



108th Council Meeting

Friday, June 17, 2022 – 9:00 a.m. to 12:00 p.m.

Teleconference via Zoom & YouTube Live Stream

Please contact the College at info@denturists-cdo.com
to receive the meeting access information.

AGENDA

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COLLEGE OF
DENTURISTS
OF ONTARIO

Agenda Item 5.0

MISSION STATEMENT

The mission of the College of Denturists of Ontario is to regulate and govern the profession of Denturism in the public interest.



MANDATE AND OBJECTIVES

Under the *Regulated Health Professions Act 1991*, the duty of each College is to serve and protect the public interest by following the objects of the legislation. The objects of the College of Denturists are:

1. To regulate the practice of the profession and to govern the members in accordance with the health profession Act, this Code and the *Regulated Health Professions Act, 1991* and the regulations and by-laws.
2. To develop, establish and maintain standards of qualification for persons to be issued certificates of registration.
3. To develop, establish and maintain programs and standards of practice to assure the quality of the practice of the profession.
4. To develop, establish and maintain standards of knowledge and skill and programs to promote continuing evaluation, competence and improvement among the members.
 - 4.1 To develop, in collaboration and consultation with other Colleges, standards of knowledge, skill and judgment relating to the performance of controlled acts common among health professions to enhance inter-professional collaboration, while respecting the unique character of individual health professions and their members.
5. To develop, establish and maintain standards of professional ethics for the members.
6. To develop, establish and maintain programs to assist individuals to exercise their rights under this Code and the *Regulated Health Professions Act, 1991*.
7. To administer the health profession Act, this Code and the *Regulated Health Professions Act, 1991* as it relates to the profession and to perform the other duties and exercise the other powers that are imposed or conferred on the College.
8. To promote and enhance relations between the College and its members, other health profession colleges, key stakeholders, and the public.
9. To promote inter-professional collaboration with other health profession colleges.
10. To develop, establish, and maintain standards and programs to promote the ability of members to respond to changes in practice environments, advances in technology and other emerging issues.
11. Any other objects relating to human health care that the Council considers desirable. 1991, c. 18, Sched. 2, s. 3 (1); 2007, c. 10, Sched. M, s. 18; 2009, c. 26, s. 24 (11).



MEMO

To: **Council**

From: **Roderick Tom-Ying, Acting Registrar & CEO**

Date: **June 17, 2022**

Subject: **Election Results – Districts 1 and 2**

Pursuant to Article 18.02 of the College By-laws which