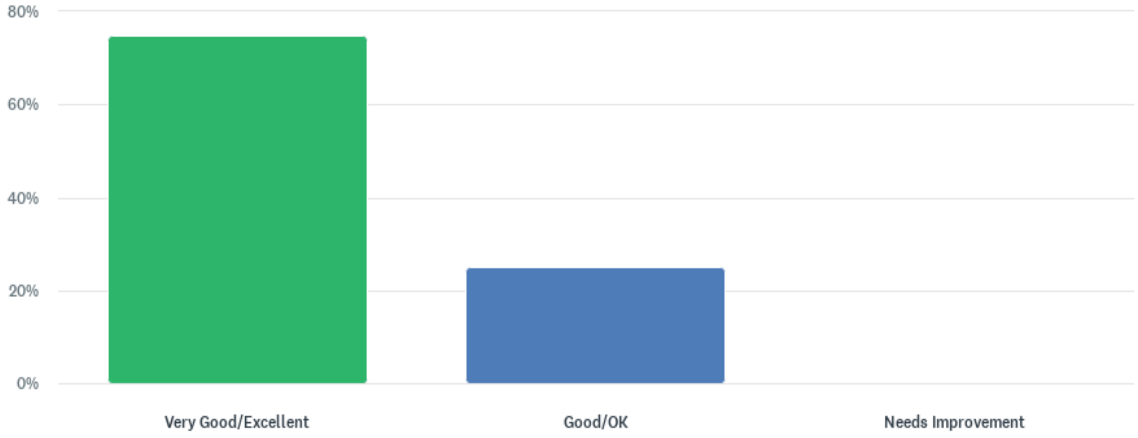
BOARD MEETING EVALUATION SUMMARY

BOARD MEETING MARCH 27, 2026

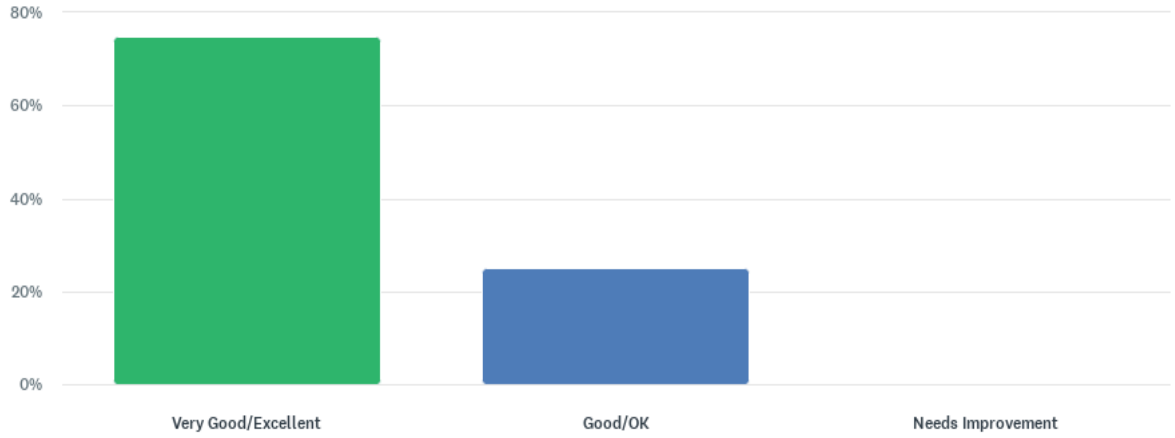
The Board meeting agenda and materials were received in a timely manner.



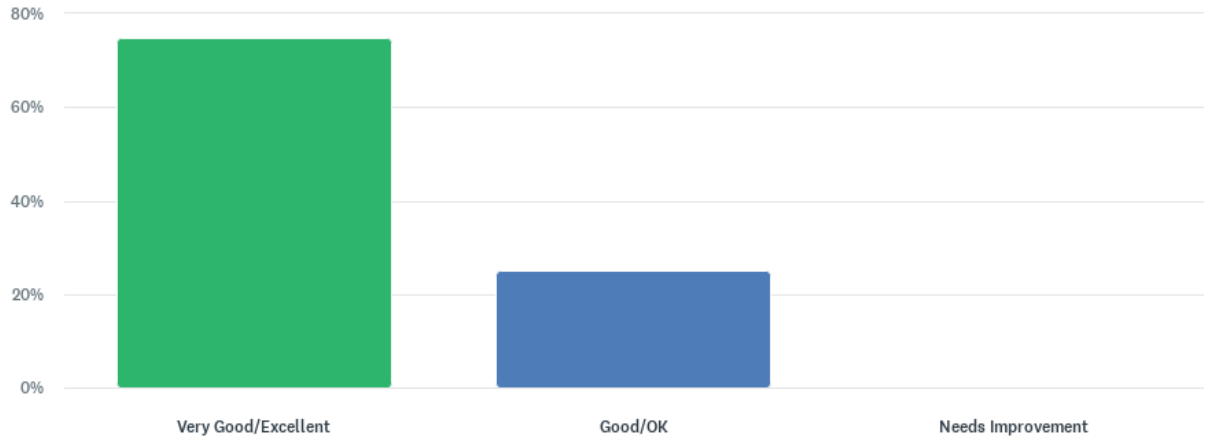
Agenda items were appropriate for Board discussions. Topics were relevant to the mandate and strategic direction of the College.



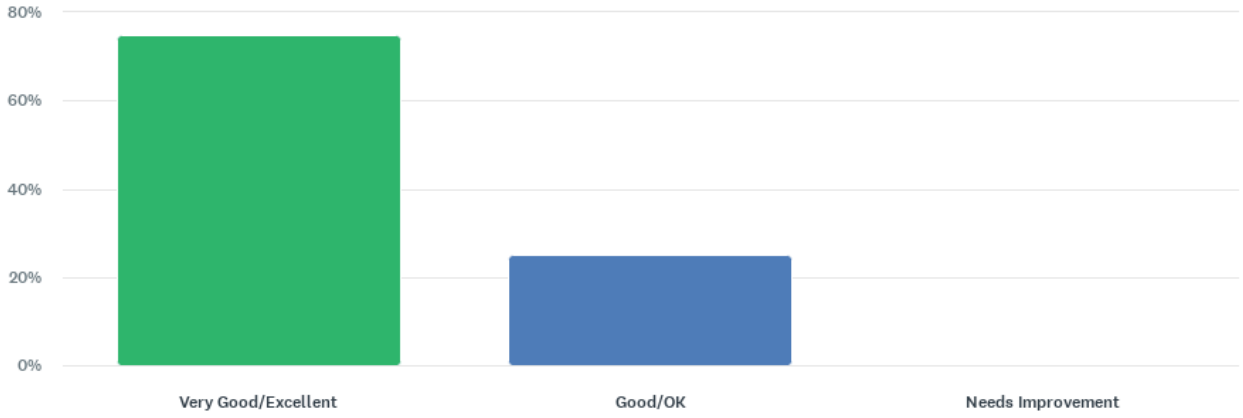
The materials (agenda, briefing notes, attachments) were useful and sufficient to assist me in forming an opinion on decisions to be made by the Board.



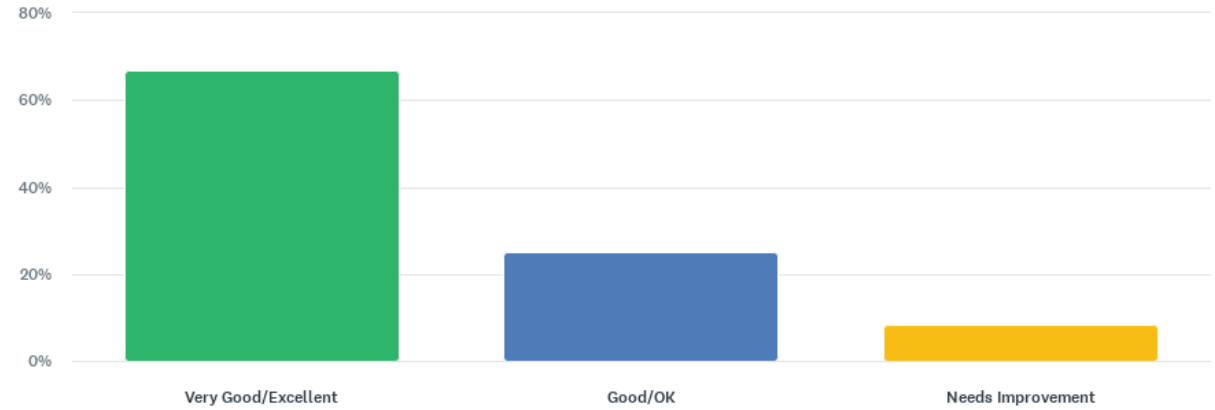
The public interest was considered in all discussions.



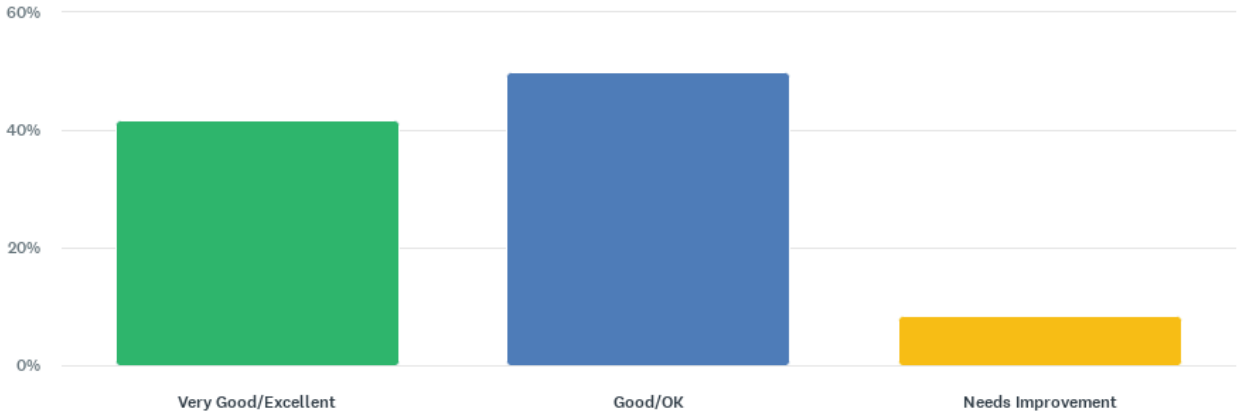
Time was used effectively to each agenda item. Questions and discussions remained on topic.



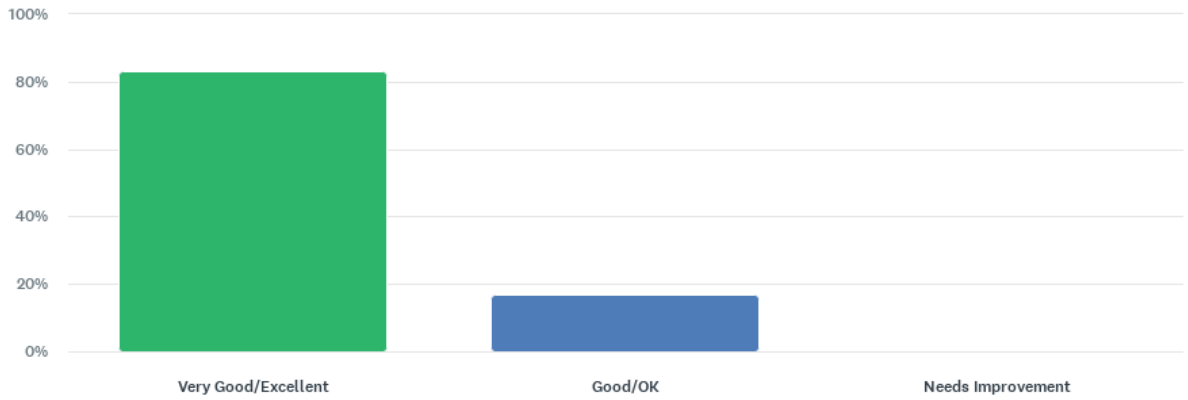
There was opportunity for me to be actively engaged in all discussions and I felt comfortable participating in the Board discussions.



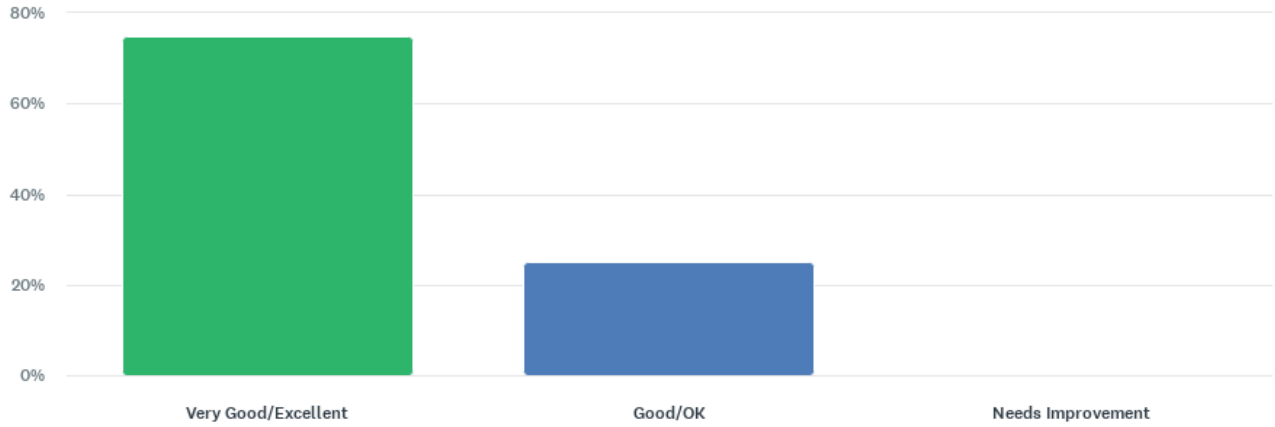
I was satisfied with the way in which other members of the Board contributed to discussions and debate. There was a positive climate of trust and respect. Disagreements were handled openly, honestly, and directly.



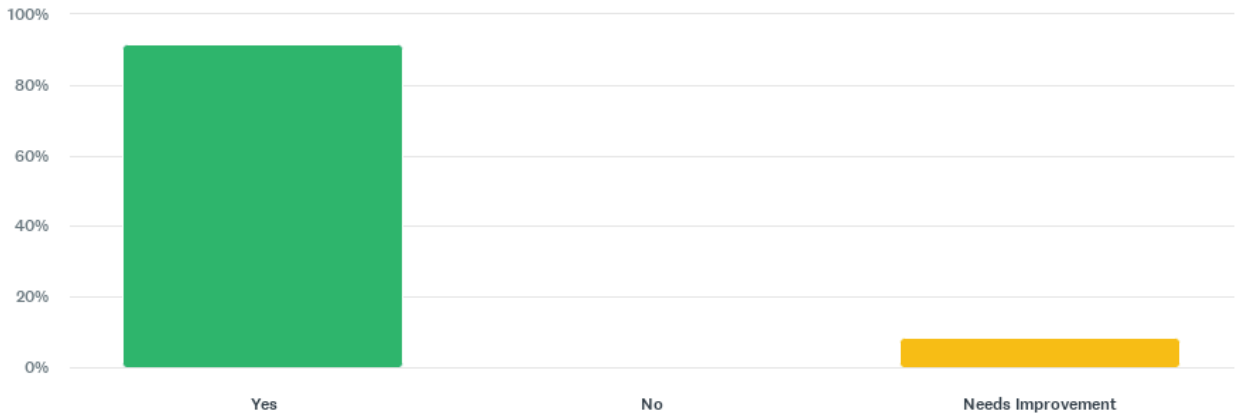
Where appropriate, Next Steps and Action Items were clearly identified.



In general, Board Members appeared prepared for the meeting and engaged in discussion and decision-making.



The Board Chair led the meeting in a manner that enhanced the Board's performance and decision-making.



ADDITIONAL COMMENTS

Q1: The Board meeting agenda and materials were received in a timely manner.	1. I would appreciate having materials at least a full week before the meeting. 2. Always reliable. Thank you! 3. please provide materials more than 7 days if possible. otherwise everything is excellent as always 4. External materials were sent in a "gotcha" manner. Staff could not help it.
Q4: The public interest was considered in all discussions.	1. Board members should focus their concerns more effectively on public safety and less on government relations, as this is our role.
Q5: Time was used effectively to each agenda item. Questions and discussions remained on topic.	1. I would suggest that we keep discussions efficient but we do not treat time allotments as absolute, particularly when important matters are being discussed. Big decisions should be made carefully and not in a hurried manner. 2. Need to be a balance of allowing for ample discussion, with less strict adherence to proposed times in agenda. 3. Chair was excellent at moving the items along and staying on track with the agenda.
Q6: There was opportunity for me to be actively engaged in all discussions and I felt comfortable participating in the Board discussions.	1. I continue to feel that we need to do better to foster a culture of openness and collaboration. I felt some in camera discussions were prematurely shut down and did not afford sufficient opportunities for multiple perspectives to be discussed. 2. Did not always feel comfortable.
Q7: I was satisfied with the way in which other members of the Board contributed to discussions and debate. There was a positive climate of trust and respect. Disagreements were handled openly, honestly, and directly.	1. Much better this time. Let's keep working on this. 2. Allowed for better climate of discussion. * In-camera: Better to discuss personal disagreements not immediately related to agenda, outside of meeting in a private format. Certain parts of that conversation were not appropriate to discuss at the Board meeting. 3. Too much advocacy and not enough constructive collaboration.
Q9: In general, Board Members appeared prepared for the meeting and engaged in discussion and decision-making.	1. It is my starting assumption that Board members are professional and prepared for meetings. I value and learn from the broad experience and opinions of both professional and public members.
Q11: What is one thing that worked well in this meeting?	1. It was useful having the government representative available to consult on process, to ensure that everyone was satisfied with the process at the meeting. Might consider this again for the next meeting.

	2. Dr. Bieling did a fantastic job in his new role as Chair. Presence of Parliamentarian helped maintain procedure at the meeting. 3. Peter did a great job, kept everyone in line with questions and discussion. 4. Respect. There was clearly tension as some had not accepted the decision of the Board and colleagues. But despite lingering disagreement, there was civil discussion and well informed contributions. 5. congeniality
Q12: What could be improved for future meetings?	1. Perhaps insert a 15 minute stretch break, and reduce lunch to 45 minutes. 2. Similar rules for orderly conduct may be needed for in-camera discussions. 3. I think once a motion is passed all discussion should end. A few board members feel the need to constant repeat the same issues. 4. Hopefully future meetings will focus on the future …. 5. board training in procedure

COLLEGE OF PSYCHOLOGISTS AND BEHAVIOUR ANALYSTS OF ONTARIO

BOARD REPORT

2026.02.03A(1)

FOURTH QUARTER, MARCH 1, 2026 – MAY 31, 2026

EXECUTIVE COMMITTEE

COMMITTEE MEMBERS:

Peter Bieling, Chair	Board Director
Scott Warnock, Vice-Chair	Public Board Director
Olivia Ng	Board Director
Rachel Wayne	Board Director
Paul Stopciati	Public Board Director
Glenn Webster	Board Director

STAFF

Tony DeBono, Registrar & CEO
Zimra Yetnikoff, Deputy Registrar and Director, Investigations and Hearings
Krista Babwah, Assistant to the Registrar

MEETINGS

The Executive Committee met on:

- May 26, 2026.

ITEMS TO BOARD FOR DECISION

The Executive Committee discussed the following items which are being brought forward for Board consideration and approval:

- By-law 25 Amendment – Supervision Reporting Requirements
- Establishment of a Standards Working Group
- Third-Party Board Effectiveness Assessment
- Key Performance Indicators

ACTIONS

The Executive Committee took the following actions:

- Reviewed the Variance Report and the Unaudited Financial Statements to February 28, 2026. The Committee recommended that these documents be presented to the Board. These are included in the Consent Agenda Reports section of the Board Materials package.
- Received an update on the development of the Jurisprudence and Ethics Examination (JEE).
- Reviewed and discussed the Board Meeting Evaluation Review.
- Reviewed and discussed the Board Training Day Evaluation Review and recommended that the survey results be discussed by the Board in-camera.
- Received an update regarding the review of By-law 25 and recommended amendments requiring registrants to report information regarding supervision practices.
- Received an update regarding the proposed establishment of a Standards Working Group and recommended its establishment to the Board.
- Received an oral report regarding the Third-Party Board Effectiveness Assessment.

SUBMITTED BY
Peter Bieling, Ph.D., C. Psych., Chair

COLLEGE OF PSYCHOLOGISTS AND BEHAVIOUR ANALYSTS OF ONTARIO

BOARD REPORT

2026.02.03A(2)

FOURTH QUARTER, MARCH 1, 2026 – MAY 31, 2026

REGISTRATION COMMITTEE

COMMITTEE MEMBERS 2025-2026 TERM

Peter Bieling, Ph.D., C.Psych.	Co-Chair, Board Director
Maggie Toplak, Ph.D., C.Psych.	Co-Chair, Board Director
Conrad Leung, M.ADS., R.B.A. (Ont)	Co-Chair, Board Director
Frederick Schmidt, Ph.D., C.Psych.	Professional Member, Board Director
Gani Braimoh, Psy.D., C.Psych.	Professional Member
Amardeep Badwall-Brown, M.A., R.B.A. (Ont.)	Professional Member
Kate Guyett, M.A., R.B.A. (Ont.)	Professional Member
Mary Kalantzis	Public Director
Ken Moreau	Public Director
Morgan Sanchez, M.ADS, R.B.A. (Ont.)	Professional Member
Paul Stopciati	Public Director
Sheila Tervit, Ph.D., C.Psych.	Professional Member
Marian Boer, Ph.D., C.Psych.	Professional Member, Board Director
Michal Gilboa-Hermel, M.A., C.Psych.	Professional Member
Lixian Bao, Ph.D., C.Psych.	Professional Member
Nicole McLister, M.Ed., C.Psych.Assoc.	Professional Member
Mohammad Nikkhou, Ph.D., C.Psych.	Professional Member
Patricia Behnke, Ph.D., C.Psych.	Professional Member
Suzana Curcija, M.Ed., R.B.A. (Ont.)	Professional Member
Kieva Hranchuk, Ph.D., R.B.A (Ont.)	Professional Member, Board Director

STAFF

Lesia Mackanyn	Director: Registration
Myra Veluz	Senior Registration Assistant
Anna Miller	Registration Coordinator
Shannon Elliott	ABA Coordinator
Nuzhat Ahmed	Registration Assistant
Wahiba Akhtar	Registration Assistant
Nanthini Joseph	Registration Assistant
Katherine Bell	Registration Assistant

MEETINGS

May 7, 2026: Panel A (Psychology Registration Cases)
The Registrar referred a total of 35 cases to Panel A.
These cases included:

- 4 cases involving academic credential reviews (1 doctoral, 3 masters);
- 22 cases involving training plans for supervised practice members or eligible candidates (7 doctoral, 15 masters);
- 1 case involving examinations (EPPP);
- 2 cases involving reciprocity application;
- 5 cases involving requests for adding of area of practice;
- 1 case involving request for return to autonomous certificate from Inactive certificate.

May 8, 2026: Panel B (Psychology Registration Cases)
The Registrar referred a total of 36 cases to Panel B.
These cases included:

- 3 cases involving academic credential reviews (1 doctoral, 2 masters);
- 24 cases involving training plans for supervised practice members or eligible candidates (8 doctoral, 16 masters);
- 2 cases involving examinations (Oral Examination);
- 1 case involving reciprocity application;
- 5 cases involving requests for adding area of practice;
- 1 case involving request for return to autonomous certificate from Inactive certificate.

May 8, 2026: Panel C (Behaviour Analyst Registration Cases)
The Registrar referred a total of 3 cases to Panel C.

- 3 cases involving a Transitional Route 2 Entry application.

TERMS

- ***Academic Credential Review (psychology registrants)****: Cases where after an initial review, the Registrar has referred an application for supervised practice to the Registration Committee for a further review to determine whether the applicant has an acceptable graduate level psychology degree.*

- ***Training Plan (psychology registrants)****: Applies to supervised practice members and eligible candidates. If after an initial review, it appears that a candidate is missing required components in the area for which they have declared competence to practise, the Registrar will refer the candidate's application to the Registration Committee for a review of their education and training. The Committee will determine whether the candidate must augment their knowledge and skills via a training plan.*

- ***Adding Area of Practice (psychology registrants)****: Autonomous practice psychologist or psychological associate members who wish to be authorized to practice psychology in a new area and/or with a new client group.*

- ***Examination Outcome****: Individual cases that require a review of the outcome of, or an issue with, the Oral Examination, JEE, EPPP, or* OEPPABA*.*

- ***Reciprocity Application:*** *Reviews of cases where an applicant has applied from a jurisdiction in which the College has entered into a written reciprocity agreement.*

- ***Removal or modification of limitation and/or condition****: Autonomous practice members who wish to have a registration related limitation and/or condition removed (or modified) from their certificate of practice.*

- ***Return to Autonomous Certificate from Inactive Certificate****: Members who have held an Inactive Certificate of Registration for longer than 2 years and who wish to return to a Certificate of Registration Authorizing Autonomous Practice.*

- **Transitional Route Entry Application (behaviour analyst registrants)**: *Cases where after an initial review, the Registrar has referred an application for transitional route entry to the Registration Committee for a further review to determine whether the applicant has met the minimum criteria.*

COLLEGE OF PSYCHOLOGISTS AND BEHAVIOUR ANALYSTS OF ONTARIO

BOARD REPORT

2026.02.03A(3)

THIRD QUARTER, MARCH 1, 2026 – MAY 31, 2026

INQUIRIES, COMPLAINTS AND REPORTS COMMITTEE

COMMITTEE MEMBERS:

Allyson Harrison (Chair), College Registrant
Scott Warnock (Vice-Chair), Board Director (Public)
Basma Alkatranji, College Registrant
Marie-Sjaan Berends-Booth, College Registrant
Kirsten Barr, College Registrant
Mitchell Blass, Board Director (Public)
John Capobianco, Board Director (Public)
Mary Susan Crawford, College Registrant
Allison Eades, College Registrant
Oliver Foese, College Registrant
David Gold, College Registrant
Rakesh Joshi, Board Director (Public)
Jacob Kaiserman, Board Director
Mehakpreet Mahey, College Registrant
Nadia Mocan, Board Director (Public)
Ken Moreau, Board Director (Public)
Kay Narula, Board Director
Olivia Ng, Board Director
Jasmine Peterson, College Registrant
Cameron Ross, Board Director (Public)
Naomi Sankar-DeLeeuw, College Registrant
Simmi Santha, College Registrant
Fred Schmidt, Board Director
Krystal Street, College Registrant
Mark Watson, College Registrant
Glenn Webster, Board Director
Crystal Willett, College Registrant
Christie Yao, College Registrant
Leah Zalan, College Registrant

STAFF

Zimra Yetnikoff, Deputy Registrar and Director, Investigations & Hearings

COMMITTEE ACTIVITIES

ICRC Meetings

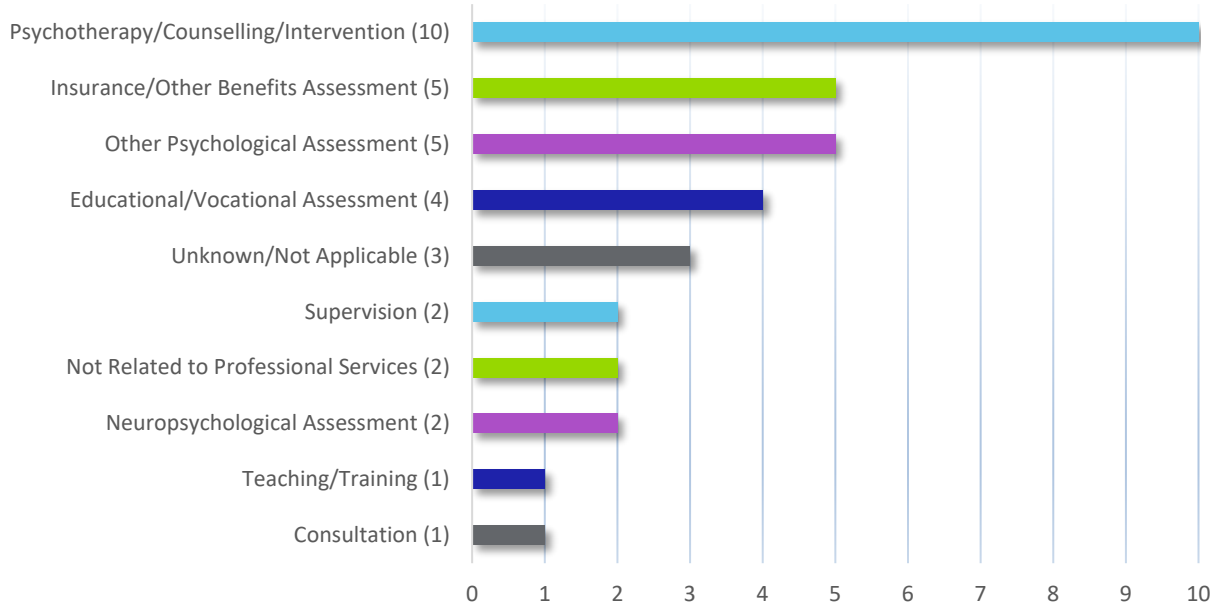
The ICRC met on March 13, April 13 and May 15, 2026, to consider 39 cases. In addition, 23 teleconferences were held in the 4th quarter to consider 32 cases. The next scheduled ICRC meeting takes place on June 18, 2026, with 11 cases on the agenda.

New Complaints and Reports

In the 4th Quarter, the College received 35 complaints related to the psychology profession and five complaints related to the ABA profession.

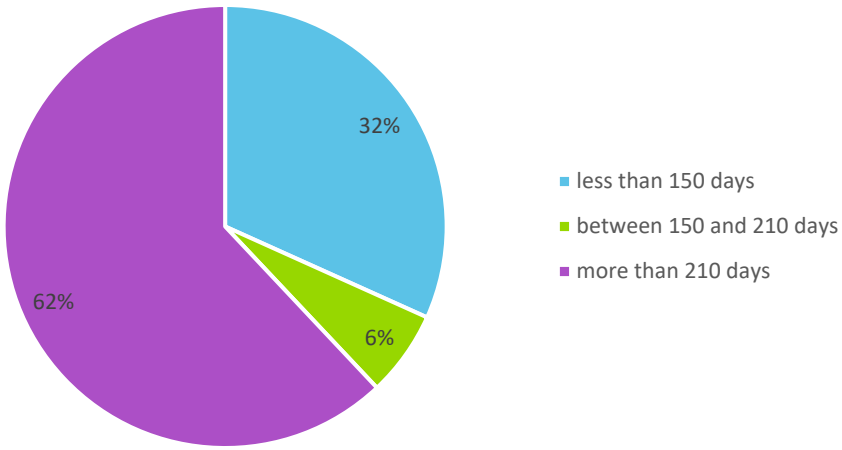
The nature of service related to new ABA complaints are two related interventions, one related to supervision, and two unrelated to professional services.

The nature of service in relation to new psychology complaints are:



Timeline Snapshot

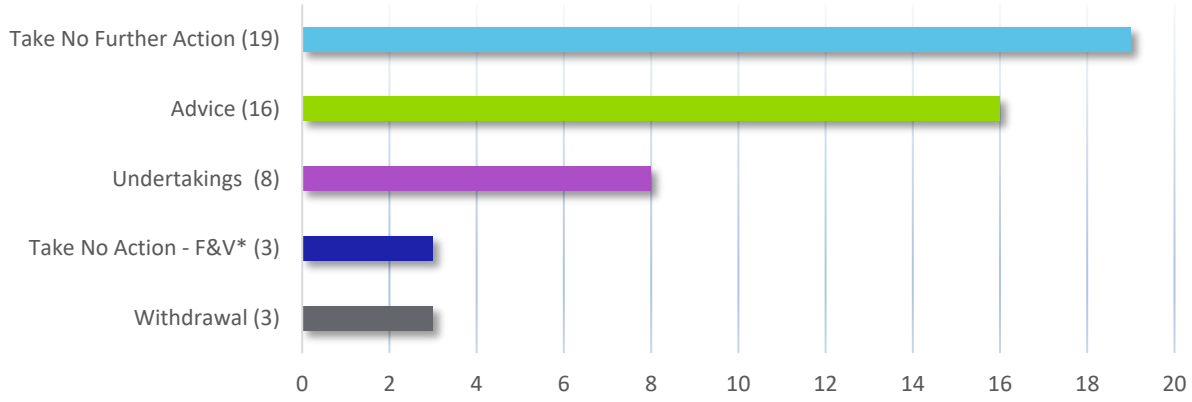
There are currently 208 open ABA and psychology complaints being actively investigated.



ICRC Dispositions

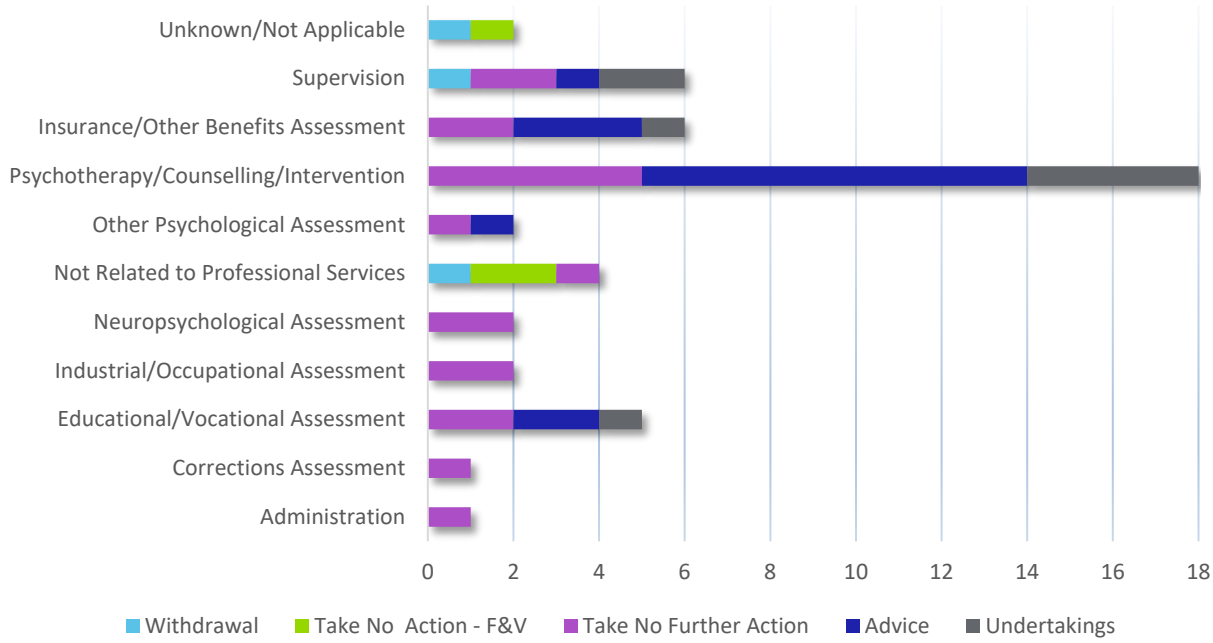
The ICRC disposed of four ABA cases this quarter. The ICRC provided Advice in two matters, negotiated a Remediation Agreement in one matter, and decided to Take No Further Action in the final matter.

The ICRC disposed of 49 psychology cases during the 4th Quarter, as illustrated below.



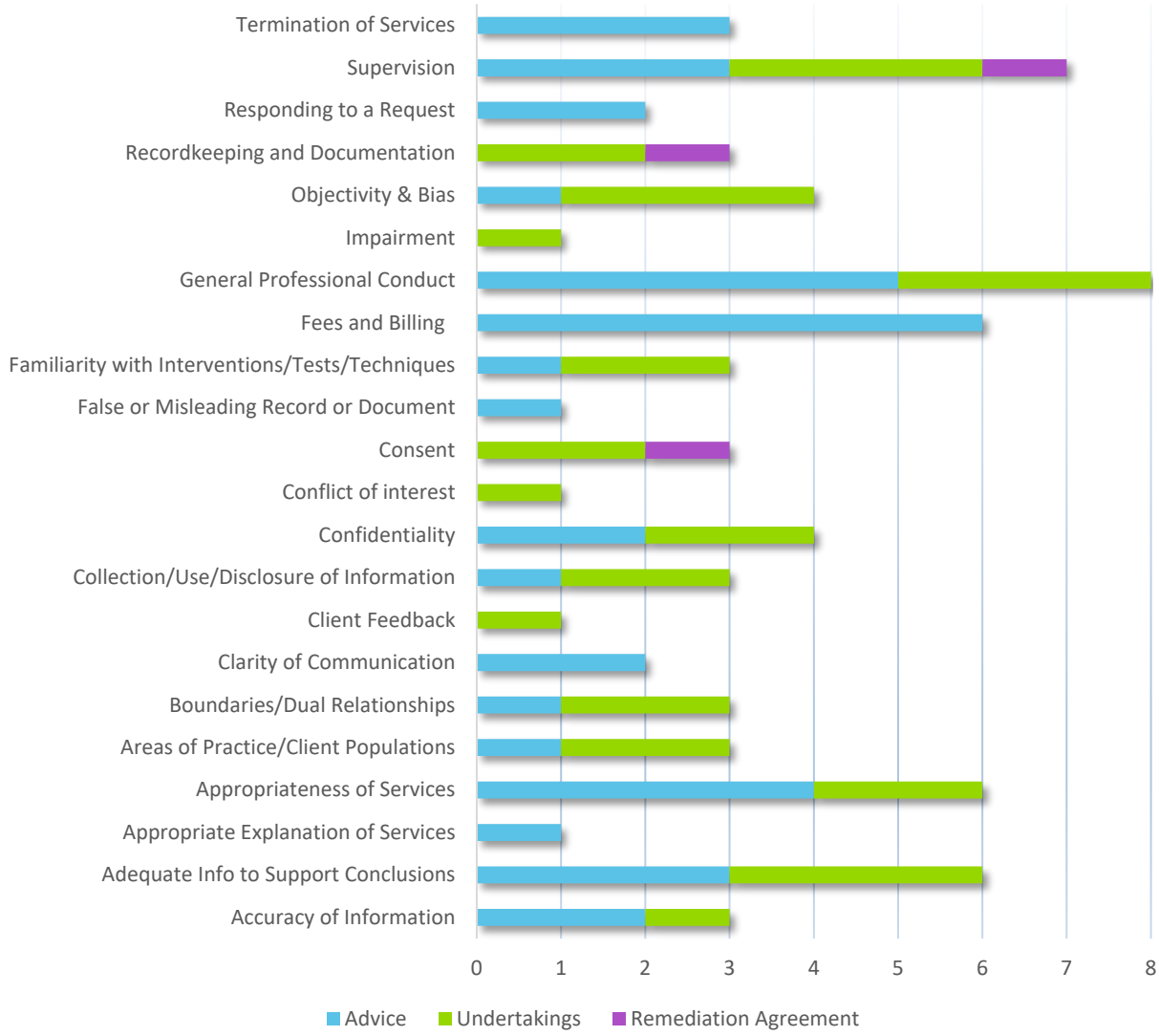
*F&V: Frivolous, vexatious, made in bad faith, moot or otherwise an abuse of process, pursuant to s.26(4) of the Health Professions Procedural Code.

The dispositions of the 49 psychology cases, as they relate to nature of service, are as follows:



Disposition of Allegations

The 53 cases disposed of by the ICRC, including both psychology and ABA matters, included the consideration of 225 allegations. The ICRC took some action with respect to 74, or 33%, of these allegations.



Health Professions Appeal and Review Board (HPARB)

In the 4th Quarter, four HPARB reviews of ICRC decisions were requested. The College received four HPARB decisions. The Board confirmed two ICRC decisions, and gave notice that it would not proceed with a review in the other two.

SUBMITTED BY
Allyson Harrison, Ph.D., C.Psych., Chair

COLLEGE OF PSYCHOLOGISTS AND BEHAVIOUR ANALYSTS OF ONTARIO

BOARD REPORT

2026.02.03A(4)

FOURTH QUARTER, March 1, 2025 – May 31, 2025

DISCIPLINE COMMITTEE

COMMITTEE MEMBERS

Janice Currie (Chair) College Registrant
Paul Stopciati, (Vice-Chair) Board Director (Public)
Peter Bieling, Board Director
Jacob Kaiserman, Board Director (to March 27, 2026)
David Kurzman, Board Director
Fred Schmidt, Board Director
Marian Boer, Board Director
Rachel Wayne, Board Director
Glenn Webster, Board Director
Maggie Toplak, Board Director
Kieva Hranchuk, Board Director
Conrad Leung, Board Director
Olivia Ng, Board Director
Ian Nicholson, Board Director
Kay Narula, Board Director
Nadia Di Ridolfi, Board Director (Public)
Scott Warnock, Board Director (Public)
Mary Kalantzis, Board Director (Public)
Ken Moreau, Board Director (Public)
Cameron Ross, Board Director (Public)
John Capobianco, Board Director (Public)
Rakesh Joshi, Board Director (Public)
Mitchell Blass, Board Director (Public) (as of April 30, 2026)
Anthony Hopley, College Registrant
Deidre Boyle, College Registrant
Lynette Eulette, College Registrant
Lyzon Babchishin, College Registrant
Maggie Mamen, College Registrant
Marissa Leuzzi, College Registrant
Michael Grand, College Registrant
Robert Gauthier, College Registrant
Maria Romano, College Registrant
Smita Vir Tyagi, College Registrant
Bruce Robert David Cook, College Registrant

STAFF SUPPORT:
Zimra Yetnikoff, Deputy Registrar and Director, Investigations & Hearings

REFERRALS TO DISCIPLINE

There were no referrals to discipline made in the fourth quarter.

PRE-HEARINGS

1. **Dr. Philip Classen:** https://members.cpbao.ca/public_register/show/20213

   A Pre-Hearing Conference is scheduled to take place on June 26, 2026.

2. **Dr. Marie-Sylvie Roy:** https://members.cpbao.ca/public_register/show/2289

   A Pre-Hearing Conference is scheduled to take place on July 13, 2026.

HEARINGS

1. **Dr. Ronald Frey (2 matters): https://members.cpbao.ca/public_register/show/19100**

   A Hearing took place on June 4, 2026 with respect to both matters.

2. **Mr. Christopher Heap (3 matters): https://members.cpo.on.ca/public_register/show/2873**

   A Hearing was held on January 9, 2026, with the decision and reasons released on March 11, 2026.

3. **Dr. Gina Madrigrano: https://members.cpbao.ca/public_register/show/20052**

   A Hearing is scheduled to take place on July 2, 2026.

4. **Dr. Irina Trofimova (2 matters): https://members.cpo.on.ca/public_register/show/20198**

   A Hearing is scheduled to take place on October 23, 26, 27, 29, and 30, 2026.

5. **Ms. Christine Vestervelt: https://members.cpbao.ca/public_register/show/25462**

   A Hearing is scheduled to take place on June 11 and 12, 2026.

6. **Dr. Kenneth Zucker: https://members.cpbao.ca/public_register/show/1666**

   A Hearing was held on February 2, 2026, with the decision and reasons released on March 26, 2026.

ONGOING MATTERS

7. **Dr. Tracy Abarbanel: https://members.cpbao.ca/public_register/show/21196**

   These matters are currently at the Pre-Hearing Conference stage.

8. **Dr. Vytas Velyvis: https://members.cpo.on.ca/public_register/show/49563**

   This matter is currently at the Pre-Hearing Conference stage.

9. **Dr. Romeo Vitelli (3 matters): https://members.cpo.on.ca/public_register/show/1461**

   These matters are currently at the Pre-Hearing Conference stage.

SUBMITTED BY
Janice Currie, Chair

COLLEGE OF PSYCHOLOGISTS AND BEHAVIOUR ANALYSTS OF ONTARIO

BOARD REPORT

2026.02.03A(5)

FOURTH QUARTER, MARCH 1, 2026 – MAY 31, 2026

QUALITY ASSURANCE COMMITTEE

COMMITTEE MEMBERS

David Kurzman, Ph.D., C.Psych. (Chair)	Board Director
David Howard, M.A., C.Psych. (Vice-Chair)	College Registrant
Bhawna Aggarwal, M.S., R.B.A. (Ont.)	College Registrant
John Capobianco	Board Director (Public)
Lital Grinberg, M.A., C.Psych.Assoc.	College Registrant
Sabrina Hassan, Ph.D., C.Psych.	College Registrant
Conrad Leung, M.ADS., R.B.A (Ont.), BCBA	Board Director
Nadia Mocan	Board Director (Public)
Ken Moreau	Board Director (Public)
Sandra O'Doherty, Ph.D., R.B.A (Ont.), BCBA-D	College Registrant
Tara Ouellette, M.A., R.B.A (Ont.), BCBA	College Registrant
Wanda Towers, Ph.D., C.Psych.	College Registrant
Darlene Walker, Ph.D., C.Psych.	College Registrant

STAFF

Jennifer Kitchen, Director, Professional Affairs
David Fierro, Manager, Quality Assurance
Cherry Lui, Administrative Assistant, Quality Assurance and Client Relations

COMMITTEE ACTIVITY

During the fourth quarter, the Quality Assurance (QA) Committee met on March 6 and May 29, 2026. The Committee reviewed planned steps to support the implementation of updated policies submitted for Board approval, including updated decision tools, website information, and a simplified *Declaration of Completion* process. The Committee also made final recommendations for the updated Peer Assisted Review (PAR) report form to prepare it for use in future practice assessments of both psychology and applied behaviour analysis registrants.

Additionally, the Committee established target volumes and selection mechanisms for QA Audits and PARs to be conducted in fiscal year 2026-27. The Committee aligned its target for QA Audits with the Board's approved Key Performance Indicator of 70, and directed that random selections be proportionate by profession, with no less than 50% and no more than 70% of auditees being psychology registrants. It also decided not to initiate any PARs via random or stratified random selection; targeted PARs will continue to be directed as needed. Program development priorities were also reviewed to guide the Committee's work in the next fiscal year.

REGISTRANT MATTERS

Panels of the Committee also met on March 2, May 1 and May 29, 2026, to review registrant-specific matters related to participation in, and compliance with, the requirements of the QA Program.

SELF-ASSESSMENT GUIDE (SAG)

In-process	
SAG Review, Targeted Selection (2025)	1
Total Matters Pending at End of Q4	**1**

Concluded	**Q1**	**Q2**	**Q3**	**Q4**	**YTD**
SAG Consideration Request (2025) - Take No Further Action		1			1
SAG Review, Targeted Selection (2025) - Take No Further Action		12			12
SAG Review, Targeted Selection (2025) - Resigned		1			1
SAG Review, Targeted Selection (2025) - Refer for Focused Assessment		1	1	1	3
Total Matters Concluded					**17**

A panel disposed of one matter related to registrant fulfillment of the self-assessment requirements:

- In one *SAG Review, Targeted Selection (2025)*, the Panel's identified concerns remain unresolved; it ordered the registrant to participate in a focused assessment.

Additionally, one matter was deferred in consideration of the registrant's impending retirement.

CONTINUING PROFESSIONAL DEVELOPMENT (CPD)

In-process	
CPD Audit, Targeted Selection (2025)	1
Total Matters Pending at End of Q4	**1**

Concluded	**Q1**	**Q2**	**Q3**	**Q4**	**YTD**
CPD Consideration Request (2025) - Take No Further Action	1	1			2
CPD Audit, Random Selection (2024) - Take No Further Action		1			1
CPD Audit, Targeted Selection (2025) - Take No Further Action		10			10
CPD Audit, Targeted Selection (2025) - Refer for Focused Assessment		1	1	1	3
CPD Audit, Targeted Selection (2025) - Resigned		1			1
CPD Audit, Random Selection (2025) - Take No Further Action		35	1	6	42
CPD Consideration Request (2026) - Take No Further Action				1	1
Total Matters Concluded					**60**

The panels disposed of 8 matters related to registrant fulfillment of the continuing education and professional development requirements:

- In one *CPD Consideration Request (2026)*, the Panel reviewed the registrant's extenuating circumstances and granted compassionate relief of the Standard CPD Requirements. It also provided feedback to support continual self-assessment until planned retirement; no further action was taken.
- In 6 *CPD Audits, Random Selection (2025),* no further action was taken. Three of the auditees were provided feedback to assist with future participation.

- In one *CPD Audit, Targeted Selection (2025)*, the Panel's identified concerns remain unresolved; it ordered the registrant to participate in a focused assessment.

Additionally, one matter was deferred in consideration of the registrant's impending retirement.

PEER ASSISTED REVIEWS (PARs) AND FOCUSED ASSESSMENTS

In-process	
PARs, Stratified Random Selection (Carried Over from Previous Years)	1
PAR, Random Selection (Carried Over from Previous Years)	1
Total Matters Pending at End of Q4	**2**

Concluded	**Q1**	**Q2**	**Q3**	**Q4**	**YTD**
PARs (Carried Over from Previous Years) - Take No Further Action	3	1	1		5
PAR, SAG Referral (Carried Over from Previous Years) - Targeted QA Audit				1	1
S.82 Focused Assessment, Targeted Selection (2024) - Refer to ICRC		1			1
S.82 Focused Assessment, Targeted Selection (2025) - Take No Further Action				1	1
S.82 Focused Assessment, Targeted Selection (2025) - Exempt				1	1
Total Matters Concluded					**9**

Panels also disposed of three assessment matters:

- In one Peer Assisted Review report considered, the Panel expressed concern with the registrant's ability to maintain compliance with the QA Program requirements moving forward. It directed a targeted QA Audit be conducted following the registrant's next completed two-year cycle.
- In one S.82 Focused Assessment report considered, the Panel was satisfied with the information provided and did not identify concerns; no further action was taken.
- In one S.82 Focused Assessment process, the Panel acknowledged the registrant's retirement request. The registrant was exempted from the assessment process, but the matter will be reopened should they request to return to Autonomous Practice status in the future.

Additionally, two PARs continue to be deferred in consideration of the registrants' impending retirement and involvement in another College process.

SUBMITTED BY
David Kurzman, Ph.D., C.Psych., Chair

COLLEGE OF PSYCHOLOGISTS OF ONTARIO

BOARD REPORT

2026.02.03(6)

FOURTH QUARTER, MARCH 1, 2026 – MAY 31, 2026

CLIENT RELATIONS COMMITTEE

COMMITTEE MEMBERS

Diana Mandeleew, Psy.D., C.Psych.	College Registrant
Kimberley Moore, M.ADS, R.B.A. (Ont.), BCBA	College Registrant
Melanie Morrow, M.A., C.Psych. Assoc.	College Registrant
Rachel Wayne, Ph.D., C.Psych.	Board Director
Cameron Ross	Board Director (Public)

STAFF

Jennifer Kitchen, Director, Professional Affairs
Cherry Lui, Administrative Assistant, Client Relations

COMMITTEE ACTIVITIES

The Client Relations Committee held no meetings during the fourth quarter as there were no Funding for Therapy applications.

FUNDING FOR THERAPY PROGRAM

There are currently 9 individuals whose therapy or counselling is being funded by the College.

SUBMITTED BY

Jennifer Kitchen, Director, Professional Affairs on behalf of the Client Relations Committee

COLLEGE OF
PSYCHOLOGISTS AND
BEHAVIOUR ANALYSTS
OF ONTARIO

BOARD REPORT

2026.02.03A(7)

FOURTH QUARTER, MARCH 1, 2026 – MAY 31, 2026

FITNESS TO PRACTICE COMMITTEE

COMMITTEE MEMBERS:
Peter Bieling, Chair, Board Chair
Glenn Webster, Board Member
Pamela Wilansky, Registrant
Uma Bucha, Registrant
Cameron Ross, Public Board Director

The Fitness to Practice Committee held no meetings during the fourth quarter.

SUBMITTED BY
Peter Bieling, Ph.D., C.Psych., Chair

COLLEGE OF PSYCHOLOGISTS AND BEHAVIOUR ANALYSTS OF ONTARIO

BOARD REPORT

2026.02.03A(8)

FOURTH QUARTER, MARCH 1, 2026 – MAY 31, 2026

FINANCE AND AUDIT COMMITTEE

COMMITTEE MEMBERS:

Peter Bieling, Chair	Board Chair
David Kurzman	Board Director
Paul Stopciati	Public Board Director
Alana Holmes	College Registrant
Courtney Domingue	College Registrant

STAFF

Tony DeBono, Registrar & CEO
Zimra Yetnikoff, Deputy Registrar & Director, Investigations & Hearings
Stephanie Morton, Director, Corporate Services
Krista Babwah, Assistant to the Registrar

MEETINGS

The Finance and Audit Committee met on:

- May 25, 2026

COMMITTEE ACTIVITIES

The Finance and Audit Committee (FAC) met by videoconference on May 25, 2026. The Committee reviewed the Unaudited Financial Statements and Variance Report to February 28, 2026, the end of the second quarter.

In considering the Statement of Revenue & Expenses, the FAC reviewed the Variance Report which explained items that deviated from the budget by the level of materiality set by the Board; items which exceeded the expected budget by $5,000 or were underspent by $10,000. The Committee was satisfied with the information presented and voted to receive the reports. Based on the documents reviewed at this meeting, it is the view of the Committee that the College continues to operate on a sound financial basis.

The memorandum confirming the remittances of Taxes to Canada Revenue Agency and the Ontario Employer Health Tax for the period December 1, 2025 to February 28, 2026 was received.

The Committee received an oral update regarding the review of By-law 18: Fees and a proposed approach to regular fee increases.

ATTACHMENTS (APPENDIX A)

1. Statement of Revenue and Expenses to February 28, 2026
2. Balance Sheet to February 28, 2026 (unaudited)

SUBMITTED BY
Peter Bieling, Ph.D., C. Psych., Chair

COLLEGE OF PSYCHOLOGISTS AND BEHAVIOUR ANALYSTS OF ONTARIO

BOARD REPORT

2026.02.03(9)

FOURTH QUARTER, MARCH 1, 2026 – MAY 31, 2026

GOVERNANCE AND NOMINATIONS COMMITTEE

COMMITTEE MEMBERS:

Scott Warnock, Chair	Board Director (Public)
Conrad Leung	Board Director
Ken Moreau	Board Director (Public)
Fred Schmidt	Board Director

STAFF

Tony DeBono, Registrar & CEO
Zimra Yetnikoff, Deputy Registrar & Director, Investigations and Hearings
Krista Babwah, Assistant to the Registrar

MEETINGS

The Governance and Nominations Committee met on May 11, 2026.

The next meeting is scheduled for July 21, 2026.

COMMITTEE ACTIVITIES

The Governance and Nominations Committee (GNC) met by videoconference on May 11, 2026, and considered key governance items, including;

- Debrief regarding the March 2026 Board elections, consideration of feedback received and next steps for process improvement;
- Re-appointment of Board members to academic positions on the Board;
- Committee appointments for the 2026-27 fiscal year;
- Review of the GNC's annual plan, which is set to include:
    - Reviewing Board composition, identifying needs and gaps, for the 2027 Board election
    - Setting election dates for 2027
    - Reviewing the GNC process for election slate selection, and communication of GNC election slate decisions;
    - Reviewing the process of Executive Committee review of election slate decisions
    - Review and prioritize recommendations from the 3rd-party governance effectiveness review, taking account of any Board directions regarding the recommendations;
    - Scheduling the next 3rd-party governance effectiveness review;
    - Begin development of a more robust internal Board review process; and
    - Consider and recommend ongoing governance training.

SUBMITTED BY

Scott Warnock, Chair

COLLEGE OF PSYCHOLOGISTS AND BEHAVIOUR ANALYSTS OF ONTARIO

REPORT TO BOARD

2026.02.03A(10)

FOURTH QUARTER, MARCH 1, 2026 – MAY 31, 2026

JURISPRUDENCE AND ETHICS EXAMINATION COMMITTEE

COMMITTEE MEMBERS

Jennifer McTaggart, (Chair), College Member
Audrey Cooley, College Member
Sophie Duranceau, College Member
Donna Ferguson, College Member
Gwen Jenkins, College Member
Karina Royer-Gagnier, College Member
Scott Warnock, Public Director

MEETINGS

The Jurisprudence and Ethics Examination Committee met virtually on April 24, 2026, which was also attended by College staff.

COMMITTEE ACTIVITIES

Jurisprudence and Ethics Examination – March 2026 Report

The group received the report of the March 2026 exam prepared by Dr. Marla Nayer, examination consultant. The exam was written as an online exam by 133 candidates with a pass rate of 84% for the whole group. These results are within the parameters set by the Committee as an acceptable pass/failure rate for a high stakes exam.

E-Learning Module

As noted in previous reports to the Board, the Board approved a change from a high-stakes exam to a low-stakes e-learning module. The last high-stakes exam was held in March 2026, and the e-learning module is planned for launch in Fall 2026 (exact date still to be determined).

A subcommittee of the JEEC completed their work on the modules (seven modules were created), and these were presented to the larger Committee for review and feedback on content. A final version was confirmed in late May 2026 and is in the process of both French translation and technical build. The completed French translation will be further reviewed to ensure that terminology and language are appropriate to Canadian psychological practice. The examination portion of the e-learning module was also prepared and consists of 60 questions. The questions were taken from the existing examination item bank and align with the examination blueprint. The Committee agreed that a cut-score of 55/60 is required for successful completion. Once the technical building is completed, pilot testing will begin, and this is anticipated for July 2026.

The e-learning module will follow a similar format already established by the JECCABA (for ABA) - eligible candidates will be provided with a link, and once activated, access to it will be open for 60 days, in which the candidate must successfully complete all modules before being permitted to attempt the examination portion. Candidates who do not successfully complete the entire e-leaning module within the 60-day time

frame must start again. The JEEC agrees that the Registration Committee should continue to be responsible for monitoring candidates' number of JEE attempts, including its review of individuals who do not successfully complete the JEE within the established timeframe for authorized supervised practice or interim autonomous practice.

SUBMITTED BY
Jennifer McTaggart, Ph.D., C.Psych., Chair

COLLEGE OF PSYCHOLOGISTS AND BEHAVIOUR ANALYSTS OF ONTARIO

BOARD REPORT

2026.02.03B

FOURTH QUARTER, MARCH 1, 2026 – MAY 31, 2026

BOARD CHAIR'S REPORT

The past quarter has been a significant period for the College, involving a transition in Board leadership, continued regulatory work, engagement with government and stakeholders, and an independent review of the College's governance practices.

As becoming chair was unexpected my immediate priority was to support continuity, stability, and effective Board processes while ensuring that the College remained focused on its public-interest mandate. I am grateful to Board members, the Registrar, and College staff for their commitment during a period of considerable activity and ongoing external attention.

Governance
Governance has been a central focus of the quarter. The Board and its committees continued work on Board effectiveness, performance oversight, financial matters, and policy and by-law development. The College also participated fully in the independent third-party governance review. The review provides an opportunity to assess current practices, identify improvements, and ensure that the College continues to meet contemporary expectations for health regulatory governance. Its findings will be considered carefully and transparently.

Regulatory Modernization
The College continued work on regulatory modernization, including the development of approved-program pathways, competency-based approaches to registration, and fairer processes for qualified applicants with varied educational backgrounds, including internationally educated professionals. The objective is to maintain rigorous standards while ensuring that registration requirements are clearly connected to competence, ethical practice, and public protection. The College has continued discussions with the Ministry of Health regarding these proposed changes, their safeguards, and implementation considerations.

The College also monitored developments in other Canadian jurisdictions concerning professional mobility, educational pathways, and regulatory burden. The same issues are very clearly present elsewhere in Canada; greater burden from mental illness and unmet needs for services from psychologists leading to consideration of new training models and approaches to licensing.

Access and Scope of Practice
Work also continued on the potential development of prescribing authority for appropriately trained psychologists. Any expansion of scope would require clear educational standards, assessment, limitations, and quality assurance. The College's approach remains grounded in patient safety, while recognizing the need to explore responsible ways of improving access to mental health care.

Standards and Registration
The Board and its committees continued their regular statutory work, including matters related to registration, quality assurance, professional liability insurance, supervision, standards, and jurisprudence and ethics assessment. The Registration Committee also continued to consider complex credential and

training matters. These cases reinforce the need for processes that are consistent, fair, and sufficiently flexible to assess varied pathways to competence.

Engagement and Next Steps

The College maintained regular communication with the Ministry of Health and continued engagement with regulatory colleagues, professional associations, and other stakeholders. Although views on regulatory change remain varied, the College will continue to support respectful dialogue while maintaining the independence required of a public-interest regulator. The coming quarter will include consideration of the governance review and continued work on modernization, registration, standards, and scope of practice. We are pleased to continue expanding these discussions with stakeholders face to face; our door is open. The Board's focus must remain on whether the proposed changes in scope enhance protection of the public, can be implemented fairly, and support a competent and sustainable psychology workforce. I have learned a great deal about the CPBAO since assuming the chair, including the hard work of the staff who deserve our respect and appreciation for their deep expertise. I also want to thank our registrar, Dr. DeBono his above and beyond commitment, and to Board's co-chair Scott Warnock who has been instrumental in this work. But the biggest thanks goes to Board itself, I'm looking forward to the coming year!

SUBMITTED BY

Peter J. Bieling, PhD, C.Psych.
Chair

COLLEGE OF PSYCHOLOGISTS AND BEHAVIOUR ANALYSTS OF ONTARIO

BOARD REPORT

2026.02.03C

FIRST QUARTER, MARCH 1, 2026 – MAY 31, 2026

REGISTRAR & CEO'S REPORT

It has been a busy and productive quarter for the College staff. I am proud to announce that the College has onboarded its 2000th Registered Behaviour Analyst this quarter. This important milestone reflects the incredible work of our Director of Registration, Lesia Mackanyn, and her team. The College has grown exponentially since July 2024. Examining recent trends via a year-over-year comparison between psychology and ABA registration revealed 2.9 times more new autonomous practice RBAs versus autonomous practice psychology registrants (February 2025 vs February 2026). The College staff have worked extremely diligently to ensure that we maintain pace with the increased demand on our resources to process applications.

This past quarter I had the privilege of attending the opening ceremony for the Third National Black Mental Health Conference led by College registrant and professor, Dr. Jude Cenat at the University of Ottawa. I felt honoured to provide a few words during this important event. It was inspiring to see a community of scholars, clinicians, policy makers, and others in the community come together to address the impact of anti-black racism on the mental health of Canadians. Anti-black racism is a public protection concern that adversely impacts the clients and families we serve which requires systemic change to eradicate. It was heartening to witness the courageous leadership of our registrants in addressing this important issue.

I was also pleased to attend a meeting for the Association of Canadian Psychology Regulatory Organizations (ACPRO) in Montreal, along with Board Chair, Dr. Peter Bieling and Deputy Registrar, Zimra Yetnikoff. This meeting provided an important opportunity for Canadian psychology regulators to share national jurisdictional updates, to collaborate on initiatives of shared interest, and to demonstrate a strong Canadian regulatory culture, even when there are jurisdictional differences between us.

I end my message with an update on the College's regulatory proposals with the Ministry of Health. The College staff continue to wait on a decision about the Prescription Privileges initiative (RxP) and modernization of the Registration Regulation of the Psychology and Applied Behaviour Analysis Act (2021). Irrespective of the specific outcomes, the staff will be ready to implement the direction of the Ministry and the Board when it is received. This is our commitment and our duty.

I'd like to take this opportunity to thank the Board and the College staff for their relentless dedication to the public interest.

CONTACT FOR QUESTIONS
Tony DeBono, MBA, Ph.D., C.Psych.
Registrar & CEO

COLLEGE OF PSYCHOLOGISTS AND BEHAVIOUR ANALYSTS OF ONTARIO

BRIEFING NOTE

2026.02.04A

JUNE 2026 BOARD MEETING

STANDARDS WORKING GROUP

STRATEGIC DIRECTION REFLECTION
Continuous Quality Improvement Culture
Excellence in Care
Modernization in Regulation

MOTION FOR CONSIDERATION
To establish a Standards Working Group that is tasked with regularly reviewing and updating select standards on an ongoing basis.

PUBLIC INTEREST RATIONALE
Providing clear, attainable and up-to-date guidance to registrants ensures that they understand their duties and obligations to provide safe and ethical care.

To effectively serve the public interest, regulators must be agile, looking forward, anticipating and adapting to change.

BACKGROUND
A core function of CPBAO is to set the standards of practice which guide professional and ethical conduct within the professions it regulates. Standards must be updated at a regular frequency to account for changes in professional landscapes, evolving practices, and emerging risks to the public.

Historically, the College has aimed to update the *Standards of Professional Conduct* every 5 years. This work has been supported by an ad hoc Working Group that provides valuable subject matter expertise in the year leading to the publication of the new Standards. Following the publication, a new Working Group would be convened approximately 5 years later.

ANALYSIS
Establishing a standing Standards Working Group to update the Standards regularly will enable an iterative approach to maintaining current and effective practice standards.

Currently, there are identified issues with select standards being unclear, impractical, or misaligned with principles of Right-Touch Regulation, placing the public at risk. Establishing a standing Working Group will allow CPBAO to act on these issues in a timely manner.

Further, establishing a standing Working Group will support the Board in achieving its strategic goals. For example, to account for the approved changes impacting Areas of Authorization, Standard 5: *Competence* will require updating.

It is anticipated that the Working Group would be comprised of two professional psychology registrants, two professional ABA registrants, and 1 public member.

The Working Group would be tasked with reviewing select standards each year, with the goal of reviewing all standards at least every 5 years or sooner. It is anticipated that the Working Group would review approximately 3-4 standards per year and determine revisions, as appropriate. All proposed revisions would then be submitted to the Board for review and approval, as per the standard process.

RISK

Updating standards at a varying frequency may create risk for registrants that do not keep current with CPBAO updates and therefore are not aware or familiar with current standards. This risk would be mitigated by listing an effective date on each standard, and through an improved communications strategy which provides relevant, timely and clear updates to registrants. Additionally, the Self-Assessment component of CPBAO's Quality Assurance Program prompts registrants to review the Standards every other year to ensure sufficient familiarity is maintained.

Waiting to review all standards every 5 years, or more, can increase risk that standards are out of date and do not keep pace with the rapidly evolving practice landscape, technology and professional guidelines (e.g. telepsychology, AI and psychedelic assisted therapy).

Further, failing to address identified issues creates unclear or unattainable guidance for registrants which may result in poor client care.

BUDGETARY CONSIDERATIONS

It is anticipated this work will require approximately 5-8, 2-hour Working Group meetings each year, for which remuneration will be provided to the appointed members in accordance with Policy III F – 4.

This has been included in the budget for the upcoming 2026-2027 fiscal year.

OPTIONS

1. Establish a standing Standards Working Group to regularly update standards as appropriate.
2. Do not establish a standing Standards Working Group and delay updates to all standards until 2029.

NEXT STEPS

Upon approval, the Working Group composition will be reported to the Executive Committee, if requested. The Working Group will be tasked with selecting priority standards to be updated, while considering College data and Board objectives.

Draft standards will be reviewed by the Board and circulated for consultation on a recurring frequency. The Working Group will provide an Annual Report as required by the *Annual Reports Policy (I - 9).*

CONTACT FOR QUESTIONS

Jennifer Kitchen
Director, Professional Affairs

COLLEGE OF PSYCHOLOGISTS AND BEHAVIOUR ANALYSTS OF ONTARIO

BRIEFING NOTE

2026.02.04B

JUNE 2026 BOARD MEETING

PROPOSED AMENDMENTS TO BY-LAW 25: REPORTING OF SUPERVISED PSYCHOLOGICAL AND ABA SERVICES

STRATEGIC DIRECTION REFLECTION

Excellence in Care, Innovation in Regulation

MOTION FOR CONSIDERATION

That the amendments to By-law 25: The Register and Related Matters be approved for circulation to the registrants.

Moved By TBD

PUBLIC INTEREST RATIONALE

Supervision is a core service delivery mechanism in psychology and applied behaviour analysis (ABA), particularly in contexts where services are provided by students, trainees, unregulated individuals, supervised practice candidates or regulated professionals of other Colleges (e.g. CPSO, COTO, CRPO, CNO, OCSWSSW). In these models, the supervising registrant retains professional responsibility and accountability for client care, notwithstanding that services may be delivered by another individual.

Effective regulatory oversight of supervision is therefore essential to ensuring that care is safe, competent, and ethical. Requiring registrants to report supervisee identities and practice locations would strengthen the College's ability to maintain clear lines of accountability. In the event of a complaint or report, access to accurate supervisory information would enable the College to promptly identify all individuals involved in care delivery and assess whether supervision was appropriate. This supports timely, fair, and effective investigations, and reduces the risk that concerns involving unregulated individuals cannot be appropriately traced to a responsible registrant.

At a system level, the collection of supervision-related data would generate critical regulatory intelligence. It would allow the College to better understand:

- the volume of services delivered under supervision;
- the geographic distribution of those services; and
- the extent to which the system relies on supervised practice models.

This information is necessary to support evidence-informed decision-making regarding access to safe, equitable, and accessible care across Ontario.

BACKGROUND

In 2018, following amendments to the *Regulated Health Professions Act, 1991*, the College proposed revisions to By-law 25, including a requirement to include in the public register "the full name of every

direct supervisee who is not a member of the College." The intent was to enhance transparency regarding individuals delivering psychological services under supervision.

While stakeholders generally supported the objective, concerns were raised regarding:

- the administrative burden, particularly in academic, research, and institutional settings;
- ambiguity regarding the definition of "supervisee" (e.g., inclusion of psychometrists or administrative staff); and
- the operational feasibility of maintaining accurate and current records.

Council ultimately deferred the amendment for further consideration.

Subsequent environmental scanning indicates that other Ontario health regulators generally rely on standards and guidelines, rather than registry-based reporting, to oversee supervision. However, psychology and ABA are atypical in the scale and structure of supervised service delivery. In many professions, supervision relates to discrete tasks performed in proximity to the registrant, rather than oversight of a supervisee's entire practice in a separate location. Psychology and psychotherapy supervision models often involve distributed, longitudinal oversight, including supervision of independent caseloads.

Among professions authorized to perform psychotherapy, insurance coverage practices further complicate the landscape. Insurers typically reimburse services based on provider designation rather than the controlled act of psychotherapy, and practices vary with respect to services delivered under supervision. There is some indication that psychotherapy services supervised by a CPBAO registrant may be more consistently reimbursed, and at a higher rate, than those supervised by members of other professions, although insurer practices are not uniform.

Nationally, psychology regulators report comparatively lower volumes of supervised practice. In several jurisdictions, including Quebec and British Columbia, supervision models are more circumscribed and do not generally extend to the supervision of other regulated professionals. Most Canadian jurisdictions limit supervision to individuals registered in provisional or supervised practice categories, often with clearly defined scope and duration. In some provinces, such as Quebec and Alberta, supervision requirements also include prescribed minimum hours of direct supervisory contact.

Ontario requires four years of supervised work experience for master's-level applicants seeking registration as psychological associates. This requirement contributes to a prolonged and high-volume supervision model relative to most other jurisdictions.

ABA services also rely heavily on supervision, though with different service delivery structures. Supervision is embedded in most ABA models, and services are funded through a combination of public programs and private insurance, further increasing the scale and complexity of supervised practice.

RATIONALE

The proposed amendments are intended to address a material regulatory gap.

While the *Standards of Professional Conduct, 2024* permit registrants to supervise services delivered by non-registrants, the College currently lacks a systematic mechanism to identify:

- who is providing services under supervision;
- where those services are being delivered; and

- which registrant is accountable for those services.

This creates challenges in several areas:

- **Complaints and investigations**: The College may be unable to identify the responsible registrant where concerns arise regarding a supervised service provider. The location and custody of clinical records associated with supervised services may be unclear, leading to delays in investigations.
- **Verification of supervision**: The College cannot independently confirm whether supervision is occurring in a given location or relationship.
- **Scope of professional services**: The College lacks insight into the scale and structure of registrants' supervision practices, including situations involving extensive supervisee networks.

The proposed amendments have been refined to target higher-risk contexts while minimizing unnecessary burden. Specifically:

- Reporting requirements would distinguish between institutional and non-institutional settings.
- Institutional settings (e.g., hospitals, schools, universities, correctional facilities, community mental health centres) typically include existing oversight mechanisms, reducing the need for duplicative reporting.
- In non-institutional settings, the College is often the sole oversight body, making reporting essential.

The proposed amendments would:

- Require registrants to report all locations where they provide services and where services are delivered under their supervision; and
- Require reporting of the identity and practice location of supervisees, limited to non-institutional and non-training contexts.

At this time, it is not proposed that supervisee information be made public. The primary purpose is to support regulatory oversight, accountability, and system intelligence.

OPTIONS

1. Approve the proposed amendments to By-law 25.;
2. Direct further refinements of the amendments to address specific operational or stakeholder concerns while preserving the public interest objectives.

RISK

Regulatory risk (status quo)

Without enhanced reporting:

- The College remains reactive rather than proactive in overseeing supervision;
- Accountability for services delivered by unregulated individuals may be unclear or untraceable;
- The College lacks the data necessary to understand system-level risks and service distribution; and
- There is a risk of perceived inaction in addressing a known gap in oversight.

Implementation risk

- Registrants may perceive the requirements as administratively burdensome, particularly those with large supervision practices;
- The College will incur operational and systems costs to collect and maintain the information;
- Data accuracy and currency will require ongoing compliance efforts.

A phased implementation (e.g., 6 months post-approval) would mitigate these risks.

BUDGETARY IMPLICATIONS

- Modifications to College databases and reporting systems;
- Potential incremental staffing or compliance monitoring costs;
- Limited impact on the public register if information remains non-public.

NEXT STEPS

Upon approval:

- Circulate the proposed amendments to By-law 25 to registrants as required;
- Seek targeted input from key stakeholders (e.g. supervisees, institutional partners, other regulators);
- Finalize amendments for Board approval;
- Develop operational processes and guidance for registrants;
- Implement reporting requirements following an appropriate transition period.

ATTACHMENTS

1. Proposed amendments to By-law 25: The Register and Related Matters
2. March 2018 Briefing note to Council on By-law 25: The Register and Related Matters (pages 46-53) of the Council Materials);
3. Pages 60-66 of the Briefing note to Council for the June 2018 Council meeting on By-law 25, the Register and Related Matters;
4. Page 4 of the June 22, 2018 Council Meeting minutes.

CONTACT FOR QUESTIONS

Dr. Tony DeBono, Registrar and CEO
Zimra Yetnikoff, Deputy Registrar/Director, Investigations & Hearings

BY-LAW 25: THE REGISTER AND RELATED MATTERS

[Approved by Council December 2003; last amended on June 22, 2018]

This By-law is made under the authority of the *Regulated Health Professions Act, 1991* as amended, and the *Psychology and Applied Behaviour Analysis Act, 2021* as amended.

25.1 (1) A registrant's name in the register shall be the registrant's name as provided in the recorded evidence used to support the registrant's initial registration.

(2) The Registrar shall direct that a name other than as provided in subsection (1) be entered in the register if such a request is made by the registrant and the Registrar is satisfied that the registrant has validly changed their name and that the use of the name is not for an improper purpose.

25.2 (1) Unless otherwise approved by the Registrar, a registrant's business address in the register shall be the address of the location in Ontario where the public may contact the registrant.

(2) A registrant's business telephone number in the register shall be the telephone number of the location in Ontario where the registrant principally engages in practice or, if the registrant does not practise in Ontario, the telephone number of the location designated in subsection (1).

25.3 In addition to the information required under subsection 23(2) of the Health Professions Procedural Code, being Schedule 2 to the *Regulated Health Professions Act, 1991*, the register of the College shall contain the following information with respect to each registrant:

1. The registrant's name and any changes to the registrant's name which have been made in the register since they first became registered with the College;
2. The registrant's registration number;
3. The registrant's gender and date of birth;
4. The date when the registrant's certificate of registration was first issued by the College;
5. If the person ceased to be a registrant as a result of their resignation or death, the date upon which the person ceased to be a registrant;
6. The highest degree held by the registrant and on which registration is based;
7. The name of the educational institution from which the registrant received their highest degree upon which registration was based, and the year in which the degree was obtained;
8. The classes of certificates of registration held by the registrant, the date on which each was issued and, if applicable, the termination or expiration date of each;
9. Where a registrant holds a Certificate of Registration as a Psychologist or Psychological Associate, the registrant's authorized Area(s) of Practice and authorized Client Groups served;
10. The address and telephone number of each location ~~in Ontario~~ where the registrant engages in practice. For greater clarity, this includes each practice location where the registrant engages in the direct provision of psychological or applied behaviour analysis services, and each location where services are provided under a registrant's supervision;
~~10.~~11. The name and business address of each person providing psychological or applied behaviour analysis services under the registrant's supervision, if supervision is provided without institutional oversight and/or outside of the College's registration regulation. Institutional oversight includes, but is not limited to, supervision provided through an educational degree-conferring program, a hospital, a school, a community mental health centre, a correctional institution, and such other types of supervision as may be determined

by the College and published on the College's website.

~~11.~~12. The registrant's home address and home telephone number;

~~12.~~13. The registrant's preferred mailing address for communication by the College;

~~13.~~14. The registrant's preferred e-mail address for communication by the College;

~~14.~~15. An optional e-mail address for use by the public;

~~15.~~16. If the registrant is a shareholder, officer or director of a health profession corporation which holds a certificate of authorization issued by the College, the name of the health profession corporation and what position or title, if any, the registrant holds with that corporation;

~~16.~~17. While a registrant holds a Certificate of Registration Authorizing Supervised Practice as a Psychologist or Psychological Associate, the names of the registrants who are acting, or have acted as primary or alternate supervisors;

~~17.~~18. While a registrant holds a Certificate of Registration Authorizing Supervised Practice as a Behaviour Analyst, the name of the registrant who is acting, or has acted as the supervisor;

~~18.~~19. The name(s) and contact information of the individual(s) who will have custody of the registrant's client records in the event of a registrant's incapacity or death, or if the registrant is no longer practicing in Ontario. This information will be made available only to the public in the actual event of a registrant's incapacity or death or in the case of a registrant no longer practicing in Ontario, if that information has been provided to the College;

~~19.~~20. The registration status of a registrant with every ~~health~~ regulatory body, inside and outside of Ontario;

~~20.~~21. If an allegation of professional misconduct or incompetence has been referred to the Discipline Committee in respect of the registrant, and is outstanding,

a. the date of the hearing if the hearing date has been set or the next scheduled date for the continuation of the hearing if the hearing has commenced, and,
b. if the hearing has been adjourned *indefinitely*, a notation of that fact;

~~21.~~22. If the question of the registrant's capacity has been referred to the Fitness to Practice Committee and not yet decided, a notation of that fact;

~~22.~~23. If, prior to January 1, 1994, the person ceased to be a registrant as a result of their resignation after a referral to Discipline, a brief summary of the allegations against the registrant, and the fact that the resignation occurred in the face of such allegations, or such other notations as may be agreed to by the registrant and the Registrar;

~~23.~~24. If a finding of professional misconduct, incompetence or incapacity has been made against a registrant by any other regulatory body, in or outside of Ontario, or in any other health profession,

a. a notation of that fact,
b. the date of the finding and the name of the governing body that made the finding,
c. a brief summary of the facts on which the finding was based,
d. the penalty, if any, and
e. where the finding is under appeal, a notation of that fact, which notation shall be removed once the appeal is finally disposed of;

~~24.~~25. If an application for reinstatement has been referred to the Discipline Committee and is outstanding,

a. a notation of that fact, and
b. the date of the hearing if the hearing date has been set or the next scheduled date for the continuation of the hearing if the hearing has commenced;

~~25.~~26. The result, including a synopsis of the decision, of any reinstatement proceeding before the Discipline Committee;

~~26.~~27. The text of any reprimand delivered by a panel of the Discipline Committee, unless

otherwise prohibited by law;

~~27.~~28. In respect of the elements of an Undertaking & Agreement entered into with the Inquiries, Complaints or Reports Committee or Discipline Committee, a notation of each of the elements that has been completed while the Undertaking & Agreement remains in effect, and where applicable, a notation that the decision has been appealed;

~~28.~~29. In respect of a Specified Continuing Education or Remediation Program ordered by the Inquiries, Complaints and Reports Committee, a notation of each of the elements that has been completed, and, where applicable, a notation that the decision has been appealed;

~~29.~~30. In respect of a caution required by the Inquiries, Complaints and Reports Committee, the date the caution was issued, and, where applicable a notation that the decision has been appealed.

25.4 In addition to the information under subsection 23(2) of the Health Professions Procedural Code, being Schedule 2 to the *Regulated Health Professions Act, 1991*, the register shall contain, in respect of each health profession corporation to which a certificate of authorization has been issued by the College, the following information:

1. The certificate of authorization number;
2. The mailing address of the health profession corporation if different from the registrant's business address;
3. The date upon which the certificate of authorization was first issued;
4. If the certificate of authorization has been revoked, a notation of the fact, the date when the revocation occurred and a brief summary of the reasons for the revocation;
5. If the certificate of authorization was revised or a new certificate of authorization was issued to the health profession corporation, a notation of that fact and the date when that occurred;
6. The name, as set out in the College register, of each of the officer and director of the health profession corporation and the title or office held by each;
7. The practice name(s) or business name(s), if any, used by the health profession corporation;
8. The address and telephone number of each location at which the health profession corporation carries on business;
9. A brief description of the business activities carried on by the health profession corporation.

25.5 (1) Subject to section 25.2 and 25.5.(2), all information contained in section 25.3, excluding information in paragraphs 2, 3, 11, 12, 13, 14, 20, 22; and all information in section 25.4 shall be information available to the public from the register of the College under subsection 23(5) of the Health Professions Procedural Code, being Schedule 2 to the *Regulated Health Professions Act, 1991*.

a. At the discretion of the Registrar, information designated as public in the register may be provided to any person in printed, electronic or oral form.
b. The College will not provide a registrant's registration number but may verify the number upon request.
c. In the case of a registrant holding a Certificate of Registration Authorizing Supervised Practice as a Psychologist or Psychological Associate, information respecting authorized Area(s) of Practice and authorized Client Groups Served will not be made available to the public.

(2) At the discretion of the Registrar, a registrant's previous name or names shall not be information available to the public from the register of the College.

(3) Information which, but for the commencement of an appeal or other legal proceeding, would have been available to the public from the register of the College of subsection 23(5) of the Health Professions Procedural Code, being Schedule 2 to the *Regulated Health Professions Act, 1991*, shall be available to the public from the register of the College as if no appeal or legal proceeding had been commenced.

25.6 (1) A registrant shall immediately provide to the College, upon request, the following:

a. information described in sections 25.3 and 25.4, and

b. any other information which the College may be required to collect at the request of the Minister, for the purpose of health human resources planning as per section 36.1 of the Health Professions Procedural Code, being Schedule 2 to the *Regulated Health Professions Act, 1991*.

(2) A registrant shall notify the Registrar within thirty (30) days of a change in their name. If there has been a change in any of the other information required to be provided under subsection (1) the registrant shall notify the Registrar in writing of the change within thirty (30) days of the effective date of the change.

THE COLLEGE OF PSYCHOLOGISTS OF ONTARIO
L'ORDRE DES PSYCHOLOGUES DE L'ONTARIO

Briefing Note – Council Meeting March 2018

By-law 25: The Register and Related Matters

Strategic Direction Reflection
Communicating clearly and effectively with stakeholders, particularly applicants, members and the public; Acting in a responsibly transparent manner; Advancing the Council's Governance Practices

Motion for Consideration – Recommendation from Executive Committee
That the amendments to *By-law 25: The Register and Related Matters* be approved for circulation to the membership.

Moved By TBD

Background
At its November 30, 2017 plenary meeting, the Discipline Committee reviewed its Rules of Procedure in light of the recent amendments to the *Regulated Health Professions Act, 1991 (RHPA)*. As a result of this review, the Discipline Committee recommended several amendments to *By-law 25: The Register and Related Matters*.

Section 23(14)(a) of the Health Professions Procedural Code now requires publication on the public register of a "synopsis" of any reprimand made in a Discipline proceeding. Rather than posting a synopsis, the Committee believed it to be reasonable and appropriate to post the entire text of a reprimand. As this change goes further than what the *RHPA* requires, such a change must be implemented through the Register By-law.

There are several deletions to the By-law being recommended for sections which deal with items that are now captured in the recent amendments to the *RHPA*. As they are part of the legislation, they no longer need to be captured in By-law. In addition, there are some matters related to the transparency initiatives and other items that have been brought to the College's attention, as well as some housekeeping changes which can be addressed while the By-law is being circulated to the membership.

Rationale
The main matter relates to the posting of reprimands. Many Colleges post the entirety of reprimands issued by the Discipline Committee. In one recent case this College, as part of its decision, ordered that the entire reprimand be posted. At its plenary meeting, the Discipline Committee expressed the opinion that full reprimands should consistently be posted on the public register as this is the most transparent approach. If only a summary is posted, it could give rise to concerns regarding the decisions made as to which parts of the reprimand are to be posted and which are to be withheld. The Committee expressed its preference in proceeding to make this change by way of by-law, rather than policy. This would

ensure that full reprimands will be posted in every case, without each panel of the Discipline Committee having to consider the issue and make a specific order through reference to policy.

A review of the By-law suggests that several sections are redundant and no longer necessary as the matters are now captured in the amendments to the *RHPA*. Finally, some minor changes throughout the By-law are suggested, such as with respect to public register terminology and the citation of legislation, as well as the re-ordering of sections. Attached is a two-column copy of *By-law 25: The Register and Related Matters*, showing the changes to the By-law for consideration and the rationale for the change.

Attachment

1. Two-column copy of *By-law 25: The Register and Related Matters* with tracked changes and rationale for change

Contact for Questions

Zimra Yetnikoff, Director, Investigations & Hearings

BY-LAW 25: THE REGISTER AND RELATED MATTERS

[Approved by Council December 2003; amended March 2007, March 27, 2009, September 25, 2009, March 21, 2014]

This by-law is made under the authority of the *Regulated Health Professions Act, 1991* as amended, and the *Psychology Act, 1991* as amended.

By-law Wording	Rationale for Change
25.1 (1) A member's name in the register shall be the member's name as provided in the recorded evidence used to support the member's initial registration. (2) The Registrar shall direct that a name other than as provided in subsection (1) be entered in the register if such a request is made by the member and the Registrar is satisfied that the member has validly changed his or her name and that the use of the name is not for an improper purpose. 25.2 (1) Unless otherwise approved by the Registrar, a member's business address in the register shall be the address of the location in Ontario where the public may contact the member. (2) A member's business telephone number in the register shall be the telephone number of the location in Ontario where the member principally engages in psychological practice or, if the member does not practise in Ontario, the telephone number of the location designated in subsection (1).	• No Changes
25.3 In addition to the information required under subsection 23(2) of the Health Professions Procedural Code, being schedule 2 to ~~of~~ the *Regulated Health Professions Act, 1991*, the register of the College shall contain the following information with respect to each member: 1. The member's name and any changes to the member's name which have been made in the register since he or she first became registered with the College; 2. The member's registration number; 3. The member's gender and date of birth; 4. The date when the member's certificate of registration was first issued by the College; 5. If the person ceased to be a member as a result of his or her resignation or death, the date upon which the person ceased to be a member; 6. The highest degree in psychology held by the member and on which registration is based; 7. The name of the educational institution from which the member received his or her	• Added for accuracy

highest degree in psychology upon which registration was based, and the year in which the degree was obtained; 8. The classes of certificates of registration held by the member, the date on which each was issued and, if applicable, the termination or expiration date of each; 9. The member's authorized Area(s) of Practice and authorized Client Groups served; 10. The address and telephone number of each location in Ontario where the member engages in psychological practice; 11. The member's home address and home telephone number; 12. The member's preferred mailing address for communication by the College; 13. The member's preferred e-mail address for communication by the College; 14. An optional e-mail address for use by the public; 15. If the member is a shareholder, officer or director of a health profession corporation which holds a certificate of authorization issued by the College, the name of the health profession corporation and what position or title, if any, the member holds with that corporation;	• Added to clarify that client groups as well as Area(s) of Practice must be authorized
~~15.~~16. The full name of every direct supervisee, who is not a member of the College;	• Provides additional transparency for the public with respect to non-members who provide services under supervision and is consistent with current requirement for posting names of Supervised Practice supervisors
~~16.~~17. In the case of a member holding a Certificate of Registration Authorizing Supervised Practice, the names of the member's supervisors, current or past;	• 17. was moved from 25. with and addition to note that all supervisors will be noted
~~17.~~18. The name(s) and contact information of the individual(s) who will have custody of the member's client records in the event of a member's incapacity or death, or if the member is no longer practicing in Ontario This information will only be made available to the public in the actual event of a member's incapacity or death or in the case of a member no longer practicing in Ontario, if that information has been provided to the College.	• Moved from 26. with addition of providing contact information in the case where the member leaves Ontario
~~18.~~19. The registration status of a member with every health regulatory body, inside and outside of Ontario;	• Approved by Council in September 2016 but inclusion deferred until other by-law changes necessitated circulation
~~19.~~20. If an allegation of professional misconduct or incompetence has been referred to the Discipline Committee in respect of the member and is outstanding, ~~(a) a notation of that fact and whether the allegations are for professional~~	• Reference to posting of allegations and notice of hearing no longer needed as now required by *RHPA*

~~misconduct or incompetence,~~ ~~(b) the Notice of Hearing,~~ ~~(c)~~(a) the date of the hearing if the hearing date has been set or the next scheduled date for the continuation of the hearing if the hearing has commenced, and, ~~(d)~~(b) if the hearing has been adjourned *indefinitely*, a notation of that fact; ~~20.~~21. If the question of the member's capacity has been referred to the Fitness to Practice Committee and not yet decided, a notation of that fact;	
~~21.~~22. ~~If the person ceased to be a member as a result of his or her resignation after a referral to the Discipline Committee, a brief summary of the allegations against the member, and the fact that the resignation occurred in the face of such allegations, or such other notations as may be agreed to by the member and the Registrar;~~	• Reference to posting of a summary of the allegations against a member who resigned in the face of a referral to Discipline and the notation of this no longer needed as now required by *RHPA*
~~22.~~23. If, prior to January 1, 1994, the person ceased to be a member as a result of his or her resignation after a referral to Discipline, a brief summary of the allegations against the member, and the fact that the resignation occurred in the face of such allegations, or such other notations as may be agreed to by the member and the Registrar;	
~~23. If the member has been required to attend before the Inquiries, Complaints and Reports Committee to be cautioned, a notation of that fact;~~	• Reference to posting of the fact of attendance before ICRC to be cautioned no longer needed as now required by RHPA
24. If a finding of professional misconduct, incompetence or incapacity has been made against a member by any other regulatory body, in or outside of Ontario, or in any other health profession, (a) a notation of that fact, (b) the date of the finding and the name of the governing body that made the finding, (c) a brief summary of the facts on which the finding was based, (d) the penalty, if any, and (e) where the finding is under appeal, a notation of that fact, which notation shall be removed once the appeal is finally disposed of;	
~~25. In the case of a member holding a Certificate of Registration Authorizing Supervised Practice, the names of the member's supervisors;~~	• Moved to 17
~~26. The name(s) and contact information of the individual(s) who will have custody of the member's client records in the event of a member's incapacity or death. This information will only be made available to the public in the actual event of a member's incapacity or death.~~	• Moved to 18 with some additional wording added

~~27.~~25. If an application for reinstatement has been referred to the Discipline Committee and is outstanding, (a) a notation of that fact, and (b) the date of the hearing if the hearing date has been set or the next scheduled date for the continuation of the hearing if the hearing has commenced; 26. The result, including a synopsis of the decision, of any reinstatement proceeding before the Discipline Committee. 27. The text of any reprimand delivered by a panel of the Discipline Committee, unless otherwise prohibited by law; 28. In respect of the elements of an Undertaking & Agreement entered into with the Inquiries, Complaints or Reports Committee or Discipline Committee, a notation of each of the elements that has been completed while the Undertaking & Agreement remains in effect, and, where applicable, a notation that the decision has been appealed; 29. In respect of a Specified Continuing Education or Remediation Program ordered by the Inquiries, Complaints and Reports Committee, a notation of each of the elements that has been completed, and, where applicable, a notation that the decision has been appealed; 30. In respect of a caution required by the Inquiries, Complaints and Reports Committee, the date the caution was issued and, where applicable, a notation that the decision has been appealed.	• Posting of full text of reprimand to ensure accuracy and transparency as well as consistency with regard to whether or not full text is posted • Posting of the details with respect to Cautions, Undertakings and SCERPs issued by the ICRC/ Discipline Committee. Provides transparency and clarity as well as fairness to member
25.4 In addition to the information under subsection 23(2) of the Health Professions Procedural Code, being schedule 2 to~~of~~ the *Regulated Health Professions Act, 1991*, the register shall contain, in respect of each health profession corporation to which a certificate of authorization has been issued by the College, the following information: 1. The certificate of authorization number; 2. The mailing address of the health profession corporation if different from the member's business address; 3. The date upon which the certificate of authorization was first issued; 4. If the certificate of authorization has been revoked, a notation of the fact, the date when the revocation occurred and a brief summary of the reasons for the revocation;	• Added for accuracy

5. If the certificate of authorization was revised or a new certificate of authorization was issued to the health profession corporation, a notation of that fact and the date when that occurred; 6. The name, as set out in the College register, of each of the officer and director of the health profession corporation and the title or office held by each; 7. The practice name(s) or business name(s), if any, used by the health profession corporation; 8. The address and telephone number of each location at which the health profession corporation carries on business; 9. A brief description of the business activities carried on by the health profession corporation.	
25.5 Subject to section 25.2 and 25.5.(1), all information contained in section 25.3, excluding information in paragraphs 2, 3, 11, 12, 13, ~~17, 20,~~ 21, 23; and all information in section 25.4 shall be information available to the public from the register of the College under subsection 23(5) of the Health Professions Procedural Code, being Schedule 2 to ~~of~~ the *Regulated Health Professions Act, 1991*. (a) At the discretion of the Registrar, information designated as public in the register may be provided to any person in printed, electronic or oral form. (b) The College will not provide a member's registration number but may verify the number upon request. (c) In the case of a member holding a Certificate of Registration Authorizing Supervised Practice, information respecting authorized Area(s) of Practice and authorized Client ~~Populations~~ Groups served will not be made available to the public. (1) At the discretion of the Registrar, a member's previous name or names shall not be information available to the public from the register of the College. (2) Information which, but for the commencement of an appeal or other legal proceeding, would have been available to the public from the register of the College of subsection 23(5) of the Health Professions Procedural Code, being Schedule 2 to~~of~~ the *Regulated Health Professions Act, 1991*, shall be available to the public from the register of the College as if no appeal or legal proceeding had been commenced.	• Exclusions from posting revised as insertions and deletions changed numbering. • Added for accuracy • Added to reflect wording in Registration Regulation and consistency with 25.3 9. • Added for accuracy

25.6 (1) A member shall immediately provide to the College, upon request, the following: (a) information described in sections 25.3 and 25.4, and (b) any other information which the College may be required to collect at the request of the Minister, for the purpose of health human resources planning as per section 36.1 of the Health Professions Procedural Code, being Schedule 2 to ~~of~~ the *Regulated Health Professions Act, 1991*. (2) A member shall notify the Registrar within thirty (30) days of a change in his/her name. If there has been a change in any of the other information required to be provided under subsection (1) the member shall notify the Registrar in writing of the change within thirty (30) days of the effective date of the change.	• Added for accuracy

THE COLLEGE OF PSYCHOLOGISTS OF ONTARIO
L'ORDRE DES PSYCHOLOGUES DE L'ONTARIO

Briefing Note – June 2018 Council Meeting

By-Law 25: The Register and Related Matters

Strategic Direction Reflection
Acting in a responsibly transparent manner

Motion for Consideration
That the amendments to *By-law 25: The Register and Related Matters* be approved.

Update
At the March 9, 2018 meeting of Council, amendments to *By-Law 25: The Register and Related Matters* were approved for circulation to the membership, for the required 60 days. The consultation was distributed to members and other stakeholders on April 18, 2018 and a reminder was published in the April 2018 *e-Bulletin.* Feedback deadline was June 18, 2018.

The consultation as sent to 4403 people. To date, the College has received 23 responses.

Feedback
The feedback received was only related to a very small number of the proposed amendments. For ease of reference, the feedback has been grouped according to the proposal being commented upon, and is provided verbatim *in italics*. I have provided some "Summary Comments" at the beginning of each section.

<u>General Support for Proposed Changes</u>
Summary Comments:
Three members provided overall general agreement with the proposed changes.

1. *I have read the Bylaw 25 and the proposed amendments and explanations and find these to be clear. No change to propose. Thanks for your thoroughness and hard work.*

2. *I have reviewed the changes and they all seem reasonable. Thank you for the opportunity.*

3. *I'm in general agreement with the proposed changes.* [This member added a question to be considered in relation to sections 28-30.]

<u>25.3 16. Proposal that the public register includes *the full name of every direct supervisee, who is not a member of the College*.</u>
Summary Comments:
This proposal received the most comment with 16 responses. With the exception of one response, those providing feedback were concerned about the public protection value of this additional requirement when viewed against the increased burden it will place on members. Members noted the

variety of settings and circumstances in which one may undertake supervision which can include supervision of many research assistance and all students in clinical training programs. In listing supervisors of supervised practice members, the public could readily find the names of these individuals by "searching" the supervised practice member. Since many of the supervisees contemplated in this section are non-members, their names would not be searchable and therefore not available unless one already knew the name of the supervisor. It would appear that the "unintended consequences" of enacting 25.3.16 may be significant and further consideration may wish to be given to this proposal before it is included. I would suggest Council consider removing this item at this time.

1. *I have looked at the amendments. For the most part, they all make sense and appear appropriate. However, there is one which I question: 25.3 #16. I do not understand why a supervisee who is not a member, or in the process of becoming a member, of the College would need to be named. For example, if the supervisee is a member of the College of Social workers, which has their own set of regulations, how would that be pertinent to having their name written up in the College of Psychologists? Also, as a client can choose whether they wish to consult with a psychologist, a psychotherapist or a social worker and if they have not chosen a psychologist, what advantage would it be to a supervisee to have their name made available to a College of which they are not a member? Has this suggested amendment been presented to other Colleges for their feedback?*

2. *Thank you for taking these concerns into account. I have reviewed the proposed amendments to By-law 25. I am very glad to see the proposal for including the listing of direct supervisees (25.3, item 16), which will ensure ease of access to this information by clients, other disciplines, and for psychologists (e.g., to readily confirm official status and lines of responsibility, especially within large organizations such as school boards).*

3. *Thank you for this opportunity to comment on the proposed changes to the by-laws. Regarding the contents of the register (25.3), point 16 "The full name of every direct supervisee, who is not a member of the College," I support the principle of transparency behind this change. I would appreciate a clarification that the intention is to list supervisees regarding psychological services (rather than the direct reports of members who are managers or clerical staff hired to support a private practice), if that is correct. I would assume that this requirement would include both students/residents and nonregulated professionals (e.g., psychometrists), as well as anyone being supervised by a supervisee (e.g., a member in supervised practice who is supervising the work of a student). I would also assume that if an individual is supervised by several members for different services (e.g., in an institutional or group practice setting), then each member would list the supervisee. On a practical level, I have questions about the mechanisms to keep this information up-to-date, especially regarding trainees who might be supervised for only a short time.*

4. *25.3 16 Full name of every direct supervisee who is not a member of college*
   - *Will this listing require both the names of supervisees who are employees in the case of school boards and students on placement?*
   - *Will the consent of supervisees to have their name posted on a public website be required?*
   - *How will this consent be obtained/documented and/or does this now become a condition of employment for those who work under supervision in an organizational setting?*
   - *How often will this list need to be updated? What will members be instructed to do when there are MAT and other kinds of leaves?*
   - *I work in a unionized setting and can foresee some push back around privacy of non-members.*

5. *Thanks for the opportunity to read the changes to By-law #25.*
   Regarding Item No. 16:
   I wondered if this requirement will be applied to all members of the College, including members with combined academic and clinical duties (e.g., like a Professor in a Clinical Psychology department). For example, would clinical/academic members have to list graduate students conducting research (academic supervision), in addition to their clinical graduate students (receiving supervision for therapy/assessment, etc.)?
   If so, would there be value in adding details to this entry to increase clarity?
   It strikes me that the College already has access to information about Supervised Practice members and their supervisors, but data collection would be needed if graduate students (in training) are included on the listing.

6. *I support the spirit of the proposed amendments as well as the proposed amendment language with one query.*
   At Article 25.3, there is an addition to the provisions that ..." the register of the College shall contain the following information with respect to each member":
   16. "The full name of every direct supervisee, who is not a member of the College;"
   The stated rationale is:
   "Provides additional transparency for the public with respect to non-members who provide services under supervision. This is consistent with current requirement (17) for posting names of Supervised Practice supervisors."
   Does the provision apply to the proposed 25.3 [16] that certain requirements do not apply when the activity occurs in the context of formal training of doctoral students registered in a recognized doctoral programme whose mandate is to prepare students for entry to practice under the jurisdiction of CPO)?
   If this is correct, it would be helpful to provide the cross-reference in the By-law amendment with a comparable explanatory note in the accompanying rationale.

7. *Dear Dr. Morris and College Council Members:*
   I wish to raise an issue about the proposed amendments to By-law 25. In particular, Article 25.3 includes an addition to the provisions that states that, " the register of the College shall contain the following information with respect to each member:"
   16. "The full name of every direct supervisee, who is not a member of the College;"
   The stated rationale is: "Provides additional transparency for the public with respect to non-members who provide services under supervision. This is consistent with current requirement (17) for posting names of Supervised Practice supervisors."
   It is unclear whether this proposed amendment is meant to apply to trainees enrolled in a professional program that will lead to eventual registration with the College of Psychological of Ontario. Requiring supervising psychologists to disclose each of their supervisee students will result in a significant administrative burden particularly when supervisee turnover can be quite high (e.g., supervision is for a restricted activity that is a one off event or time limited). It will also create a administrative burden for the College in having to amend the website each time such a supervision begins and ends.
   I think there is wisdom in providing the public with transparency about who is ultimately responsible of their care. However, I think it is reasonable for an exemption to be applied to students enrolled in a clinical psychology program or pre-doctoral internship program. Students in our programs must

explain their status to each of their clients and provide contact information of the supervising psychologist upon their first contact. Other aspects of our students' interactions with clients ensures transparency about the nature of their level of training and supervisee status (e.g., communication of a diagnosis is conducted in the presence of the supervising psychologist).
I welcome the opportunity to discuss this matter further.

8. *I would like to provide some feedback on the following:*
My understanding is that the following includes trainees in accredited programs.
"The full name of every direct supervisee, who is not a member of the College;"
"Provides additional transparency for the public with respect to non-members who provide services under supervision. This is consistent with current requirement (17) for posting names of Supervised Practice supervisors."

As the Director of our Training Programs this process will either be onerous on our staff or will change the way that we provide training experiences, which will ultimately limit the experiences and reduce the training experiences of doctoral students, interns, and post docs
- *Although this process would be simple when we assign main rotation supervisors, in practice trainees will end up being supervised by a number of psychologists, and at times there will be little notice of this case supervision.*
    - *We often look for experiences for trainees to work with other psychologists for one or two cases to help round out their training. These experiences emerge when a patient becomes referred and there is often little time between the referral request and when the patient is seen. Over the course of the year, this happens with approximately 5 additional supervisors. I am worried that if we need to have a system in which the supervisor needs to log in to add the trainee, we might have to stop this practice, which ultimately benefits the trainee in terms of ensuring a well rounded training experience that is tailored to their needs*
    - *When supervisors are away, a registered colleague will cover their supervision*
    - *When an emergency occurs, the trainees are told to locate any registered psychologist with the needed competency to supervise the emergency situation. This could result in registered psychologists believing (or perhaps accurately) assessing that they cannot support the trainee in an urgent situation because they have not posted the trainees name as a supervisee*

One potential solution would be for every psychologist at our hospital to add the names of all trainees currently assigned to our program as supervisees. This would resolve the time sensitive issue and meet this requirement. However, I wonder then how 30 members who would have a list of the same 15-20 students list provides clarity even if we could consider this transparency
If I have misunderstood then I apologize for taking your time. If not, I am hopeful that we can develop a strategy that can meet the need for transparency in a training environment.

9. *Dear committee,*
As a Director of Training and Supervisor at HHS, I also have concerns about the proposed amendment
16. "The full name of every direct supervisee, who is not a member of the College;"
I believe there should be an exemption for those supervising students enrolled in programs leading to eligibility for registration with the College. The amendment as proposed will have a significant impact on training programs (doctoral and internship) as well as training sites.

10. *I would like to let you know that I have concerns about the amendment to by-law 25 "The register of the College shall contain the following information with respect to each member: the full name of every direct supervisee, who is not a member of the College" as it affects the supervisors of graduate psychology trainees. Considering the rapid rotation of supervision, large volume of supervisees, and short-term coverage needs for supervisors, the proposed changes may add onerous documentation requirements. The public is already informed of supervision arrangements for graduate psychology trainees through accredited doctoral and internship programs. The proposed amendment may result in additional burden with marginal benefit.*
    Perhaps the college might consider an exemption for members providing supervision to students who are fulfilling requirements to ultimately become members of the College.

11. *Thank you for the opportunity to provide feedback on the proposed amendments to Bylaw 25.*
    I would like to provide some comments about the addition to 25.3 of "16. The full name of every direct supervisee, who is not a member of the College;" While I understand the goal in making this change I am concerned about the logistics of this requirement for members such as myself, who provide a significant amount of clinical supervision to graduate students in training. At any given time I may be supervising 10-15 graduate students at a training clinic associated with a Clinical Psychology program. Some of the students working with me change each semester (every 4 months), sometimes the changes happen less predictably. I am also involved in coordination of practicum placements for our graduate program. The majority of these placements last for about 4 months. If supervisors were required to update this information on the register each time a new student was working with them I expect this would create a high administrative burden, and may often be forgotten. I would like to advocate for an exemption to the requirement for those in training (practicum students and interns). I believe our standards sufficiently outline the requirements for those in training to outline their role and the involvement of their supervisor, and I am prudent to ensure all clients are aware of my role and my supervisees' trainee status.
    I hope that I have sufficiently expressed my thoughts, and welcome any questions or discussion if that would be helpful to you.

12. *RE: 25.3.16. The full name of every direct supervisee, who is not a member of the College.*
    This is another onerous requirement that will discourage members from offering supervision to psychology graduate students and interns.

13. *I am writing with respect to the proposed amendments to By-law 25. As the director of a doctoral program in clinical psychology, I am concerned about point 16 which proposes that the College register should include "The full name of every direct supervisee, who is not a member of the College." Although I understand the rationale for this proposed change, I am very concerned about how this requirement would affect professional psychology training programs, internship/residency programs, and practicum sites in the province. For example, would this require the program in which the student is registered to provide the names of all students in practicum and internship training, and to include their clinical supervisors? Alternatively, would this reporting be required of training sites (i.e., practicum sites and internships) or would this be the responsibility of each registered psychologist who is providing supervision to students? My view is that the most reasonable approach would be to exclude from point 16 all graduate students who are in the process of completing their clinical training, especially as similar exclusions have been granted for other by-laws and regulations.*

14. *It has come to my attention that there is a proposed amendment to CPO By-law 25 that states the following:*
    "The register of the College shall contain the following information with respect to each member:
    16. "The full name of every direct supervisee, who is not a member of the College;"
    I certainly understand the need to provide additional transparency for the public with respect to non-members who provide services under supervision. The new provisions in the Standards with regards to supervision will most certainly improve transparency and in the same token, public protection.
    I wanted to express my concern with regards to this By-law, especially with regards to my clinical setting. I am the Clinical Leader of a Behavioural Rehabilitation Service at the XXX [identifying name removed] Centre. I work with a population of adult with acquired brain injury presenting with behaviour dyscontrol. I work with Behaviour Therapists, roughly around 20 of we consider full-time, part-time and casual staff.
    As it is the case in all service provision, the patients and families are aware of the Behaviour Therapists, the supervisory relationship etc. when I treat them. This By-law would have a significant administrative burden, considering the number of BTs in my service. From a client's standpoint, especially working in a hospital setting, I don't think that this provision of the By-law would increase public protection or transparency as it is already quite transparent. The negative impact would be on me.

15. *I am writing today to provide some feedback on the proposed amendment to CPO Bylaw 25, stated as follows:*
    CPO By-law 25 that states the following:
    "The register of the College shall contain the following information with respect to each member:
    16. "The full name of every direct supervisee, who is not a member of the College;"
    The stated rationale is it, "Provides additional transparency for the public with respect to non-members who provide services under supervision. This is consistent with current requirement (17) for posting names of Supervised Practice supervisors."
    This amendment is extremely problematic for academic training programs for the following reasons:
    1) *Are you including all research supervisees, as well as clinical supervisees? Can the public distinguish the difference between the two? If so, this should be stated clearly.*
    2) *Supervision in the university can include direct academic, clinical, committee work, and transient one-of cases in an onsite clinic. Updating this information constantly is a huge burden for supervisors.*
    3) *In cases where supervision has been completed, can archived records be accessed by the public or other members? How do we deal with the interpretation of this information?*

    The burden of this is quite large for the sheer number of supervisees we have in an academic setting. For example, I supervise about 6-8 assessments per year, with 1-2 students per case; I have 7 graduate students, some of whom only work on research or on both research and clinical work; and I am on 23 student committees. I do not think I am alone in the amount of documentation this would require, not just on the CPO website, but also per the supervisory documentation guidelines that the CPO has already put in place.
    I hope this feedback is helpful and is given due consideration. Thank you for requesting out input as members.

16. *To whom it may concern:*
    In regards to the proposed amendments to bylaw 25.3 "…the register of the College shall contain the following information with respect to each member: ….16. "The full name of every direct supervisee,

who is not a member of the College", it is my understanding that the College wants to publish this information for the public to see on the register. However, I feel that the standards section on supervision already provides plenty of information for ensuring that the public is informed of a supervisee's status. Furthermore, I have the following concerns and questions:

I. I am very concerned about the ethical issues around collecting the names of non-members and storing this information in a Data Base. (1) Where would it be stored? (2) Who could access this information (Job Titles) and (3) For what purpose?

II. I believe the triad between Supervising Psychologist, non-registered service provider and client is a confidential relationship; and via our registration and certification we have been given the right to supervise personnel in a professional and ethical manner. Unless a client complaint is made or as part of our official review by the College, the names of people you supervise should remain confidential.

III. Will the College contact non-registered service providers directly and give them the above-noted information, and obtain their consent to publish their names and/or contact information.

25.3 17. Proposal that the public register includes the names of both current and past College authorized supervisors of supervised practice member.

Summary Comments:

Two members offered feedback on this proposal. The comments received suggest that the wording for 25.3 17 does not convey the intention of the section. The requirement is that the College website list, as part of a supervised practice member's information, the names of the primary and alternate supervisors. That is, the individuals approved by the College to provide supervision during the period of supervised practice; and only during this time. The intent is also to list the names of individuals who may have acted as supervisors during part of the supervised practice period, but, for whatever reason, no longer are providing supervision. This is what was attempted to be captured by including the words "current or past". It should be noted that this information is only posted while the member is in supervised practice and is removed when the member achieves autonomous practice status. Given the lack of clarity as written, I suggest it be reworded to read:

"17. While a member holds a Certificate of Registration Authorizing Supervised Practice, the names of those members who are acting, or have acted, as primary or alternate supervisors;"

1. *In section 25.3, the proposed change is:*
   17. In the case of a member holding a Certificate of Registration Authorizing Supervised Practice, the names of the member's supervisors, current or past;
   I did not understand whether this referred only to supervisors designated by the member as providing supervision for purposes of registration or whether it also referred to supervising psychologists under whom the member may have worked during their training, but before applying for registration. I assume the former, but wasn't sure from the wording. Just a thought – thanks for the chance to review.

2. *I have a real concern about the change to item 17. It seems to me that the way this is written would capture ALL supervisors ever, which includes all those in training. It will be a very long list and I can't see how this will benefit the public in any way. Is the intent actually to have a list of all supervisors during the time the member was in supervised practice? If so, I believe the wording needs to be changed.*

To: "without restricting the opportunity for members of Council to openly discuss any matter, uphold the decisions made by Council and Committees regardless of the level of prior individual disagreement; and," **CARRIED**

Council discussed section 5.b and decided that any behaviour issues of concern by Committee chairs would be addressed by the President.

It was MOVED Delamere
That section 5.b be amended,

From: "…bring the matter to the attention of the President for behaviours at Council…"

To: "…bring the matter to the attention of the President for behaviours at Council or regarding a Committee Chair…" **CARRIED**

No other amendments were suggested, therefore:

It was MOVED DiZazzo
That the amendment to *Policy I-2: Council & Committee Orientation and Training,* to include the *Code of Conduct for Council and Committee Members, as amended,* be approved. **CARRIED**

Action Item Staff
To amend *Policy I-2: Council & Committee Orientation and Training,* to include the *Code of Conduct for Council and Committee Members* in the College's *Policies and Procedure Manual.*

.03b *By-law 25: The Register and Related Matters*

The Registrar provided the Council with a Briefing Note describing the response to the circulation of the suggested amendments to *By-law 25: The Register and Related Matters.* Council had approved circulation to the membership at its March 2018 meeting. Council reviewed and discussed the consultations results. It decided that the amendment to section 25.3(16) should be removed, until further consideration can be given to the proposal to post the full name of every direct supervisee, who is not a member of the College.

It was MOVED Cotton
To remove section 16 from the proposed amendments to *By-law 25: The Registrar and related Matters*. **CARRIED**

Action Item Council
To discuss the issue related to posting the full name of every direct supervisee, who is not a member of the College at a future date.

It was MOVED Minnes
That the amendments to *By-law 25: The Register and Related Matters* be approved. **CARRIED**

Action Item Staff
Amend *By-law 25: the Register and Related Matters.*

COLLEGE OF PSYCHOLOGISTS AND BEHAVIOUR ANALYSTS OF ONTARIO

BRIEFING NOTE

2026.02.05A

JUNE 2026 BOARD MEETING

THIRD-PARTY ASSESSMENT OF BOARD EFFECTIVENESS

STRATEGIC DIRECTION REFLECTION
Continuous Quality Improvement Culture

PUBLIC INTEREST RATIONALE
To strengthen public protection and enhance public trust in the psychology and ABA professions, by taking proactive steps to improve governance performance.

A third-party governance review provides independent assurance that the College is fulfilling its statutory mandate to regulate in the public interest. It strengthens transparency, mitigates risks of professional interest creep and conflicts of interest, and ensures that governance structures, decision-making processes, and oversight functions meet contemporary standards. By identifying systemic risks, clarifying roles, and benchmarking against leading practices, such reviews enhance the quality, consistency, and defensibility of regulatory decisions. They also generate information to support continuous improvement and reinforce public confidence in the integrity and effectiveness of the College's work of self-regulation.

BACKGROUND
In November 2020, the Ministry of Health introduced the College Performance Measurement Framework (CPMF). All health regulatory Colleges were required to prepare performance data in a standard format as detailed in the Framework, for review by the Ministry and posting on the College website.

According to the Ministry the CPMF was:
Developed. . . in close collaboration with Ontario's health regulatory Colleges, subject matter experts and the public with the aim of answering the question "how well are Colleges executing their mandate which is to act in the public interest?" This information will:

1. strengthen accountability and oversight of Ontario's health regulatory Colleges; and
2. help Colleges improve their performance.

Domain 1 of the CPMF is Governance, and within is, Measure: 1.2(b)

1.2 Council regularly assesses its effectiveness and addresses identified opportunities for improvement through ongoing education.

- 1.2(b): *The framework includes a third-party assessment of Council effectiveness at a minimum every three years.*

The College did not meet this benchmark since the inception of the CPMF. Although the CPMF was not required to be submitted for 2025, it remains a comprehensive balanced scorecard of regulatory College performance. The Board made several decisions related to governance in 2025, including a June 2025 Board motion to pursue governance modernization strategies (e.g. governance language; reducing Board size; more equal public and professional representation on Council, etc.). At its September 2025 meeting, the

Board approved a motion to reinstate *Policy II-9(i): Governance and Nominations Committee: Terms of Reference/Role*. The policy proposes that one of the GNC's responsibilities will be to regularly evaluate Board effectiveness, including a third-party assessment every three years.

At its meeting on December 12, 2025, the Board decided to hire a consultant to commence a third-party assessment of the Board's effectiveness at a minimum every two years. Following this meeting, College staff secured governance consultant, Sam Lanctin, to conduct the Board effectiveness assessment. The assessment was comprised of multiple modalities (e.g. interviews, review of a previous meeting recording, observation of a meeting, review of College policies) and multiple informants (Professional Directors, Public Directors, Senior Staff).

At its March 2026 meeting, the Board voted to publish the third-party governance effectiveness report publicly, grounded in the principles of transparency and public accountability. The Board had an opportunity to receive a debrief of the report with the consultant at an in-camera meeting on June 1, 2026, with the unaltered report provided to the public in this package.

RISK

It is crucial that the Board considers the recommendations generated from the assessment and takes immediate and proactive steps to develop an action plan to implement recommendations. Demonstrating a thoughtful consideration of the assessment will better enable the College to meet its fiduciary duty.

BUDGETARY IMPLICATIONS

A plan to address the assessment recommendations may have budgetary implications, and at a minimum, opportunity costs, as College staff will need to be redirected from core operational duties. A more accurate assessment of labour and financial costs will be known following the discussion of results at the current Board meeting and at the upcoming Governance and Nominations Committee meeting which will assist in finalizing the plan.

PLAN & NEXT STEPS

Based on the third-party assessment recommendations, a preliminary plan includes the following:

1. Governance Training – The Board training day in September 2026 (and likely March 2027) will focus solely on regulatory governance
    a. Training to include areas such as the role and responsibility of the Board and Directors, the updating of the Code of Conduct, and other related topics (e.g. the legal and financial aspects of regulatory governance, strategy, and risk management).
    b. The updating of governance training for new directors prior to their first Board meeting as well as creating a "mentorship" system whereby experienced and new directors are paired together.

2. A refresh of Board materials, including briefing notes and meeting minutes with the intent to evaluate and document a primary focus on the public interest, including the risk of public harm and potential unintended consequences, using available data.

3. Evaluation of Performance – In addition to third-party assessments of Board effectiveness, a review of the post meeting survey to determine whether it is meeting the needs of the Board. The development of an annual Board and director evaluation process to obtain ongoing data on the performance of the Board and individual directors themselves.

4. The Governance and Nominations Committee to review feedback from the current Board meeting discussion, the senior staff, and the assessment report at their July 2026 meeting to help further strengthen this plan.

ATTACHMENTS

1. Third-Party Board Effectiveness Assessment Report
2. Governance Review Action Plan

CONTACT FOR QUESTIONS

Tony DeBono, MBA, Ph.D., C.Psych.
Registrar & CEO

Zimra Yetnikoff,
Deputy Registrar & Director, Investigations and Hearings

Governance in Practice:

An Assessment of Board Effectiveness for the College of Psychologists and Behaviour Analysts of Ontario

May 20, 2026

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Executive Summary

Intro

As part of its commitment to continuous quality improvement, and in alignment with the Ontario Ministry of Health's *College Performance Measurement Framework* standards, the College of Psychologists and Behaviour Analysts of Ontario (CPBAO, College) engaged an external consultant (the author) to conduct an independent third-party assessment of its Board effectiveness.

The review was conducted from January to April 2026 and covered a full annual cycle of Board meetings, ending in March 2026. Interviews were conducted with Board members and members of the College's Senior Management Team. The assessment included the review of a significant number of documents and the observation of two meetings (December 2025 and March 2026).

Notably during this period, the issue of *Registration Modernization* was considered by the Board. This item involved proposed changes to registration requirements and had, among other impacts, professional title implications. The long-standing issue was made urgent by the Office of the Fairness Commissioner via a second consecutive moderate-to-high risk rating with respect to the fairness of CPBAO's registration process.

Key Findings

Overall, the Board demonstrates many positive governance attributes:

- meetings are well chaired,
- decorum is professional and respectful,
- transparency practices are strong,
- constructive steps have been taken to strengthen Board composition,
- the College has sound organizational risk management processes in place,
- a well-established approach to leadership succession and a robust performance evaluation process are in place, and
- the Board has instituted practices to support effectiveness improvement.

At the same time, the review identified several important opportunities for improvement:

- role clarity requires strengthening, particularly with respect to the Board's corporate governance responsibilities and the distinction between serving the public interest and representing registrant perspectives,
- decision-support materials are not consistently balanced or sufficiently comprehensive for complex matters,
- the Board's engagement in strategy and risk oversight is reactive rather than deliberate,
- there is insufficient reflection by the Board on its performance in decision-making, and,

- recent contentious decisions have exposed strains in trust, cohesion, and confidence.

Key Recommendations

The assessment identified several opportunities to strengthen Board effectiveness. The recommendations presented below reflect those areas where focused attention is likely to yield the most meaningful and mutually reinforcing impact.

The following five themes summarize the primary recommendations for the Board's consideration:

1. **Public Interest Focus:** Re-center the Board's focus on its purpose as a regulator. This includes strengthening the public interest consideration and ensuring it is consistently applied during deliberation. Be aware of impacts on registrants, but guard against the encroachment of professional interests during Board deliberations.
2. **Role Clarity & Performance:** Enhance governance performance through robust, regulatory-focused training for all directors. Commit to the fulfilment of the corporate governance role – specifically by engaging more deeply in strategy and risk discussions rather than deferring oversight to committees.
3. **Evidence-Informed Decision-Making:** Prioritize the utilization of balanced data, expert advice, and professional judgment in the decision-making process. Ensure you have the information necessary to navigate complex regulatory issues.
4. **Strengthened Record-Keeping:** Enhance meeting minutes to capture the "why" behind decisions. Detailed documentation of principal arguments and rationales will improve transparency, satisfy legal requirements, and preserve institutional memory.
5. **Continuous Quality Improvement:** Continue building and expanding on the important work of continuous improvement. Have deliberate reflection on your performance as a Board.

Closing

Inviting scrutiny into an organization's practices, processes, and behaviour is never easy — doing so during a period of turbulence takes genuine courage. In requesting this assessment, the Board demonstrated a commitment to the culture of humility and growth mindset that anchors its strategic direction.

I encountered in the Board and leadership a group of dedicated, caring individuals eager to serve the public interest and willing to engage honestly in the spirit of continuous improvement. I found good governance practices already in place, with work underway to implement others. Where opportunities for improvement have been identified, the path forward need not be daunting — it requires focus and commitment, but meaningful improvements will be felt quickly. The genuine desire expressed by directors to strengthen relationships and engage constructively with one another and with staff is encouraging and should be nurtured.

Introduction and Background

1. Purpose of assessment

Following the Ontario Ministry of Health's 2020 implementation of the *College Performance Measurement Framework* (CPMF), Ontario's health regulatory colleges must regularly assess their performance and effectiveness. The CPMF sets out seven measurement domains, along with standards for each that colleges are expected to meet. The *Governance* domain includes the expectation that a college will engage an independent third-party to assess its Council (Board) effectiveness every three years at a minimum.

The College of Psychologists and Behaviour Analysts of Ontario's (CPBAO, College) purpose for requesting this evaluation is driven by a desire to improve its governance and Board effectiveness, while also meeting the standards set out in the CPMF.

2. Approach

The CPMF does not define *Council effectiveness*. Some interpretation by colleges and independent reviewers is therefore required. While it is generally understood a comprehensive governance review is not expected, for the evaluation to be beneficial and truly improve governance practices and behaviours, it should not be a "box-checking" exercise meant simply to satisfy the Ministry. The College is looking for meaningful feedback and aspires to improve its governance practices. In fact, prior to the launch of this engagement, it began implementing changes toward this end.

McKinsey & Company research indicates that ***more effective corporate boards prioritize strategy, performance, talent management, and risk oversight over simple compliance.*** Effectiveness in the boardroom is rooted in universal principles, whether the entity is corporate or regulatory. The proposed and accepted approach for this evaluation therefore reflects these core principles and is focused on the following areas:

- strategy,
- performance: meetings, materials, and Board decision-making,
- talent management: Board and leadership,
- risk oversight, and
- transparency and accountability.

This outline suggests a clear delineation of each of these areas, and I have indeed tried to present them in distinct sections (and subsections). The reality is they are not so easily compartmentalized – their performance is often interrelated. Consideration of the collective performance in these areas remains the objective.

Where this report speaks to Board performance, it does so with the understanding that governance and leadership are interdependent. A high-functioning board requires more

than sound process and engaged directors — it requires a productive, well-aligned partnership with the organization's leadership. Both sides of that relationship are reflected in the observations and assessments that follow. References to leadership are generally intended to include Senior Management Team members.

3. Context

Research and data gathering activities were carried out between January 9 and April 24, 2026, and cover the period from March 21, 2025, to March 27, 2026. During this period, the Board was asked to approve significant regulatory amendments relating to registration requirements (referred to as *Registration Modernization* in College documentation).

Consideration of the requested amendments proved challenging for the Board, leading to sometimes uncomfortable Board discussions. These events were still fresh in the minds of Board members and leadership during the information gathering phase, occupying a perhaps disproportional amount of space.

Assessments of this type are usually and appropriately a snapshot in time. Fair assessments of Board effectiveness, however, are not based on singular events, and to maintain objectivity, must consider practices and behaviours over a period. How a board reacts to and functions through challenging events, however, can provide valuable insight. A system under pressure will reveal its weaknesses. The insights gained should be used to strengthen that system.

A key principle in the CPBAO's current strategic direction is to *cultivate a College culture of humility grounded in a growth mindset*. The Board's decision to engage in this evaluation aligns with this principle. The evaluation findings are being presented, and I am confident will be received by the Board, in this very spirit.

Findings and Assessments

1. Strategy

1.1 Clarity of Purpose and Strategy

The Board's purpose with respect to upholding the College's duty to serve and protect the public interest is universally understood by directors. Some uncertainty around exactly what that public interest represents understandably exists for a few directors. The Board's understanding of the broader purpose with respect to providing strong governance to the College is less obvious.

For most directors, the College's strategy direction is relatively clear.

1.2 Board's Engagement in Strategy

The College's strategy is presented as *an ecological model that will focus on four interrelated priorities*. Beyond these four broad themes, clear goals, objectives, and performance measures have not been defined.

The review of meeting materials provided to directors over the past year pointed to agendas weighted more heavily towards compliance and oversight than towards strategy and the future. However, some policy adoptions and amendments support a strategic and forward-looking approach.

Most agenda items are linked to one or more of the four strategic themes they propose to support (e.g., *S3 - Innovation in Regulation*). Each meeting agenda also contains a section titled *Strategic Issues*. It contains the single item of *Strategic Direction Implementation: Chart Update*, which, as its name implies, is an update to the Board relative to completed, in progress, or proposed activities that are deemed to support one or more of the four themes. Five minutes, allocated near the end of each meeting, are insufficient for meaningful strategic discussion.

No evidence of more deliberate engagement in strategy discussions by the Board was found, an observation confirmed by directors.

The Board and leadership recognize that recent years have warranted a focus on internal consolidation and foundational work. Leadership expresses a desire to move toward more proactive and forward-looking engagement on strategy.

<u>Assessment:</u>

- The Board's engagement with strategy can best be described as reactive and *ad hoc*. It responds mostly to leadership's tabling of issues and to events as they arise.

2. Performance: Meetings, Materials, and Decision-Making

2.1 Meetings

2.1.1 Frequency, length, type

The CPBAO Board holds regular meetings four times a year, two in person and two virtually. The in-person meetings allow directors to participate remotely if needed. Meetings are scheduled as full-day events but often end quite early. The Board also participates in biannual full-day education sessions, scheduled on the day prior to in-person meetings.

The convenience of virtual meetings is favored by some directors; others prefer the improved opportunity for relationship and cohesion building provided by in-person meetings. Improved meeting dynamics and dialogue were cited as other benefits of in-person meetings.

The observed virtual meeting required critical Board decisions and the discussion was predictably challenging. As such, conducting this meeting in-person may have been preferable.

2.1.2 Meeting management, dynamics, and decorum

Chairing has been a positive factor for this Board, as reported by directors and as observed of two different leaders. Chairs promote discussion, provide a safe space for divergent opinions, and are efficient and organized.

Chairs do well in allowing directors who want to speak the opportunity to do so. Drawing out the perspectives of quieter directors could be improved but can be challenging with a large Board. Nonetheless, doing so will help strengthen director engagement and confidence, expand perspectives considered, and build team cohesion.

There is perhaps undue focus on meeting efficiency, at times limiting the opportunity for adequate exploration of issues. The Board will be better served by slowing proceedings down and viewing agenda time allotments as a recommendation, not a rule. Several directors expressed a desire to have deeper, more fulsome discussions on important issues such as those visited during the last year, even if that requires longer or more frequent meetings.

> *"Things move fast. There's not enough time to understand an issue, which makes it hard to ask questions. We don't know what we don't know."*

Directors also have a responsibility to voice their concerns about the speed of proceedings and its impact on their ability to adequately explore and consider an issue. They should do so directly in the meeting if possible but alternatively can share their concerns with the Chair during a break or post-meeting. They should also provide feedback via post-meeting surveys (as some have).

Reported and observed meeting dynamics and decorum are generally positive. The meeting atmosphere is professional, polite, collaborative and respectful. Even during the tense public discussions I witnessed, professionalism and politeness prevailed.

It was noted that group size and meeting structures pose challenges in building strong relationships, but a strong majority of directors felt that relationships and cohesion amongst directors, and between the Board and the Registrar & CEO, were positive and respectful prior to the September and December 2025 meetings.

High levels of trust, strong teamwork and constructive engagement are oft cited characteristics of highly effective boards. Conversely, the absence of any of these negatively impacts performance.

Unsurprisingly, trust and cohesion have been impacted, at least in part because of some difficult meetings. Rebuilding this trust and cohesion so that the Board and leadership can work as a team for the public good is critical.

The contentious nature of the virtual meeting in December 2025 would have proven particularly challenging for any volunteer chair. The Chair allowed for reasonable discussion of issues and perspectives and navigated as deftly as could be expected through a plethora of procedural challenges, including relating to decisions from a previous meeting, all under the scrutiny of over 1000 registrants.

The frequency and nature of the procedural challenges were concerning. The use of procedural rules to attempt to block or reverse the apparent will of the majority is an abuse of process and is not conducive to constructive navigation of complex Board decisions.

A bit of foresight may have suggested the presence of an expert in parliamentary process was warranted. One was present at the following meeting.

The *Regulated Health Professions Act* (RHPA) requires that college Board meetings be open to the public to increase the transparency of a college's

actions. The December 2025 Board meeting was attended by over 1000 people, in all probability mostly registrants and stakeholders opposed to the changes proposed. I learned that Directors and leadership were subjected to angry vitriol by "professionals" as a result of comments made or positions supported.

Transparency has a cost, and in this case, that cost may be the sense of safety previously held by directors in sharing or supporting perspectives which are disliked by registrants. Some directors admitted that these actions have dampened their willingness to share what may be unpopular perspectives. This is concerning.

2.1.3 Staff role

The role played by office staff during Board meetings is generally seen and was observed as positive and appropriate. Staff provide support to the Board during meetings, presenting agenda items as needed, providing clarification on matters at hand, and helping fill gaps in understanding.

Assessment:

- The current schedule and balance between virtual and in-person meetings appear a reasonable approach, considerate of resources and the importance of connection. Consideration should be given to agendas in advance to determine if meeting in person may be preferable.
- Meetings are well chaired, and decorum is professional and courteous. Meeting efficiency focus is impacting engagement and issue consideration.
- Albeit based on a small sample size, my observations suggest there is, at least presently, room for improvement in the areas of trust, teamwork and constructive collaboration.

2.2 Meeting Materials

2.2.1 Agenda

As is common practice, Board meeting agendas are constructed by leadership, with input from the Chair. They are subsequently vetted by the Executive Committee (EC). Directors are not solicited for agenda items prior to meetings.

Each item is appropriately labeled as being for decision, discussion, or information, and most are tagged with one or more strategic direction they support (e.g., *S3 - Innovation in Regulation*). Time allotments are provided for agenda items, or sometimes for sections, which are also titled with the high-level topic area (e.g., *POLICY ISSUES*).

Agendas reflect the Board's mandate and role; however, they may not fully capture pertinent matters requiring Board attention, as discussed throughout the report.

The Board makes appropriate use of a consent agenda in which are included Committee reports, the Chair's report, the Registrar & CEO's report, and other informational pieces. Meeting minutes and the action list could also be included in the consent agenda when no discussion is needed.

2.2.2 Reporting

Meeting minutes are sparse. They capture items for decision with brief descriptions. On occasion, comments from the Chair are included. Motions are captured, along with the name of the mover and vote results. Alternate viewpoints, discussion themes, and decision rationale are not captured.

> *Meeting minutes are important in documenting and reporting on the scope and practice of governance around the board table and serve as a legal record of an organization's deliberations.*
>
> ...
>
> *The minutes should capture enough of what was said to provide general sense of what was discussed. Minutes should reflect something of the thoroughness of discussions, questions asked, pros and cons considered as well as the decisions made.*[1]

Considering its duty to act in the public interest, capturing principal arguments for and against motions provides transparency and assurance that risks and benefits are adequately considered in decision making. This helps build a better understanding of the Board's role and public trust.

Committee reports, including the EC's, are very business-like, reporting on activity since the last report. Some committees/reports provide rationales to support recommendations (on policies, for example), others refer instead to the briefing notes.

The *Equity, Diversity, and Inclusion Working Group* provides information on planned future work but is unique in this practice. The December 2025 report from the *Governance and Nominations Committee* reported reviewing its annual plan for 2025-2026, but that plan was not presented to the Board for information, input, or approval. In fact, review of Board books for a full year did not detect any work plans for any committee.

[1] MacDonald, E. Grant *A Guide to Great Board Minutes*, https://www.governinggood.ca/wp-content/uploads/2013/07/A-Guide-To-Great-Board-Minutes.pdf

Finance and Audit Committee (FAC) reports are notably sparse, providing minimal information on past financial performance or future needs and opportunities beyond noting *that the College continues to operate on a sound financial basis*. From a governance perspective, the Board may not be receiving or requesting sufficient financial information to adequately fulfil its financial fiduciary duty. There appears to be a significant level of deference to the FAC and the EC in these matters.

EC reports are equally sparse, providing limited insight into the matters addressed. For instance, in its March 2026 report, the EC noted it *reviewed disputes to the Governance and Nominations Committee candidate decisions*, without noting the nature of the disputes, nor the outcome of the review. As a newly Board-established process performed by a newly Board-established committee, it seems a missed opportunity to provide assurance to the Board that both are functioning as intended, and to seek feedback on potential improvements. I observed no questions from the Board concerning this matter.

Positively, the Board is provided with annual committee and Board reports which provide a review of committee and Board activity throughout the year, as well as data and statistics relevant to committee work as applicable.

As described in subsection 1.1, while the College has identified four broad strategic priorities, it has yet to outline clear objectives and the specific actions required to achieve them. This makes reporting on progress challenging.

That said, the College has recently introduced the use of four *Key Performance Indicators* (KPIs) which align with statutory obligations and relate mostly to operations. Otherwise, the Board receives a quarterly report of activities recently completed and in progress that demonstrate how the College's work supports the established strategic direction.

2.2.3 Decisional support

Briefing notes (BNs) serve a specific and important purpose: to give directors the information they need to make well-informed decisions, consistent with the college's strategy, mandate, and *duty to serve and protect the public interest*.

Because they are designed to be concise and readable, BNs cannot capture everything — nor should they. Supporting data, technical detail, and background material belong in supplemental documentation, clearly labeled and explicitly referenced in the BN so directors can readily locate what they need if they wish or need to go deeper.

Approaches may vary, but effective BNs usually provide:

- a clear statement of purpose and the decision required, including its relevance to strategy, mandate, and the public interest,
- a proposed unambiguous motion,
- a concise summary of the issue, including relevant context and background,
- an objective analysis of available options that considers:
    - pros and cons of each,
    - financial and resource implications,
    - public and organizational risks and mitigation strategies,
    - stakeholder impacts and any relevant consultation undertaken,
    - a balanced view of key considerations, data, and evidence pertinent to the decision,
- a clear recommendation from leadership, with rationale, and
- proposed next steps.

College Board materials are generally well structured, aligning to a large degree with key components outlined above. BNs introducing uncomplicated matters such as policy approvals or amendments were generally clear, well written, and supported by straightforward rationales. Committee involvement in reviewing these issues is often confirmed via Committee reports or directly within the BN.

BNs for other relatively simple items show gaps. A recent by-law update proposal concerning liability insurance coverage requirements for registrants included no analysis of appropriate insurance coverage for psychologists or behaviour analysts – and none was requested by the Board. No legal or insurer advice was provided, nor was any data on the range of damages sought and awarded in previous litigation. It is unclear whether a committee was involved in a primary review of this issue.

BNs for complex issues show concerning gaps, at times lacking balanced analyses of options, thorough consideration of all risks, and well-structured presentation of data in support of recommendations. Consideration of the public interest is sometimes unidimensional, as is risk evaluation. It is unclear whether committees are involved in a primary review of complex issues such as *Registration Modernization*.

Director feedback indicates most were generally satisfied with meeting packages until these complex issues were presented. Half of interviewees now feel an opportunity for improvement in this area.

<u>Assessment:</u>

- Agendas are generally well constructed and linked to the College's strategic direction. Providing directors the opportunity to propose items ahead of a meeting should be considered.

- Meeting minutes do not reflect the practice outlined in Keesey's *Modern Parliamentary Procedure*, nor do they document and demonstrate the thoroughness of the Board's governance work.
- The Board receives and requests insufficient information from committees to effectively carry out its oversight duties.
- Information presented to the Board via briefing notes is inconsistent and at times lacks thorough and balanced analyses necessary for informed decisions. While identified to me by individual directors, no attempt to collectively address this shortcoming was observed during meetings.

2.3 Decision-Making Process

2.3.1 Diversity of Viewpoints

As goes Board member diversity (addressed in subsection 3.1.1), so too will often go viewpoint diversity. The recent addition of Registered Behaviour Analysts (RBAs) as voting directors was noted by several directors as a positive in expanding the range of perspectives. Some perspectives felt by Directors to be specifically missing include those of younger practitioners and of practitioners serving northern communities.

2.3.2 Role performance

Challenges in role clarity (subsection 3.3) inevitably lead to performance issues.

Information and data often required by boards in the fulfillment of their fiduciary duties are not provided to nor seemingly requested by this Board. This is illustrated by the scant financial performance information shared with the Board.

As noted in subsection 2.2.2, there exists a high level of deference to the EC and to the FAC on financial matters, to the extent that statements of satisfaction concerning the explanations of budget variances and the sound management of finances by leadership appear sufficient to the Board. At the March 2026 meeting, an expense line was reported to be underspent by ~$58,000 (of a total YTD budget of ~$108,000). No questions were raised.

The Board's engagement in strategy (subsection 1.2) and in risk oversight (subsection 4.2) are *ad hoc* and reactive.

Without suggesting the Board perform or repeat the work of committees and leadership, it holds ultimate responsibility for organizational health, including finances, strategy, and performance; it must therefore assure itself that it possesses the information necessary in the exercise of its oversight responsibilities with confidence and in good conscience.

The Board's engagement with financial management questions at its March 2026 meeting was welcomed; sustained and deeper probing in this area is appropriate.

2.3.3 Focus on the public interest

While serving the public interest was a recurring theme with all directors, comments pertaining to the Board's role including "representing registrants and the public" and about failures of the Board for "not listening to our members" raise concern about professional advocacy at the Board table. The observation of two meetings confirms focus on the public interest is not unwavering.

In the previously cited liability insurance by-law update example, total deliberation by the Board was short, lasting six minutes. The first five, which included leadership responses, were preoccupied solely with the potential financial burden on registrants. After a reminder by a public Board member of the *Public Interest Rationale* provided in the BN, the issue was promptly resolved.

Role confusion in professional regulatory governance persists, even among well-trained directors. A meaningful opportunity exists to address this directly — particularly the misunderstanding that directors serve a representative function, and the conflation of two distinct constituencies: the public in the broad sense, meaning non-registrant citizens, and registrants themselves, who are sometimes loosely and mistakenly referred to as the public but who stand in a fundamentally different relationship to the Board.

2.3.4 Public and registrant engagement and perspectives

The Board obtains public and registrant perspectives important to their deliberations mainly via its directors. The College consults its registrants only as required by legislation, such as when proposing regulatory amendments. Outside its ability to consult registrants directly, the College has no established process for broader consultation of the non-professional public.

This is not unusual. The expectation is that directors appointed by the *Lieutenant Governor in Council* will bring the voice of the Ontario citizens to Board deliberations. Some Ontario regulatory health colleges seek broader input from the *Citizen Advisory Group* (CAG). The CAG website lists the CPBAO as a partner.

The College's lone observed consultation generated substantial feedback, with over 7,000 responses. The closing of the consultation period created challenges in conducting a full and comprehensive analysis, and in directors' ability to review and consider.

That said, the data and summary of the feedback received by the Board were likely very representative of the entirety of responses. Several letters received via consultation were also shared with directors. Responses received were overwhelmingly against the proposed changes.

Reported respondent statistics point to 60% of responses coming from "members of the public" but were undoubtedly generated by registrants and stakeholders in a focused advocacy campaign.

2.3.5 Application of *Right Touch Regulation* principles

The CPBAO has made the incorporation of *Right Touch Regulation* (RTR) principles an objective in its regulatory modernization efforts. The Board participated in training in this area in March 2024.

RTR, or a "right touch" approach, is often cited in Board BNs, and several directors speak to consistent and genuine efforts to consider and apply these principles in the Board's decision-making. Full and consistent understanding of the principles appears to be lacking.

Some directors speak of inconsistent and sometimes incomplete application of RTR principles. My observation aligns with this sentiment. RTR considerations are frequently focused on a single facet of risk or public interest benefit which aligns with the proposed course of action. Consideration of *unwanted side effects*[2] at times appears secondary to the exercise.

2.3.6 Deliberations and voting

Trust was a recurring theme in directors' reflections on Board decision-making, with most expressing strong confidence in leadership's presentation of information on issues before the Board. Several directors noted, however, that this trust borders on overreliance and a tendency to accept leadership recommendations with minimal scrutiny.

Directors express having had a high level of confidence in the Board's decision-making process until recently. That confidence has decreased but is still relatively high for most directors.

Most directors make no secret of the influence recent meetings have had on these reflections and on their recognition that complete and balanced information is not always considered in making decisions.

[2] Right-touch regulation, PSA Corporate report , P.16

The Board's trust in leadership is natural and necessary. It must not, however, become a substitute for independent judgment. The Board has a responsibility to examine issues broadly, consider information critically, and be deliberate in identifying and acquiring the decision support it needs.

The recent consideration of *Registration Modernization* proposals proved particularly challenging for the Board – understandably so. The proposed changes were driven, to a large degree, by Ontario's *Office of the Fairness Commissioner* (OFC). Directors knew of the potential consequences of non-compliance. In fact, several spoke to the inevitability of the decision before them. Such a backdrop is not conducive to critical analysis and independent judgment.

The seeming urgency of the decision was also noted by several directors. Resolution of the issue at this meeting appeared a priority, and what some felt to be legitimate concerns, including some expressed in consultation feedback, were left unaddressed. Yet the votes proceeded with few abstentions.

It is important to note that this consultation feedback, although ambiguously presented as from the public, was almost certainly generated by registrants and other stakeholders opposed to the proposed changes. This was used by some in defending an alternate view of the "public" interest.

The numerous procedural challenges at times served to create confusion about what was being decided. One director noted, during the meeting, that their abstention *indicates I'm lost so abstaining is the only possible vote for me*. No effort was observed to clarify this confusion.

Notwithstanding these challenges, directors had the opportunity to voice their perspectives, ask questions, and broadly debate various aspects of the proposal. The Board entertained and considered dissent and ultimately chose a course of action amended from that proposed; all under very unusual circumstances. A few directors rated this meeting a success and a good litmus test for the Board.

<u>Assessment:</u>

- As for subsection 3.1: recent governance changes are positive and should prove impactful with respect to diversity of viewpoints.
- The lack of role clarity (subsection 3.3) directly impacts the Board's performance.
- Directors understand that the promotion and protection of the public interest are to be the primary drivers of decisions, yet this consideration was observed to waver.
- In one notable instance, the Board proceeded to a decision despite acknowledged confusion and the admission by several directors after the fact that the information before them was insufficient.

- Observed Board deliberation was broad, entertaining divergent viewpoints and ultimately leading to the choice of a course of action differing somewhat from that recommended.

3. Talent Management: Board and Leadership

3.1 Board Composition and Selection Process

3.1.1 Board composition

The College's Board has 19 members: eight elected registrant directors, eight public directors appointed by the Lieutenant Governor in Council, and three Academic directors appointed by the Board's Executive Committee. This is a large board, in a time when the trend is towards smaller, more nimble boards. Some directors spoke about challenges tied to Board size, including, among others:

- the need for increased formality,
- impact on group relationships and cohesion, and
- reduced opportunity for deep discussion.

The College has recently amended its by-laws to reduce its Board size, but is constrained by the *Regulated Health Professions Act*, which sets minimums for the numbers of elected registrants, appointed public members, and directors from education programs (academic directors).

3.1.2 Selection process

By-law amendments also re-instituted a Governance and Nominations Committee (GNC) which will be responsible for vetting candidates to ensure they possess the skills, expertise and attributes the Board seeks, as set out in the newly adopted *Board and Committees Competency and Suitability Profile* (Board Profile). While geographical diversity is important in a province like Ontario, this process is an improvement over geography-based elections. The use of a skills, competency and attributes matrix is good governance practice, as is the existing requirement to complete a Board Orientation Program for qualification as a candidate.

Feedback on new processes such as this should be seen as an early opportunity for improvement. For instance, clear communication to non-nominated candidates regarding the reasons for denial may help guide their development paths. This would also provide greater transparency in the process. I would also encourage the Board to consider including non-Board registrants on the GNC to broaden its perspectives and avoid the perception, and genuine risk, of bias towards like-minded candidates.

The newly adopted Board Profile proposes that the College's *Board and Committees should reflect the diversity of Ontario, and of the psychology and the ABA professions*. Board members highlighted recent improvements in this area and also noted the Board still lacks important diversity, which my observations support. With the inception of its new process, I anticipate this area to improve with respect to elected Board members. It would also be appropriate for the Board to share this desired attribute with the office of the Lieutenant Governor in Council when requesting public member appointments.

Assessment:

- The adoption of a competency-based election process and the Board orientation requirement are good governance practices which will serve to strengthen the Board.

3.2 Board Orientation, Onboarding, and Training

3.2.1 Orientation and onboarding

Of the 18 Board members I spoke to, only four felt the orientation and onboarding process adequately prepared them for their Board service. Fourteen volunteered or responded that they had received minimal or no governance training, neither during initial onboarding nor during biannual training, and several suggested this was an area for improvement.

> *"I originally wasn't clear on my role. I only found my voice 18 months in!"*

My review of both the pre-election modules and the orientation materials suggest there is significant room for improvement in this area. I did not observe any orientation session. My findings under subsection *3.3 Role Clarity* further support this.

3.2.2 Training

Comments regarding the biannual education conducted by the College were generally more positive. Many directors felt the issue-specific, targeted sessions aligned well with upcoming agenda discussions. I commend the efforts of the College to provide additional contextual information for important decisions.

This endorsement was not universal amongst directors, however. Several feel an imbalance exists in how issues are presented. They suggest exploring a greater range of approaches, options, and opinions would better support their understanding of issues.

Assessment:

- There is considerable opportunity for improvement in the Board orientation and onboarding process, including the addition of strong governance training.
- The biannual sessions, while relevant and informative, appear more educational than formative. Ongoing Board development, including in governance, will strengthen Board performance.

3.3 Role Clarity

Only one third of directors provided responses that made me confident the Board's role was well or fully understood, especially as it pertains to *manag[ing] and administer[ing] [the College's] affairs*, as required by the RHPA.

The Board recently approved the new *Role and Responsibilities of Board of Directors* policy, an important component in supporting role clarity. The policy combines the roles and responsibilities of board in the *Policy Statement* with the roles and responsibilities of directors under the *Procedure* section. This policy statement may instead create confusion, conflating the roles of the Board with that of the College.

Further, the roles and responsibilities of directors, and of the Board, are simplified such that the responsibility of governing the College as a body corporate may not be clear to directors with no governance experience. I would encourage the College to consider separating the roles and responsibilities of the Board and of directors into distinct sections (or policies) and strengthening both.

Assessment:

- Role clarity is lacking, with respect to the Board and to directors. This shortcoming directly impacts Board performance.

**Note: While a section on Governance Policies is not included, the College's* Policy and Procedure Manual *was reviewed. Notwithstanding a few specific items addressed in the report, I felt the manual was generally well-assembled, comprehensive and clearly written. I understand this to be an area of focus for the College. The Board has recently adopted changes to its* Conflict of Interest Policy *which serve to increase transparency.*

3.4 Leadership Performance and Succession Management

3.4.1 Leadership performance evaluations

A robust process for the Registrar & CEO's annual performance and compensation review has been established and defined in policy. The evaluation is mostly conducted by the EC, with the Chair as the point person. The outlined process rightly allows for Registrar & CEO input on both the previous year's accomplishments and future year's objectives. EC leadership in this process is

appropriate; however, the Board may wish to seek director input earlier in the process.

3.4.2 Leadership succession planning

The Board has a well-defined *Succession Plan for the Position of Registrar & CEO* policy which includes provisions for both temporary and permanent leadership changes. It is reviewed regularly.

Assessment:

- The Board's established policies and processes addressing Registrar & CEO succession and performance evaluation are well defined, clear, and appropriate.

4. Risk Oversight

4.1 College Risk Management

The College has a structured *Integrated Risk Management* (IRM) *Plan*, based on tools available through the *Healthcare Insurance Reciprocal of Canada* (HIROC). The IRM plan is supported by a detailed risk register which focuses on three principal risk categories:

- risks to the office/staff,
- risks to the College, and
- risks to the public.

Risks are rated for potential impact, likelihood, and risk level, gaps identified, and mitigation strategies (controls) provided or identified for development. The register is reviewed and assessed annually by leadership.

4.2 Board Oversight

An IRM summary report is shared with the Board annually. It includes brief descriptions of new risks identified. For one of two new risks identified in the reviewed report, a mitigation approach was provided. The report also provides a list of risks considered to be "closed". Otherwise, the report contains only a total number of "open" risks in each of eight broad categories and three risk levels.

The risk management process is driven entirely by College leadership. The Board sees only the very summary report annually. Neither the Board nor any committee is involved in ensuring risks have been properly and fully identified and neither is engaged in risk evaluation. The Board's role in monitoring the implementation of mitigation strategies is unclear. In the College's *Policy and Procedure Manual*, IRM is listed under the *Operational, Administrative* section heading.

4.3 Issue-Specific Risk Identification

Subsection 2.2.3 (*Decisional support*) speaks to unidimensional risk evaluation in the decision-making process. The Board at times fails to consider all potential risks, when deliberating on decisions, including the critical risk of patient harm, as discussed in subsection 2.3 (*Decision-making*).

Assessment:

- The College's organizational risk management processes appear sound; however, the Board is not providing adequate oversight in this area.
- There exists an opportunity to consider risk more broadly and critically during issue-specific deliberations, even if simply to demonstrate that risks (such as that of harm to patients) have been considered and assessed to be minimal.

5. Transparency and Accountability

5.1 Publicly Available Information

The College's website clearly explains the College's role in governing the professions of psychology and behaviour analysis and its mandate of public interest protection. A brief description of how it carries out these responsibilities is given. Lists of Board and committee members are provided.

In compliance with the RHPA, College Board meetings are open to the public (via live online streaming), reasonable notice of which is provided. Meeting materials provided to directors are made available on the College's website, including meeting minutes once approved. Full Board meeting materials dating back to 2016 are available on the website.

CPMF reports submitted to the Ontario Ministry of Health since the framework was introduced in 2020 are available on the College's website, as are the College's *Annual Reports* since 2004 and *Fair Registration Practices* reports since 2008.

Information meant for the general public is easily accessible via the *Public* tab on the College's website. A significant amount of useful information is clearly laid out, including the process for filing a complaint and a description of what types of concerns the College can address.

A schedule of upcoming pre-hearings and hearings is posted. Both list the names of professionals to appear before the Discipline Committee and the allegations levied against them. For hearings, the date(s) and time(s) are posted, along with a link to access online proceedings.

Access to decisions of completed hearings is less obvious. Most recent decisions are posted in the *News* section of the website. Older decisions can be found via the *Public*

Register only if the name of the registrant is known. It is not clear how long decisions remain on a registrant's public register profile.

Important information regarding the funding for therapy for victims of sexual abuse is also available via the *Public* portion of the website and includes a helpful FAQ section.

There exists a plethora of information and resources for registrants and potential applicants, including professional practice FAQs, standards of professional conduct, quality assurance program information, information regarding application for registration, and much more.

All website information is available in English and French.

5.2 Board Continuous Quality Improvement (CQI) Processes

Measure 1.2 of the CPMF requires that a college Board implement a CQI framework to measure and improve the effectiveness of Board meetings and of the Board itself. This framework is to include various evaluations, the results of which, along with Board-identified needs and evolving public expectations, are to inform Board and Committee member training. This standard aligns well with the College's stated strategic direction to *cultivate a College culture of humility grounded in a growth mindset*.

The Board has instituted some aspects of this framework including a well-crafted post-meeting evaluation survey and indeed this very assessment. Post-meeting survey results are shared and briefly discussed at the following Board meeting. I learned that results have historically been positive. Of four surveys reviewed, only one showed several ratings of *Needs Improvement* across most questions (21 such ratings over 9 of 10 questions). It, and the previous survey results, included themes that have been identified in this report.

I did not observe a constructive Board discussion on the areas identified in survey results as having opportunity for improvement, nor a plan to address them in the future.

In the spirit of fostering a growth mindset, I encourage the Board's EC and leadership to regularly and objectively evaluate the validity of the feedback received, and to lead the Board in constructive dialogue with the purpose of improving its effectiveness.

The Board does not currently have a structured process for evaluating its own performance nor that of directors. This is not unusual. In fact, Board and director evaluation is one of the most challenging aspects of governance work. Yet this type of reflection can serve as another powerful tool to improve performance. I was encouraged to hear from many directors that structured Board self-reflection would be welcomed.

The Board generally does well in considering evolving public expectations in its biannual Board development sessions, as discussed in subsection 3.2.2.

Assessment:

- Publicly available website information is thorough and easily navigable.
- Aligning with its CQI culture, the Board has instituted key practices to support effectiveness improvement. Some areas outlined in the CPMF require further consideration, as does constructive review of meeting survey feedback.
- While challenging, the Board would benefit from regular structured and objective reflection on its performance.
- Requesting an independent assessment of its effectiveness and committing to making it publicly available demonstrates strong transparency and aligns with its stated value of accountability.

Summary of Findings

The Board performed well, or generally well, in the following areas:

- Meetings are well chaired. Decorum is professional, courteous, and generally collaborative.
- The Board table is generally considered a safe space for sharing, open and respectful of divergent perspectives.
- The Board possesses the confidence to deviate from the recommended action.
- The Board and the College demonstrate transparency via a variety of processes and practices.
- The adoption of a competency-based election process and the Board orientation requirement are good governance practices.
- Established policies and processes relating to Registrar & CEO succession and performance evaluation are robust.
- The College's organizational risk management processes appear sound.
- The Board's meeting schedule and balance between virtual and in-person meetings is a good approach, considerate of resources and the importance of connection.
- Meeting agendas are clear and well-constructed.
- Biannual Board education sessions are informative, relevant, and timely.
- The Board has instituted practices to support effectiveness improvement, in alignment with its stated CQI culture.

The review identified opportunities for improvement in the following areas of Board performance:

- There is an opportunity for the Board to more consistently center its core obligation to serve and protect the public interest across its deliberations and decisions.
- There is an opportunity for the Board to strengthen its decision-making process to more consistently ensure:
    - a balanced analysis and consideration of issues and available options,
    - the incorporation of relevant evidence, data, and expert advice, and
    - thorough consideration of all material risks.
- An undue focus on meeting efficiency may pose a barrier to engagement and deep understanding of issues. Available scheduled time should be used more thoughtfully.
- Board orientation, onboarding, and training, particularly around governance, do not fully equip directors for the demands of their role.
- Greater clarity around Board and director roles would strengthen performance, particularly in the areas of:
    - strategic engagement,
    - risk oversight, and
    - the fulfilment of fiduciary duties.
- Meeting minutes lack sufficient depth to serve as a meaningful record of Board deliberations and decisions.

- There is room to further develop Board continuous quality improvement processes to more fully meet CPMF standards and the expectations of good governance practice.
- Recent events have underscored the importance of nurturing Board trust, cohesion, and a culture of collaborative engagement.

Recommendations

Throughout the report, several areas and items have been identified as opportunities. Many are summarized in *Section 3: Summary of Findings*. It is unreasonable for the Board to entertain too extensive a list of recommendations. This is not to suggest thought should not be given to these areas; they should be considered as resources allow.

The recommendations presented below are not exhaustive — they reflect the reviewer's judgment about where focused attention will yield the most meaningful improvement in Board effectiveness. They are also mutually reinforcing; progress in one area is likely to support and accelerate progress in the others.

I asked each director and management team member how they felt Board effectiveness could be improved. Responses are captured in Appendix A.

1. Public Interest Focus:
    a. As Mr. Cayton suggests, *Be clear about your purpose as a regulator; keep the public interest as your unremitting focus.*[3]
    b. Conduct a balanced evaluation of all aspects of that public interest, including the risk of public harm and potential unintended consequences.
    c. Strengthen and broaden the defined *Public Interest Rationale* where needed.
    d. Remind each other, relentlessly, about the *Public Interest Rationale*.

2. Role Clarity & Performance:
    a. Provide robust governance training (preferably with a regulatory focus) to all Board members and leadership – together – as soon as practically possible.
    b. Incorporate governance related topics (legal, financial, risk, etc.) and a refresher on Board and director roles into annual training.
    c. Ensure adequate governance training for new directors prior to their first Board meeting.
    d. Own your corporate governance role:
        i. Be deliberate in engaging in strategy and risk discussions at least annually.
        ii. Resist the tendency to defer oversight responsibilities to committees.

3. Decision-Making:
    a. Support decisions with balanced analyses drawing on relevant data and evidence, expert advice, and appropriate regulatory guidance where applicable.
    b. Be assertive in identifying and requesting what the Board needs to make informed decisions.

[3] From *A checklist for Regulatory Boards,* as published in *A report and recommendations on improving governance* prepared for the College of Dental Hygienists of Ontario, Cayton, H. and Williams, D. 2024. https://cdho.org/wp-content/uploads/2024/03/Governance-Report.pdf

c. Where strong evidence is not available, use best available information analogous experience, and sound professional judgment.
d. Prioritize substance over speed. Effective governance sometimes requires more deliberate discussion — and a willingness to sit with complexity rather than move through it quickly.

4. Meeting Minutes:
    a. Meeting minutes should be strengthened so that a general sense of what was discussed is captured. For each decision point, include, at a minimum:
        i. a brief description of the issue at hand,
        ii. principal arguments for and against the recommended option, and the main points considered, and
        iii. the rationale for the decision reached.
    b. This serves multiple purposes:
        i. it documents the governance scope and practices of the Board,
        ii. it creates an added layer of transparency for the public and registrants,
        iii. it provides a legal record of the Board's deliberations, and
        iv. it contributes to clarity for directors and to institutional memory.
    c. Provide training for the minute-taker(s) if required. Alternatively, consider using a minute-taking service.

5. Continuous Quality Improvement
    a. Further *cultivate a College culture of humility grounded in a growth mindset* by building on current practices.
    b. Collaboratively and constructively address feedback received via post-meeting surveys.
    c. Consider adopting an annual Board and director evaluation process. *Start low and go slow* – the process does not have to be elaborate or complicated. The objective is genuine and objective reflection.

Closing Observations

Inviting scrutiny into an organization's practices, processes, and behaviour is never easy. Doing so during a period of turbulence can be downright stressful. Yet you, the Board of the College of Psychologists and Behaviour Analysts, did just that in requesting this assessment. In doing so, you demonstrated your commitment to *cultivat[ing] a College culture of humility grounded in a growth mindset*, an overarching theme of your strategic direction.

I encountered in the College's Board and leadership a group of dedicated, engaged, and caring individuals eager to carry out the work of the College to the best of your ability and in the service of the public interest. You welcomed the scrutiny, providing honest feedback in the spirit of continuous improvement.

I found several good governance practices already in place and work under way to implement others. Continue to build on this good work, it will serve you and the public well.

I've identified areas that need improvement. There is always room for growth – that's the challenge with *continuous quality improvement*, it's continuous. The proposed path ahead need not be daunting; however, it requires focus, a commitment to change, and practice. The benefits of this work will continue to accrue in time, but meaningful improvements will be felt quickly.

I heard of your pride in the performance of this work for the public good, and importantly, of the joy derived from being with your Board colleagues. I witnessed mutual respect around the Board table, and support and deep appreciation for the College staff team. I was encouraged to hear during the March meeting of a genuine desire to mend fences, build relationships, and engage constructively. In fact, good suggestions were put forward that will help with connection and team spirit. Don't lose sight of these.

It has been a privilege to engage with the College's Board and leadership through this process, and I wish you well in the work ahead.

Sincerely submitted,

Sam Lanctin
Principal

Acknowledgements

The contributions of the following directors and staff, whose candour and engagement made this review possible, are gratefully acknowledged. They are listed in alphabetical order.

Directors

- Bieling, Peter
- Boer, Marian
- Gonthier, Pascale
- Hranchuk, Kieva
- Kurzman, David
- Leung, Conrad
- Mocan, Nadia
- Moreau, Ken
- Narula, Kay
- Ng, Olivia
- Nicholson, Ian
- Ross, Cameron
- Schmidt, Frederick
- Stopciati, Paul
- Toplak, Maggie E.
- Warnock, Scott
- Wayne, Rachel
- Webster, Glenn

Staff

- Babwah, Krista
- DeBono, Tony
- Kitchen, Jennifer
- Mackanyn, Lesia
- Morton, Stephanie
- Porter, Andrew (outside legal counsel)
- Yetnikoff, Zimra

Appendix A

Directors and leadership were asked to share their thoughts on what might help improve Board performance. Most of their responses are below. There are common themes.

- Improved orientation, onboarding, and training re: role and governance
    - Suggested by 17 people
    - 3 others suggested training on Rules of Order, which some may narrowly interpret as governance training
- Increased intentional strategy
    - Suggested by 5 people
- More fulsome discussion
    - Suggested by 5 people
- More/better data/metrics/evidence
    - Suggested by 3 people
- A return to in-person meetings/increased opportunity for relationship building
    - Suggested by 3 people
- Board composition related
    - Suggested by 3 people
    - Equal numbers from Psychology and Behaviour Analysis ranks
    - Smaller board
    - Increased diversity
    - Increased diversity among public members (suggested by a public member)
    - Reduced tenure
- Increased meetings/time not on camera
    - Suggested by 2 people
    - To help understand how we operate
    - To learn about change management
- Risk identification and mitigation framework/training in this area
    - Suggested by 2 people
- Avoidance of surprises
- More inclusive public engagement

Action Plan

Rec #	Recommendation	Action Description	Action Details	Action ID	Owner	Start	End	Duration	Status	Reporting
1	Public Interest Focus	Strengthen public interest considerations	Refocus briefing notes and Board discussions to consistently re-center the public interest	1.1	Board, Staff	Immediately	Ongoing	Ongoing	Started	Quarterly Board Assessment
2	Role Clarity & Performance	Governance Training	Training to include areas such as the role and responsibility of the Board and Directors, the updating of the Code of Conduct, and other related topics (e.g. the legal and financial aspects of regulatory governance, strategy, and risk management).	2.1	GNC	Sep-26	Ongoing	Ongoing	Started	Bi-annual traning assessment
		Improve new Board Director onboarding	Update governance training for new directors prior to their first Board meeting,	2.2	Registrar	Nov-26	Apr-27	6 months	Not Started	Quarterly feedback to the Registrar and GNC
		New Director mentorship program	Create a "mentorship" system whereby experienced and new directors are paired together	2.3	Registrar	Immediately	Ongoing	Ongoing	Started	Annual feedback to the Registrar and GNC
		Strategy and Risk Discussion	Develop a more detailed and proactive approach to strategy and risk discussions, including a tactical plan	2.4	Executive, Board	Sep-26	Mar-27	Ongoing	Not Started	Quarterly Board Assessment
3	Evidence-Informed Decision-Making	Refresh Board materials	Include strong evidence where available, or best available and analogous experience, and sound professional judgement	3.1	Staff	Immediately	Ongoing	Ongoing	Started	Quarterly Board Assessment
4	Strengthened Record-Keeping	Institute improved minutes	Use a minute-taker and/or use recording or AI to support drafting more detailed minutes	4.1	Staff	Sep-26	Ongoing	Ongoing	Not Started	Quarterly Board Assessment
5	Continuous Quality Improvement	Annual Board evaluation plan	Development of an annual Board and director evaluation process to obtain ongoing data on the performance of the Board and individual directors themselves.	5.1	GNC	Oct-26	Jun-27	6-12 months	Not Started	Annual
		Post-meeting survey	Review of the post-meeting survey to determine whether it is meeting the needs of the Board	5.2	GNC	Jul-26	Dec-26	3-6 months	Not Started	Quarterly Board Assessment
		Third-party review	Schedule follow-up third-party review of Board effectiveness	5.3	GNC	Jul-26	Jul-26	1 month	Not Started	September 2026 GNC report to the Board

COLLEGE OF PSYCHOLOGISTS AND BEHAVIOUR ANALYSTS OF ONTARIO

BRIEFING NOTE

2026.02.05B

JUNE 2026 BOARD MEETING

APPOINTMENT OF SIGNING OFFICERS

STRATEGIC DIRECTION REFLECTION
Continuous Quality Improvement Culture

MOTIONS FOR CONSIDERATION

1) As Dr. Peter Bieling has been elected Chair and Mr. Scott Warnock re- elected as Vice-Chair, the motion is to continue to list their names as signing officers.

2) As the Chair and Vice-Chair reside outside of the GTA, the motion is that Dr. David Kurzman and Dr. Rachel Wayne be added to the list of signing officers as per Section 9.8.5 of *By-law 9: Banking and Finance.*

Moved By TBD

BACKGROUND

By-law 9: Banking and Finance requires that:

9.8.1 For any amount, either the Registrar or the Deputy Registrar plus one of the Board Chair, the Board Vice-Chair, or a member or members of the Board appointed in accordance with Section 9.8.5;
9.8.2 For amounts up to $7,500, the Registrar and the Deputy Registrar; or either the Registrar or the Deputy Registrar plus either the Director, Registration, the Director, Investigations and Hearings or the Director, Corporate Services;
9.8.3 Notwithstanding the above, for amounts up to $35,000, the signing officers identified in 9.8.2 shall also be authorized to sign all cheques for: (1) mandatory employer remittances to the Canada Customs and Revenue Agency including payroll deductions and employer contributions; (2) monthly rent or mortgage payments for College premises; and (3) monthly premium payments for employee benefits.
9.8.4 Signing officers shall be provided with a duly approved invoice or purchase order in support of any cheque to be signed.
9.8.5 For purposes of paragraph 9.8.1, where either the Board Chair or the Board Vice-Chair resides in the Greater Toronto Area (GTA), the Board shall appoint as a signing officer one other Director who resides in the GTA. If neither the Board Chair nor the Board Vice-Chair resides in the GTA, the Board shall appoint as signing officers two other Directors who reside in the GTA.

CONTACT FOR QUESTIONS

Tony DeBono, MBA, Ph.D., C.Psych.
Registrar & CEO

COLLEGE OF PSYCHOLOGISTS OF ONTARIO

COLLEGE OF PSYCHOLOGISTS OF ONTARIO

BRIEFING NOTE

2026.02.06A

JUNE 2026 BOARD MEETING

KEY PERFORMANCE INDICATOR (KPI) UPDATE

STRATEGIC DIRECTION REFLECTION
Continuous Quality Improvement Culture

PUBLIC INTEREST RATIONALE
KPIs serve as indicators of how the College is functioning and fulfilling its public protection mandate.

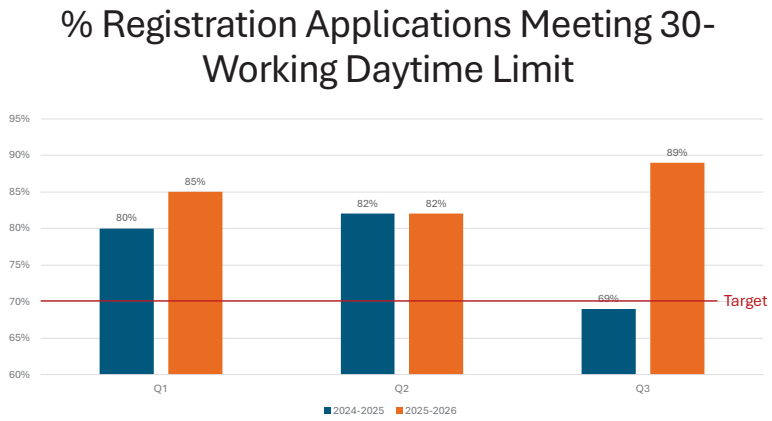
Tracking performance of selected metrics fosters transparency and alignment between the Board and Operations to enable a high-performing organization.

BACKGROUND
At the September 2025 meeting, the Board of Directors approved 4 KPIs to track and serve as an indicator of overall performance, in accordance with the requirements set out in the College Performance Measurement Framework (CPMF). The KPIs are as follows:

1. Registration applications meet the 30-working daytime limit (70% percentile)
2. Complete 50 Continuing Professional Development audits within the fiscal year
3. Reduce the number of complaint cases open over 210 days by 5%
4. The variance to budget at annual audit is 5% or less

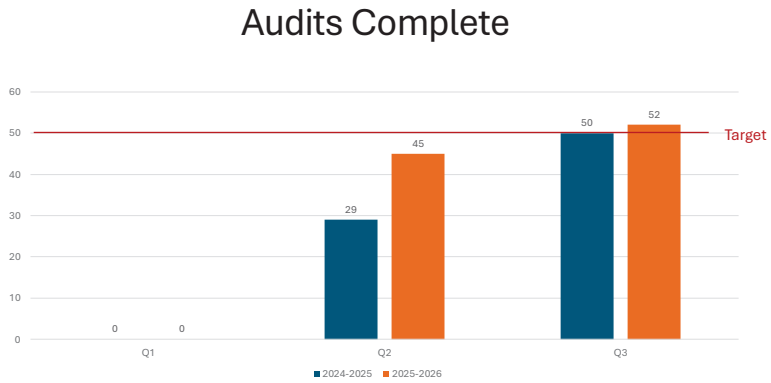
ANALYSIS

1. Registration applications meet the 30-working daytime limit (70% percentile)
Registration Applications refer to all first-time applications for registration for both psychology or applied behavioural analysis, excluding applied behavioural analysis transitional period routes 1 and 2. The 30-working daytime limit is from the day an application is deemed complete to when a statement of eligibility is issued. In Q3, 89% of applications were processed within 30 days, exceeding the 70% target. There were 115 applications processed in Q3, compared to 132 in Q2 and 118 in Q1.



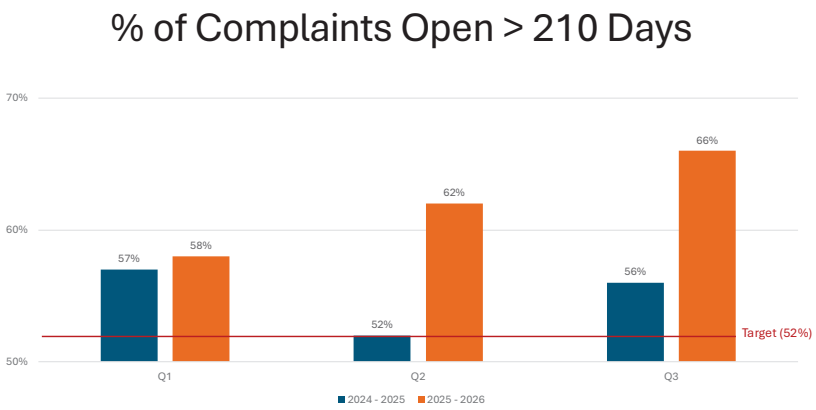
2. Complete 50 CPD audits within the fiscal year

Audits are ongoing and have surpassed the target of 50 audits initiated and completed within the fiscal year. Audits are initiated at the end of the first quarter following the period where *Declarations of Completion* are due.



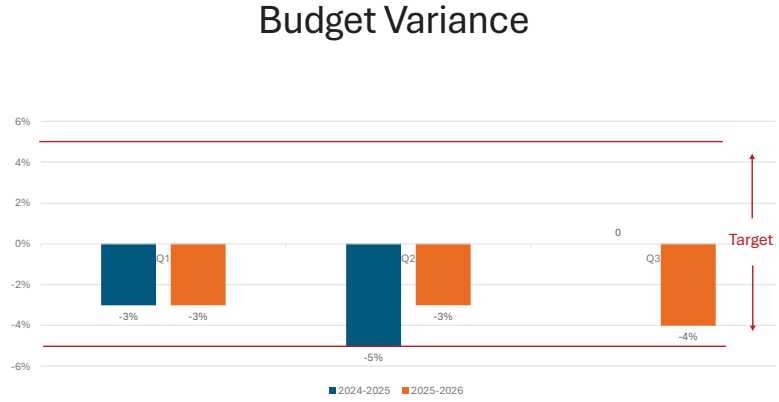
3. The number of complaint cases open over 210 days is reduced by 5%

The percentage of complaints open > 210 days has increased by 4% since last quarter. This may be partly due to the increase in total complaints opened. By the end of Q3, 107 complaint cases were opened, which equates to 80% of the total complaints from 2024/2025 and 126% of the total complaints from 2023/2024.



4. The budget variance at annual audit is 5% or less

The budget variance is currently on track to be less than 5% at the time of annual audit. A positive variance equals an overspend, whereas a negative variance is an underspend. The variance for Q3 continues to be a negative value (underspend). While all areas came in either on or under budget, the largest variances at the end of Q3 were in the areas of Quality Assurance (-56%), Client Relations (-50%) and Governance (-32%).



RISK

3/4 KPIs continue to be on track to meet their targets. Complaint volumes have increased from prior years and in turn the proportion of complaint cases > 210 days has increased. Metrics will continue to be monitored to inform improvement efforts in each respective program area.

NEXT STEPS

The KPIs will continue to be reported to the Executive Committee and to the Board on a quarterly basis.

CONTACT FOR QUESTIONS

Jennifer Kitchen
Director, Professional Affairs

COLLEGE OF
PSYCHOLOGISTS AND
BEHAVIOUR ANALYSTS
OF ONTARIO

STRATEGIC DIRECTION 2023-2028

2026.02.06B

MISSION *[Why we exist]*
To protect the public through the responsible regulation of psychological and behavioural care.

VISION *[What we aspire to be]*
Excellence in self-regulation and quality psychological and behavioural care for the people of Ontario.

VALUES *[What we uphold in all our activities]*

Beneficence: The College functions in service of the public good.

Dignity: The College treats all persons and peoples with dignity.

Fairness: The College approaches decisions in a just, reasonable and impartial manner.

Accountability: The College acts as a self-sustaining, responsible steward of resources grounded in the fiduciary duty to the public.

Integrity: The College acts honestly, ethically, and responsibly.

STRATEGIES *[How we accomplish our Mission]*
Strategy 2023-2028 is an ecological model that will focus on four interrelated priorities. At the core of the strategy is excellence in care, ensuring that the public receives ethical, safe, and high-quality services. Quality care is delivered through our registrants/members who have expertise to impart upon their peers and who participate on College Council, Committees, and Workgroups. The College will need to continue to modernize its regulation practices to best meet the needs of the public, now, and into the future (including "Right-Touch Regulation"). Encapsulating the overall strategy is a commitment to continuous quality improvement of College processes with a focus on maximizing value and minimizing waste.

This work will be informed by principles that will guide the College in all of its activities:

- Cultivate a College culture of humility grounded in a growth mindset.
- Apply innovative and proportionate approaches to regulation.
- Engage members to impart expertise to each other and the communities they serve.
- Remain agile in responding to advancements in society, technology, and the profession to meet the needs of Ontarians.

2023-2028 IMPLEMENTATION CHART - UPDATED JUNE 19, 2026

Agenda Key	Strategies	Recent Activities	In Development
S1	Excellence in Care	• CPMF "EDI"/Human Rights Plan (March 2025) • USA to Ontario Labour Mobility Expansion (March 2025)	• **Scope of Practice (Ministry Consultation distributed to registrants on September 17, 2025 and closed on November 3, 2025) – Awaiting Further Information from the Ministry** • **Demographic Data Collection (In-process)**
S2	Membership Engagement	• Approved further amendments to Per Diem and Expense Claims Policy. (September 2025) • Governance Modernization Strategies including amendments to By-laws and College Policies. (September 2025) • **QA webpage updates**	• **Proposed Membership Engagement and Communications Strategy (In-Process, Communications Officer has been onboarded)** • **Professional Practice FAQ webpage updates**
S3	Innovation in Regulation	• **Governance Modernization Updates (December 2025)** • **As of Right – successful launch on January 1, 2026**	• Pursue amendments to O.Reg. 74/15 under the Psychology Act, 1991 to discontinue Master's level registration and at that time, grant the title Psychologist to all existing Psychological Associates. (September 2019) • Research & Report Approved by Council (March 2024) • **Registration Modernization (Regulatory Amendments Submitted to Ministry-Awaiting Next Steps)** • **Standing Standards Working Group (on agenda)**
S4	Continuous Quality Improvement Culture	• **Review and Amendments to College' Policies related to Quality Assurance (March 2026), Inquiries, Complaints and Reports Committee, Discipline Committee and Finance and Audit Committee. (September 2025)**	• **Financial analysis of College processes (November 2023; on agenda)** • **Jurisprudence and Ethics Examination Re-Imagining (Approved; Council December 2024; on agenda)** • **Third-party Board effectiveness assessment (Consultant retained; in process)**

		• **Maintenance of Ontario Examination for Professional Practice in Applied Behaviour Analysis (OEPPABA)** • **KPI approval and monitoring (on agenda)**	

The items shown in BLUE have been added by the Registrar since November 2025 as activities undertaken in service of the College's Strategic Directions 2023-2028.

COLLEGE OF
PSYCHOLOGISTS AND
BEHAVIOUR ANALYSTS
OF ONTARIO

APPENDIX A

Finance and Audit Committee Report Attachments

1. Statement of Revenue and Expenses to February 28, 2026
2. Balance Sheet to February 28, 2026 (Unaudited)

COLLEGE OF PSYCHOLOGISTS AND BEHAVIOUR ANALYSTS OF ONTARIO
STATEMENT OF REVENUE & EXPENSES
June 2025 - February 2026

	Annual Budget	Budget YTD	Actual YTD	$ Variance YTD	2025-2026 % YTD	Expected % YTD	% Variance YTD	Year End to 31 May-26
Cost of Goods Sold								
COS								
ABA Jurisprudence								
51100 ABA Entry to Practice Exam	48,000.00	24,000.00	3,940.00	-20,060.00	8%	50%	-42%	48,000.00
51110 ABA Juris Learning Module	57,872.00	43,404.03	0.00	-43,404.03	0%	75%	-75%	57,872.00
Total ABA Jurisprudence	105,872.00	67,404.03	3,940.00	-63,464.03	4%	64%	-60%	105,872.00
Jurisprudence								
51200 · Juris-Exam Devel Maint	11,400.00	8,550.00	10,277.50	1,727.50	90%	75%	15%	11,400.00
51210 · Juris - Administration	21,650.00	10,825.00	9,440.00	-1,385.00	44%	50%	-6%	21,650.00
51220 · Juris - Contractor Fees & Exp.	40,000.00	20,000.00	14,351.00	-5,649.00	36%	50%	-14%	40,000.00
Total Jurisprudence	73,050.00	39,375.00	34,068.50	-5,306.50	47%	54%	-7%	73,050.00
Oral								
51300 · Oral Exam - Admin Expenses	4,000.00	4,000.00	0.00	-4,000.00	0%	100%	-100%	4,000.00
51310 · Oral Exam - Per Diem	142,500.00	142,500.00	144,196.88	1,696.88	101%	100%	1%	142,500.00
Total Oral	146,500.00	146,500.00	144,196.88	-2,303.12	98%	100%	-2%	146,500.00
51400 · Oral Interview Expenses	5,000.00	3,750.03	7,250.00	3,499.97	145%	75%	70%	5,000.00
52100 · Seminar Expenses	22,000.00	22,000.00	8,202.80	-13,797.20	37%	100%	-63%	22,000.00
Total COS	352,422.00	279,029.06	197,658.18	-81,370.88	56%	79%	-23%	352,422.00
Total COGS	352,422.00	279,029.06	197,658.18	-81,370.88	56%	79%	-23%	352,422.00
Gross Profit	6,902,503.50	5,167,164.99	5,518,118.76	350,953.77	80%	75%	5%	6,902,503.50

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	Annual Budget	Budget YTD	Actual YTD	$ Variance YTD	2025-2026 % YTD	Expected % YTD	% Variance YTD	Year End to 31 May-26
Expense								
GOVERNANCE								
Council Members								
53000 · Per Diems	39,725.00	19,862.00	19,125.00	-737.00	48%	50%	-2%	39,725.00
53020 · T.A.M. Expenses	30,000.00	22,500.00	17,088.95	-5,411.05	57%	75%	-18%	30,000.00
53030 · Election Expenses	2,500.00	1,875.00	2,440.00	565.00	98%	75%	23%	2,500.00
53040 · Training	60,000.00	30,000.00	6,625.00	-23,375.00	11%	50%	-39%	60,000.00
53045 · Special Proj-Other	40,000.00	29,999.97	925.00	-29,074.97	2%	75%	-73%	40,000.00
53046 · Special Proj-Cmte Audit	15,000.00	11,250.00	12,712.50	1,462.50	85%	75%	10%	15,000.00
Total Council Members	187,225.00	115,486.97	58,916.45	-56,570.52	31%	62%	-30%	187,225.00
Executive Committee								
53100 · Per Diem	10,375.00	7,781.25	4,750.00	-3,031.25	46%	75%	-29%	10,375.00
53120 · T.A.M. Expenses	0.00	0.00	0.00	0.00	#DIV/0!	#DIV/0!	#DIV/0!	0.00
53150 · Other Expenses	0.00	0.00	0.00	0.00	#DIV/0!	#DIV/0!	#DIV/0!	0.00
Total Executive Committee	10,375.00	7,781.25	4,750.00	-3,031.25	46%	75%	-29%	10,375.00
Governance & Nominations Committee								
53161 Per Diem	0.00	0.00	1,250.00	1,250.00	#DIV/0!	#DIV/0!	#DIV/0!	0.00
Total Governance & Nominations Committ	0.00	0.00	1,250.00	1,250.00	#DIV/0!	#DIV/0!	#DIV/0!	0.00
Finance and Audit Committee								
53180 · Per Diem	3,500.00	2,625.00	925.00	-1,700.00	26%	75%	-49%	3,500.00
53185 · T.A.M. Expenses	0.00	0.00	0.00	0.00	#DIV/0!	#DIV/0!	#DIV/0!	0.00
Total Finance and Audit Committee	3,500.00	2,625.00	925.00	-1,700.00	26%	75%	-49%	3,500.00
53200 · President's Admin Stipend	11,000.00	8,250.03	8,250.03	0.00	75%	75%	0%	11,000.00
53310 · Modernization Consultant	0.00	0.00	0.00	0.00	#DIV/0!	#DIV/0!	#DIV/0!	0.00
70500 · D&O & Travel Accident	7,408.28	5,556.24	6,076.98	520.74	82%	75%	7%	7,408.28
Total GOVERNANCE	219,508.28	139,699.49	80,168.46	-59,531.03	37%	64%	-27%	219,508.28

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	Annual Budget	Budget YTD	Actual YTD	$ Variance YTD	2025-2026 % YTD	Expected % YTD	% Variance YTD	Year End to 31 May-26
REGISTRATION								
Registration Committee								
53400 · Per Diem & 53410 - Prep Time	70,000.00	52,499.97	52,362.50	-137.47	75%	75%	0%	70,000.00
53420 · T.A.M. Expenses	0.00	0.00	0.00	0.00	#DIV/0!	#DIV/0!	#DIV/0!	0.00
Total Registration Committee	70,000.00	52,499.97	52,362.50	-137.47	75%	75%	0%	70,000.00
53440 · HPARB Reviews - Legal	40,000.00	29,999.97	1,961.12	-28,038.85	5%	75%	-70%	40,000.00
53450 · Registration Other Expenses	5,000.00	3,750.03	0.00	-3,750.03	0%	75%	-75%	5,000.00
Total REGISTRATION	115,000.00	86,249.97	54,323.62	-31,926.35	47%	75%	-28%	115,000.00

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	Annual Budget	Budget YTD	Actual	YTD	$ Variance YTD	2025-2026 % YTD	Expected % YTD	% Variance YTD	Year End to 31 May-26
CLIENT RELATNS, COMMUN EDUCATN									
Client Relations Committee									
53600 · Per Diem	11,500.00	8,624.97	762.50		-7,862.47	7%	75%	-68%	11,500.00
53620 · T.A.M. Expenses	0.00	0.00	0.00		0.00	#DIV/0!	#DIV/0!	#DIV/0!	0.00
53645 · Prog. For Funding	35,000.00	26,250.03	10,935.00		-15,315.03	31%	75%	-44%	35,000.00
Total Client Relations Committee	46,500.00	34,875.00	11,697.50		-23,177.50	25%	75%	-50%	46,500.00
54100 · Presentations By Staff To Orgs	500.00	375.03	0.00		-375.03	0%	75%	-75%	500.00
54200 · Social Events For Members	0.00	0.00	0.00		0.00	#DIV/0!	#DIV/0!	#DIV/0!	0.00
Total CLIENT RELATNS, COMMUN EDUCAT	47,000.00	35,250.03	11,697.50		-23,552.53	25%	75%	-50%	47,000.00

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	Annual Budget	Budget YTD	Actual YTD	$ Variance YTD	2025-2026 % YTD	Expected % YTD	% Variance YTD	Year End to 31 May-26
QUALITY ASSURANCE								
Q.A. Committee								
54300 · Per Diem	26,375.00	19,781.28	7,618.75	-12,162.53	29%	75%	-46%	26,375.00
54320 · T.A.M. Expenses	0.00	0.00	0.00	0.00	#DIV/0!	#DIV/0!	#DIV/0!	0.00
Total Q.A. Committee	26,375.00	19,781.28	7,618.75	-12,162.53	29%	75%	-46%	26,375.00
Peer Assisted Review								
54500 · Per Diem	27,000.00	20,250.00	3,300.00	-16,950.00	12%	75%	-63%	27,000.00
54520 · T.A.M. Expenses	4,000.00	2,999.97	0.00	-2,999.97	0%	75%	-75%	4,000.00
Total Peer Assisted Review	31,000.00	23,249.97	3,300.00	-19,949.97	11%	75%	-64%	31,000.00
Total QUALITY ASSURANCE	57,375.00	43,031.25	10,918.75	-32,112.50	19%	75%	-56%	57,375.00

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	Annual Budget	Budget YTD	Actual YTD	$ Variance YTD	2025-2026 % YTD	Expected % YTD	% Variance YTD	Year End to 31 May-26
INVESTIGATIONS & RESOLUTIONS								
ICRC								
54700 · Per Diem	50,000.00	37,500.03	38,975.00	1,474.97	78%	75%	3%	50,000.00
54710 · Prep Time	50,000.00	37,500.03	34,875.00	-2,625.03	70%	75%	-5%	50,000.00
54720 · T.A.M. Expenses	0.00	0.00	0.00	0.00	#DIV/0!	#DIV/0!	#DIV/0!	0.00
54750 · Other Expenses	0.00	0.00	0.00	0.00	#DIV/0!	#DIV/0!	#DIV/0!	0.00
Total ICRC	100,000.00	75,000.06	73,850.00	-1,150.06	74%	75%	-1%	100,000.00
ICRC Training								
54800 · Per Diem	5,000.00	3,750.03	0.00	-3,750.03	0%	75%	-75%	5,000.00
54820 · T.A.M. Expenses	0.00	0.00	0.00	0.00	#DIV/0!	#DIV/0!	#DIV/0!	0.00
Total ICRC Training	5,000.00	3,750.03	0.00	-3,750.03	0%	75%	-75%	5,000.00
Inquiries & Investigations								
54900 · Experts	70,000.00	52,499.97	60,118.75	7,618.78	86%	75%	11%	70,000.00
54910 · Investigators	125,000.00	93,750.03	57,147.50	-36,602.53	46%	75%	-29%	125,000.00
54950 · Other Expenses	50,000.00	37,500.03	1,144.50	-36,355.53	2%	75%	-73%	50,000.00
Total Inquiries & Investigations	245,000.00	183,750.03	118,410.75	-65,339.28	48%	75%	-27%	245,000.00
Total INVESTIGATIONS & RESOLUTIONS	350,000.00	262,500.12	192,260.75	-70,239.37	55%	75%	-20%	350,000.00

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	Annual Budget	Budget YTD	Actual YTD	$ Variance YTD	2025-2026 % YTD	Expected % YTD	% Variance YTD	Year End to 31 May-26
HEARINGS								
Prosecution/Hearing								
55100 · Legal	600,000.00	450,000.00	438,516.01	-11,483.99	73%	75%	-2%	600,000.00
Total Prosecution/Hearing	600,000.00	450,000.00	438,516.01	-11,483.99	73%	75%	-2%	600,000.00
Pre-Hearing Conf.								
55200 · Per Diem	10,000.00	7,499.97	2,500.00	-4,999.97	25%	75%	-50%	10,000.00
55220 · T.A.M. Expenses	0.00	0.00	0.00	0.00	#DIV/0!	#DIV/0!	#DIV/0!	0.00
Total Pre-Hearing Conf.	10,000.00	7,499.97	2,500.00	-4,999.97	25%	75%	-50%	10,000.00
Discipline Comm.								
55300 · Per Diem	20,000.00	15,000.03	6,175.00	-8,825.03	31%	75%	-44%	20,000.00
55320 · T.A.M. Expenses	0.00	0.00	0.00	0.00	#DIV/0!	#DIV/0!	#DIV/0!	0.00
55350 · Other Expenses	1,000.00	749.97	0.00	-749.97	0%	75%	-75%	1,000.00
Total Discipline Comm.	21,000.00	15,750.00	6,175.00	-9,575.00	29%	75%	-46%	21,000.00
Discipline Comm./Fit To Prac								
55400 · Hearing Facilities	20,000.00	15,000.03	7,963.11	-7,036.92	40%	75%	-35%	20,000.00
55410 · Experts	5,000.00	3,750.03	0.00	-3,750.03	0%	75%	-75%	5,000.00
55420 · Legal	50,000.00	37,500.03	63,074.34	25,574.31	126%	75%	51%	50,000.00
Total Discipline Comm./Fit To Prac	75,000.00	56,250.09	71,037.45	14,787.36	95%	75%	20%	75,000.00
Discipline Comm. Training								
55500 · Per Diem	5,000.00	3,750.03	3,525.00	-225.03	71%	75%	-5%	5,000.00
55520 · T.A.M. Expenses	0.00	0.00	0.00	0.00	#DIV/0!	#DIV/0!	#DIV/0!	0.00
55550 · Other Expenses	2,500.00	1,874.97	5,075.00	3,200.03	203%	75%	128%	2,500.00
Total Discipline Comm. Training	7,500.00	5,625.00	8,600.00	2,975.00	115%	75%	40%	7,500.00
Total HEARINGS	713,500.00	535,125.06	526,828.46	-8,296.60	74%	75%	-1%	713,500.00

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	Annual Budget	Budget YTD	Actual YTD	$ Variance YTD	2025-2026 % YTD	Expected % YTD	% Variance YTD	Year End to 31 May-26
LIAISON								
Federation								
53540 · Membership	11,300.00	8,475.03	9,171.85	696.82	81%	75%	6%	11,300.00
Total Federation	11,300.00	8,475.03	9,171.85	696.82	81%	75%	6%	11,300.00
ACPRO								
56500 · Council Member P.D.	2,500.00	2,500.00	800.00	-1,700.00	32%	100%	-68%	2,500.00
56520 · Council Member T.A.M.	1,500.00	1,500.00	0.00	-1,500.00	0%	100%	-100%	1,500.00
56530 · Membership	4,200.00	3,150.00	4,095.00	945.00	98%	75%	23%	4,200.00
Total ACPRO	8,200.00	7,150.00	4,895.00	-2,255.00	60%	87%	-28%	8,200.00
ASPPB								
56600 · Council Member P.D.	8,500.00	4,250.00	2,000.00	-2,250.00	24%	50%	-26%	8,500.00
56620 · Council Member T.A.M.	9,000.00	4,500.00	3,249.49	-1,250.51	36%	50%	-14%	9,000.00
56630 · Council Member Regist.	1,200.00	600.00	0.00	-600.00	0%	50%	-50%	1,200.00
56640 · Membership	3,625.00	2,718.72	3,070.44	351.72	85%	75%	10%	3,625.00
Total ASPPB	22,325.00	12,068.72	8,319.93	-3,748.79	37%	54%	-17%	22,325.00
56700 · Liaison - Other	3,000.00	2,250.00	2,791.56	541.56	93%	75%	18%	3,000.00
Total LIAISON	44,825.00	29,943.75	25,178.34	-4,765.41	56%	67%	-11%	44,825.00

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	Annual Budget	Budget YTD	Actual YTD	$ Variance YTD	2025-2026 % YTD	Expected % YTD	% Variance YTD	Year End to 31 May-26
ADMINISTRATION								
Amortization								
70000 · Computer Equip & Software	16,000.00	11,999.97	33,698.88	21,698.91	211%	75%	136%	16,000.00
70010 · Furniture & Office Eqmt	30,000.00	22,500.00	20,393.72	-2,106.28	68%	75%	-7%	30,000.00
70020 · Leaseholds	100,000.00	74,999.97	75,877.36	877.39	76%	75%	1%	100,000.00
Total Amortization	146,000.00	109,499.94	129,969.96	20,470.02	89%	75%	14%	146,000.00
Insurance								
70510 · Property	2,100.00	1,575.00	1,589.94	14.94	76%	75%	1%	2,100.00
Total Insurance	2,100.00	1,575.00	1,589.94	14.94	76%	75%	1%	2,100.00
Occupancy Costs								
71000 · Net Rent	205,344.17	154,008.09	151,814.26	-2,193.83	74%	75%	-1%	205,344.17
71010 · Additional Rent	192,306.79	144,230.13	149,961.66	5,731.53	78%	75%	3%	192,306.79
Total Occupancy Costs	397,650.96	298,238.22	301,775.92	3,537.70	76%	75%	1%	397,650.96
71050 Amortn of Deferred LH Inducement	-25,461.74	-19,096.29	-19,096.30	-0.01	75%	75%	0%	-25,461.74
Office								
72000 · Bank Charges	100,000.00	36,000.00	31,003.29	-4,996.71	31%	36%	-5%	100,000.00
72020 · Computer Software <1000	60,000.00	45,000.00	41,885.97	-3,114.03	70%	75%	-5%	60,000.00
72040 · Courier/Postage/Mail/Email	19,000.00	14,249.97	14,806.98	557.01	78%	75%	3%	19,000.00
72060 · Equipment < $1000	3,000.00	2,250.00	0.00	-2,250.00	0%	75%	-75%	3,000.00
72080 · Equipment Leasing & Maintenan	8,000.00	6,000.03	4,647.29	-1,352.74	58%	75%	-17%	8,000.00
72140 · Printing	2,000.00	1,500.03	4,047.32	2,547.29	202%	75%	127%	2,000.00
72160 · Publications For Office Use	4,000.00	2,999.97	5,030.56	2,030.59	126%	75%	51%	4,000.00
72200 · Supplies & General	32,000.00	24,000.03	42,159.62	18,159.59	132%	75%	57%	32,000.00
Total Office	228,000.00	132,000.03	143,581.03	11,581.00	63%	58%	5%	228,000.00
Payroll								
73000 · Salaries And Wages	3,131,880.00	2,348,910.00	2,473,169.48	124,259.48	79%	75%	4%	3,131,880.00
73100 · CPP Expense	100,000.00	74,999.97	88,779.58	13,779.61	89%	75%	14%	100,000.00
73200 · Ei Expense	80,000.00	60,000.03	29,685.70	-30,314.33	37%	75%	-38%	80,000.00
73300 · Employee Benefits	274,117.00	205,587.72	128,381.82	-77,205.90	47%	75%	-28%	274,117.00
73500 · Staff Training And Development	40,000.00	29,999.97	19,789.68	-10,210.29	49%	75%	-26%	40,000.00
73600 · Staff Travel/Registrn-Mtgs,Conf	24,000.00	18,000.00	12,212.91	-5,787.09	51%	75%	-24%	24,000.00
Total Payroll	3,649,997.00	2,737,497.69	2,752,019.17	14,521.48	75%	75%	0%	3,649,997.00

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Professional Services								
74000 · Accounting	87,355.35	65,516.49	75,220.52	9,704.03	86%	75%	11%	87,355.35
74010 · Audit	20,475.00	20,475.00	27,611.00	7,136.00	135%	100%	35%	20,475.00
74020 · Legal - General	90,000.00	67,500.00	52,577.80	-14,922.20	58%	75%	-17%	90,000.00
74025 · Legal - Indemnifications	6,000.00	4,500.00	0.00	-4,500.00	0%	75%	-75%	6,000.00
74030 · Communications Consultant	40,000.00	29,999.97	128,371.65	98,371.68	321%	75%	246%	40,000.00
74040 · Computer Consultant	52,000.00	38,999.97	77,701.04	38,701.07	149%	75%	74%	52,000.00
74050 · L.T. Contractors	260,000.00	195,000.03	92,168.45	-102,831.58	35%	75%	-40%	260,000.00
74060 · S.T. Contractors & Temp.	20,000.00	15,000.03	0.00	-15,000.03	0%	75%	-75%	20,000.00
74070 · Recruiting	2,000.00	1,500.03	3,382.09	1,882.06	169%	75%	94%	2,000.00
Total Professional Services	577,830.35	438,491.52	457,032.55	18,541.03	79%	76%	3%	577,830.35
Telephone								
75000 · 1-800-Number	150.00	112.50	67.46	-45.04	45%	75%	-30%	150.00
75020 · Internet Service Provider	8,600.00	6,450.03	7,692.39	1,242.36	89%	75%	14%	8,600.00
75030 · Long Distance	0.00	0.00	0.25	0.25	#DIV/0!	#DIV/0!	#DIV/0!	0.00
75040 · Services	9,000.00	6,750.00	8,806.46	2,056.46	98%	75%	23%	9,000.00
Total Telephone	17,750.00	13,312.53	16,566.56	3,254.03	93%	75%	18%	17,750.00
Website & Database								
76000 · Expenses	170,000.00	127,500.03	124,975.04	-2,524.99	74%	75%	-1%	170,000.00
Total Website & Database	170,000.00	127,500.03	124,975.04	-2,524.99	74%	75%	-1%	170,000.00
77000 Government Grant Expenses	0.00	0.00	0.00	0.00	#DIV/0!	#DIV/0!	#DIV/0!	0.00
80000 · Other Expenses	90,000.00	67,500.00	0.00	-67,500.00	0%	75%	-0.75	90,000.00
Total ADMINISTRATION	5,253,866.57	3,906,518.67	3,908,413.87	1,895.20	74%	74%	0%	5,253,866.57

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REVENUE	7,254,925.50	5,446,194.05	5,715,776.94	269,582.89	79%	75%	4%	7,254,925.50
COST OF SALES	352,422.00	279,029.06	197,658.18	-81,370.88	56%	79%	-23%	352,422.00
GROSS MARGIN	6,902,503.50	5,167,164.99	5,518,118.76	350,953.77	80%	75%	5%	6,902,503.50
EXPENDITURES								
Governance	219,508.28	139,699.49	80,168.46	-59,531.03	37%	64%	-27%	219,508.28
Registration	115,000.00	86,249.97	54,323.62	-31,926.35	47%	75%	-28%	115,000.00
Client Relations,Communications & Educati	47,000.00	35,250.03	11,697.50	-23,552.53	25%	75%	-50%	47,000.00
Quality assurance	57,375.00	43,031.25	10,918.75	-32,112.50	19%	75%	-56%	57,375.00
Investigations and resolutions	350,000.00	262,500.12	192,260.75	-70,239.37	55%	75%	-20%	350,000.00
Hearings	713,500.00	535,125.06	526,828.46	-8,296.60	74%	75%	-1%	713,500.00
Liaison (Professional Organizations)	44,825.00	29,943.75	25,178.34	-4,765.41	56%	67%	-11%	44,825.00
Administration	5,253,866.57	3,906,518.67	3,908,413.87	1,895.20	74%	74%	0%	5,253,866.57
Total Expenditures	6,801,074.85	5,038,318.34	4,809,789.75	-228,528.59	71%	74%	-3%	6,801,074.85
EXCESS OF REVENUE OVER EXPENDITURES	101,428.65	128,846.65	708,329.01	579,482.36	698%	75%	623%	101,428.65

College of Psychologists and Behaviour Analysts of Ontario
Balance Sheet Comparison
As of February 28, 2026

	Total		
	As of Feb. 28, 2026	As of Feb. 28, 2025 (PY)	Change
Assets			
Current Assets			
Cash and Cash Equivalent			
10000 Petty Cash	200.00	200.00	0.00
10100 Bank	597,579.93	758,842.94	-161,263.01
10199 Telpay Clearing	0.00	0.00	0.00
10250 Cash Equivalents	0.00	5,258,696.34	-5,258,696.34
PLCLCAD Plooto Clearing	0.00		0.00
12001 Undeposited Funds	0.00	0.00	0.00
Total Cash and Cash Equivalent	**$ 597,779.93**	**$ 6,017,739.28**	**-$ 5,419,959.35**
Accounts Receivable (A/R)			
10400 Accounts Receivable - Control	3,834.14	9,807.10	-5,972.96
Total Accounts Receivable (A/R)	**$ 3,834.14**	**$ 9,807.10**	**-$ 5,972.96**
10300 Short Term Investments	6,712,275.07	0.00	6,712,275.07
10410 Accounts Receivable - Other	0.00	0.00	0.00
10550 Interest Receivable	0.00	0.00	0.00
10600 Prepaid Expenses	110,616.47	181,558.91	-70,942.44
10800 Government Funding-ABA	-77,220.78	-82,881.78	5,661.00
Total Current Assets	**$ 7,347,284.83**	**$ 6,126,223.51**	**$ 1,221,061.32**
Non-current Assets			
Property, plant and equipment			
12000 Furniture & Equipment			0.00
12010 Furniture & Equipment - Cost	179,152.15	179,152.15	0.00
13000 Accum Amort Furniture & Equip	-166,892.70	-139,478.46	-27,414.24
Total 12000 Furniture & Equipment	**$ 12,259.45**	**$ 39,673.69**	**-$ 27,414.24**
12100 Computer Equipment			0.00
12110 Computer Equipment - Cost	255,929.19	203,271.19	52,658.00
13100 Accum Amort Computer Equipment	-195,833.51	-150,864.95	-44,968.56
Total 12100 Computer Equipment	**$ 60,095.68**	**$ 52,406.24**	**$ 7,689.44**
12200 Leasehold Improvements			0.00
12210 Leasehold Improvements - Cost	1,331,174.87	1,331,174.87	0.00
13200 Accum Amort Leaseholds	-741,017.70	-639,847.88	-101,169.82
Total 12200 Leasehold Improvements	**$ 590,157.17**	**$ 691,326.99**	**-$ 101,169.82**
12300 Website Development			0.00
12310 Website Development - Cost	0.00	0.00	0.00
13300 Accum Amort Website Devt	0.00	0.00	0.00
Total 12300 Website Development	**$ 0.00**	**$ 0.00**	**$ 0.00**
Total Property, plant and equipment	**$ 662,512.30**	**$ 783,406.92**	**-$ 120,894.62**
10302 Long Term Investment	0.00	0.00	0.00
Total Non Current Assets	**$ 662,512.30**	**$ 783,406.92**	**-$ 120,894.62**
Total Assets	**$ 8,009,797.13**	**$ 6,909,630.43**	**$ 1,100,166.70**
Liabilities and Equity			

	Total		
	As of Feb. 28, 2026	As of Feb. 28, 2025 (PY)	Change
Liabilities			
Current Liabilities			
Accounts Payable (A/P)			
21000 Accounts Payable - Control	207,089.75	200,682.05	6,407.70
Total Accounts Payable (A/P)	**$ 207,089.75**	**$ 200,682.05**	**$ 6,407.70**
21100 Accounts Payable - Other	236,397.86	223,142.33	13,255.53
22000 Employee Tax Deductions Payable	47,848.28	45,804.91	2,043.37
22100 Payroll Clearing	0.00	0.00	0.00
23000 Prepaid Fees	1,759,294.65	1,653,038.82	106,255.83
24000 Peer Mentorship - Clearing	0.00	0.00	0.00
25500 GST/HST Payable	0.00	0.00	0.00
Direct Deposit Payable	0.00	0.00	0.00
Payroll Liabilities			0.00
AD&D	0.00	0.00	0.00
HOOPP	0.00		0.00
Life Insurance Premium	0.00	0.00	0.00
LTD	0.00	0.00	0.00
RRSP	0.00	0.00	0.00
RRSP Co	0.00	0.00	0.00
Vacation Pay	0.00	0.00	0.00
Total Payroll Liabilities	**$ 0.00**	**$ 0.00**	**$ 0.00**
Total Current Liabilities	**$ 2,250,630.54**	**$ 2,122,668.11**	**$ 127,962.43**
Non-current Liabilities			
27000 Deferred Leasehold Inducement	148,526.78	173,988.51	-25,461.73
Total Non-current Liabilities	**$ 148,526.78**	**$ 173,988.51**	**-$ 25,461.73**
Total Liabilities	**$ 2,399,157.32**	**$ 2,296,656.62**	**$ 102,500.70**
Equity			
30000 Opening Balance Equity	0.00	0.00	0.00
31100 Investigtns&Hearing ReserveFund	1,000,000.00	300,000.00	700,000.00
31200 Contingency Reserve Fund	1,000,000.00	1,000,000.00	0.00
31300 Fee Stabilization Reserve Fund	0.00	0.00	0.00
31400 Website&DatabaseDevtReserveFund	165,872.02	165,872.02	0.00
31500 Premises Reserve Fund	227,742.00	227,742.00	0.00
31600 FairRegn Practices Reserve Fund	0.00	0.00	0.00
Retained Earnings	2,508,696.78	2,037,182.68	471,514.10
Profit for the year	708,329.01	882,177.11	-173,848.10
Total Equity	**$ 5,610,639.81**	**$ 4,612,973.81**	**$ 997,666.00**
Total Liabilities and Equity	**$ 8,009,797.13**	**$ 6,909,630.43**	**$ 1,100,166.70**

College of Psychologists and Behaviour Analysts of Ontario
Statement of Earnings Prev Year Comparison
June 2025 - February 2026

	Total		
	Jun. 2025 - Feb. 2026	Jun. 2024 - Feb. 2025 (PY)	Change
INCOME			
400 FEES			0.00
4010 Registration Fees			0.00
40100 Registration Regular	3,792,832.83	3,681,727.00	111,105.83
40150 ABA Registration Regular	1,001,139.38	731,404.00	269,735.38
40200 Registration Academic	2,250.00	2,572.00	-322.00
40300 Registration Inactive	37,964.33	35,185.37	2,778.96
40301 ABA Registration Inactive	12,471.75		12,471.75
40400 Registration Retired	18,911.87	18,668.83	243.04
40500 Registration Late Penalty	40,303.14	41,605.50	-1,302.36
Total 4010 Registration Fees	**$ 4,905,873.30**	**$ 4,511,162.70**	**$ 394,710.60**
40700 Supervised Practice	131,591.40	134,672.00	-3,080.60
40701 ABA Supervised Practice	5,102.00		5,102.00
4080 Application Fees			0.00
40900 Mobility Application - AIT	8,800.00	3,600.00	5,200.00
40950 Mobility Application - IAP	8,600.00	10,600.00	-2,000.00
41000 Registration Application	51,750.00	45,080.00	6,670.00
41001 ABA Application	52,210.00	120,060.00	-67,850.00
Total 4080 Application Fees	**$ 121,360.00**	**$ 179,340.00**	**-$ 57,980.00**
Total 400 FEES	**$ 5,163,926.70**	**$ 4,825,174.70**	**$ 338,752.00**
410 INCORPORATION			0.00
41010 Corporation Application	18,200.00	23,800.00	-5,600.00
41020 Corporation Renewal	130,250.00	116,250.00	14,000.00
Total 410 INCORPORATION	**$ 148,450.00**	**$ 140,050.00**	**$ 8,400.00**
411 EXAM FEES			0.00
41100 ABA JEE Fees			0.00
41110 ABA JEE Module	59,200.00	226,000.00	-166,800.00
41120 ABA Entry to Practice Exam	23,200.00		23,200.00
Total 41100 ABA JEE Fees	**$ 82,400.00**	**$ 226,000.00**	**-$ 143,600.00**
41200 Jurisprudence Exam	31,400.00	21,400.00	10,000.00
41300 Oral Examination	77,550.00	91,300.00	-13,750.00
41400 Interviews	4,500.00	2,550.00	1,950.00
Total 411 EXAM FEES	**$ 195,850.00**	**$ 341,250.00**	**-$ 145,400.00**
420 OTHER INCOME			0.00
42200 Net Investment Income	190,008.04	254,276.04	-64,268.00
42400 Discipline/Legal Costs Recovered	6,500.00	42,800.00	-36,300.00
42600 Sundry Income	3,942.20	2,214.45	1,727.75
42800 Quality Assurance Penalties	7,100.00	6,600.00	500.00
42900 Government Grant Revenue		28,460.70	-28,460.70
Total 420 OTHER INCOME	**$ 207,550.24**	**$ 334,351.19**	**-$ 126,800.95**
Uncategorized Income	0.00		0.00
Total Income	**$ 5,715,776.94**	**$ 5,640,825.89**	**$ 74,951.05**
COST OF GOODS SOLD			
500 COS			0.00
5110 ABA Jurisprudence			0.00
51100 ABA Entry to Practice Exam	3,940.00	7,006.01	-3,066.01
51110 ABA Juris Learning Module		12,916.70	-12,916.70
Total 5110 ABA Jurisprudence	**$ 3,940.00**	**$ 19,922.71**	**-$ 15,982.71**
5120 Jurisprudence			0.00
51200 Juris-Exam Devel Maint	10,277.50	2,536.25	7,741.25
51210 Juris - Administration	9,440.00	30,404.17	-20,964.17
51220 Juris - Contractor Fees & Exp.	14,351.00	14,351.00	0.00

These statements have been prepared based on information provided by management/owners. These statements are for internal purposes only and should not be relied on by third parties.

	Total		
	Jun. 2025 - Feb. 2026	Jun. 2024 - Feb. 2025 (PY)	Change
Total 5120 Jurisprudence	**$ 34,068.50**	**$ 47,291.42**	**-$ 13,222.92**
5130 Oral			0.00
51310 Oral Exam - Per Diem	144,196.88	137,783.13	6,413.75
Total 5130 Oral	**$ 144,196.88**	**$ 137,783.13**	**$ 6,413.75**
51400 Oral Interview Expenses	7,250.00	1,462.50	5,787.50
52100 Seminar Expenses	8,202.80	9,291.35	-1,088.55
Total 500 COS	**$ 197,658.18**	**$ 215,751.11**	**-$ 18,092.93**
Total Cost of Goods Sold	**$ 197,658.18**	**$ 215,751.11**	**-$ 18,092.93**
GROSS PROFIT	**$ 5,518,118.76**	**$ 5,425,074.78**	**$ 93,043.98**
EXPENSES			
530 GOVERNANCE			0.00
5300 Council Members			0.00
53000 Per Diems	19,125.00	13,905.75	5,219.25
53020 T.A.M. Expenses	17,088.95	12,229.38	4,859.57
53030 Election Expenses	2,440.00	1,370.00	1,070.00
53040 Training	6,625.00	5,337.50	1,287.50
53045 Special Proj-Other	925.00	2,600.00	-1,675.00
53046 Special Proj-Cmte Audit	12,712.50		12,712.50
Total 5300 Council Members	**$ 58,916.45**	**$ 35,442.63**	**$ 23,473.82**
5310 Executive Committee			0.00
53100 Per Diem	4,750.00	5,037.50	-287.50
53150 Other Expenses		813.03	-813.03
Total 5310 Executive Committee	**$ 4,750.00**	**$ 5,850.53**	**-$ 1,100.53**
5316 Governance & Nominations Committee			0.00
53161 Per Diem	1,250.00		1,250.00
Total 5316 Governance & Nominations Committee	**$ 1,250.00**	**$ 0.00**	**$ 1,250.00**
5318 Finance and Audit Committee			0.00
53180 Per Diem	925.00	568.75	356.25
Total 5318 Finance and Audit Committee	**$ 925.00**	**$ 568.75**	**$ 356.25**
53200 President's Admin Stipend	8,250.03	6,374.97	1,875.06
70500 D&O & Travel Accident	6,076.98	5,627.16	449.82
Total 530 GOVERNANCE	**$ 80,168.46**	**$ 53,864.04**	**$ 26,304.42**
534 REGISTRATION			0.00
5340 Registration Committee			0.00
53400 Per Diem	28,875.00	24,575.00	4,300.00
53410 Prep Time	23,487.50	17,550.00	5,937.50
Total 5340 Registration Committee	**$ 52,362.50**	**$ 42,125.00**	**$ 10,237.50**
53440 HPARB Reviews - Legal	1,961.12	21,300.26	-19,339.14
53450 Registration Other Expenses		3,718.75	-3,718.75
Total 534 REGISTRATION	**$ 54,323.62**	**$ 67,144.01**	**-$ 12,820.39**
536 CLIENT RELATNS, COMMUN EDUCATN			0.00
5360 Client Relations Committee			0.00
53600 Per Diem	762.50	650.00	112.50
53645 Prog. For Funding	10,935.00	15,188.50	-4,253.50
Total 5360 Client Relations Committee	**$ 11,697.50**	**$ 15,838.50**	**-$ 4,141.00**
Total 536 CLIENT RELATNS, COMMUN EDUCATN	**$ 11,697.50**	**$ 15,838.50**	**-$ 4,141.00**
543 QUALITY ASSURANCE			0.00
5430 Q.A. Committee			0.00
54300 Per Diem	7,618.75	11,031.25	-3,412.50
Total 5430 Q.A. Committee	**$ 7,618.75**	**$ 11,031.25**	**-$ 3,412.50**
5450 Peer Assisted Review			0.00
54500 Per Diem	3,300.00	1,950.00	1,350.00
Total 5450 Peer Assisted Review	**$ 3,300.00**	**$ 1,950.00**	**$ 1,350.00**
Total 543 QUALITY ASSURANCE	**$ 10,918.75**	**$ 12,981.25**	**-$ 2,062.50**
547 INVESTIGATIONS & RESOLUTIONS			0.00
5470 ICRC			0.00

	Total		
	Jun. 2025 - Feb. 2026	Jun. 2024 - Feb. 2025 (PY)	Change
54700 Per Diem	38,975.00	26,912.50	12,062.50
54710 Prep Time	34,875.00	21,612.50	13,262.50
Total 5470 ICRC	**$ 73,850.00**	**$ 48,525.00**	**$ 25,325.00**
5480 ICRC Training			0.00
54800 Per Diem		406.25	-406.25
Total 5480 ICRC Training	**$ 0.00**	**$ 406.25**	**-$ 406.25**
5490 Inquiries & Investigations			0.00
54900 Experts	60,118.75	67,154.24	-7,035.49
54910 Investigators	57,147.50	93,758.25	-36,610.75
54950 Other Expenses	1,144.50	39,506.93	-38,362.43
Total 5490 Inquiries & Investigations	**$ 118,410.75**	**$ 200,419.42**	**-$ 82,008.67**
Total 547 INVESTIGATIONS & RESOLUTIONS	**$ 192,260.75**	**$ 249,350.67**	**-$ 57,089.92**
551 HEARINGS			0.00
5510 Prosecution/Hearing			0.00
55100 Legal	438,516.01	630,888.90	-192,372.89
Total 5510 Prosecution/Hearing	**$ 438,516.01**	**$ 630,888.90**	**-$ 192,372.89**
5520 Pre-Hearing Conf.			0.00
55200 Per Diem	2,500.00	2,575.00	-75.00
Total 5520 Pre-Hearing Conf.	**$ 2,500.00**	**$ 2,575.00**	**-$ 75.00**
5530 Discipline Comm.			0.00
55300 Per Diem	6,175.00	3,025.00	3,150.00
Total 5530 Discipline Comm.	**$ 6,175.00**	**$ 3,025.00**	**$ 3,150.00**
5540 Discipline Comm./Fit To Prac			0.00
55400 Hearing Facilities	7,963.11	13,583.45	-5,620.34
55420 Legal	63,074.34	23,447.55	39,626.79
Total 5540 Discipline Comm./Fit To Prac	**$ 71,037.45**	**$ 37,031.00**	**$ 34,006.45**
5550 Discipline Comm. Training			0.00
55500 Per Diem	3,525.00	4,625.00	-1,100.00
55550 Other Expenses	5,075.00	8,600.00	-3,525.00
Total 5550 Discipline Comm. Training	**$ 8,600.00**	**$ 13,225.00**	**-$ 4,625.00**
Total 551 HEARINGS	**$ 526,828.46**	**$ 686,744.90**	**-$ 159,916.44**
560 LIAISON			0.00
5350 Federation			0.00
53540 Membership	9,171.85	9,266.03	-94.18
Total 5350 Federation	**$ 9,171.85**	**$ 9,266.03**	**-$ 94.18**
5650 ACPRO			0.00
56500 Council Member P.D.	800.00	3,811.34	-3,011.34
56520 Council Member T.A.M.		1,264.33	-1,264.33
56530 Membership	4,095.00	3,295.81	799.19
Total 5650 ACPRO	**$ 4,895.00**	**$ 8,371.48**	**-$ 3,476.48**
5660 ASPPB			0.00
56600 Council Member P.D.	2,000.00	3,687.50	-1,687.50
56620 Council Member T.A.M.	3,249.49	3,930.79	-681.30
56630 Council Member Regist.		388.25	-388.25
56640 Membership	3,070.44	2,918.88	151.56
Total 5660 ASPPB	**$ 8,319.93**	**$ 10,925.42**	**-$ 2,605.49**
56700 Liaison - Other	2,791.56	2,154.37	637.19
Total 560 LIAISON	**$ 25,178.34**	**$ 30,717.30**	**-$ 5,538.96**
66000 Payroll Expenses			0.00
Taxes		0.00	0.00
Total 66000 Payroll Expenses	**$ 0.00**	**$ 0.00**	**$ 0.00**
700 ADMINISTRATION			0.00
7000 Amortization			0.00
70000 Computer Equip & Software	33,698.88	22,746.35	10,952.53
70010 Furniture & Office Eqmt	20,393.72	21,061.55	-667.83
70020 Leaseholds	75,877.36	75,877.35	0.01

	Total		
	Jun. 2025 - Feb. 2026	Jun. 2024 - Feb. 2025 (PY)	Change
Total 7000 Amortization	**$ 129,969.96**	**$ 119,685.25**	**$ 10,284.71**
7050 Insurance			0.00
70510 Property	1,589.94	1,627.83	-37.89
Total 7050 Insurance	**$ 1,589.94**	**$ 1,627.83**	**-$ 37.89**
7100 Occupancy Costs			0.00
71000 Net Rent	151,814.26	150,059.16	1,755.10
71010 Additional Rent	149,961.66	147,145.43	2,816.23
Total 7100 Occupancy Costs	**$ 301,775.92**	**$ 297,204.59**	**$ 4,571.33**
71050 Amortn of Deferred LH Inducement	-19,096.30	-19,096.30	0.00
7200 Office			0.00
72000 Bank Charges	31,003.29	52,270.52	-21,267.23
72020 Computer Software Expense	41,885.97	42,366.51	-480.54
72040 Courier/Postage/Mail/Email	14,806.98	10,060.52	4,746.46
72080 Equipment Leasing & Maintenance	4,647.29	5,013.39	-366.10
72140 Printing	4,047.32	186.53	3,860.79
72160 Publications For Office Use	5,030.56	3,719.98	1,310.58
72200 Supplies & General	42,159.62	27,934.63	14,224.99
Total 7200 Office	**$ 143,581.03**	**$ 141,552.08**	**$ 2,028.95**
7300 Payroll			0.00
73000 Salaries And Wages	2,473,169.48	2,249,010.08	224,159.40
73100 CPP Expense	88,779.58	83,142.49	5,637.09
73200 EI Expense	29,685.70	30,565.47	-879.77
73300 Employee Benefits	128,381.82	122,489.49	5,892.33
73500 Staff Training And Development	19,789.68	14,239.03	5,550.65
73600 Staff Travel/Registrn-Mtgs,Conf	12,212.91	16,245.31	-4,032.40
Total 7300 Payroll	**$ 2,752,019.17**	**$ 2,515,691.87**	**$ 236,327.30**
7400 Professional Services			0.00
74000 Accounting	75,220.52	65,031.50	10,189.02
74010 Audit	27,611.00	17,981.00	9,630.00
74020 Legal - General	52,577.80	44,312.63	8,265.17
74025 Legal - Indemnifications		5,037.11	-5,037.11
74030 Communications Consultant	128,371.65	4,532.43	123,839.22
74040 Computer Consultant	77,701.04	55,783.58	21,917.46
74050 L.T. Contractors	92,168.45	63,590.75	28,577.70
74070 Recruiting	3,382.09	1,237.35	2,144.74
Total 7400 Professional Services	**$ 457,032.55**	**$ 257,506.35**	**$ 199,526.20**
7500 Telephone			0.00
75000 1-800-Number	67.46	125.95	-58.49
75020 Internet Service Provider	7,692.39	7,710.88	-18.49
75030 Long Distance	0.25	0.00	0.25
75040 Services	8,806.46	6,956.98	1,849.48
Total 7500 Telephone	**$ 16,566.56**	**$ 14,793.81**	**$ 1,772.75**
7600 Website & Database			0.00
76000 Expenses	124,975.04	68,724.82	56,250.22
Total 7600 Website & Database	**$ 124,975.04**	**$ 68,724.82**	**$ 56,250.22**
77000 Government Grant Expenses		28,460.70	-28,460.70
80000 Other Expenses		106.00	-106.00
Total 700 ADMINISTRATION	**$ 3,908,413.87**	**$ 3,426,257.00**	**$ 482,156.87**
AD&D		0.00	0.00
Total Expenses	**$ 4,809,789.75**	**$ 4,542,897.67**	**$ 266,892.08**
PROFIT	**$ 708,329.01**	**$ 882,177.11**	**-$ 173,848.10**

110 Eglinton Avenue West, Suite 500
Toronto, Ontario, Canada M4R 1A3
T: 416.961.8817 1.800.489.8388
F:416.961.2635 www.cpbao.ca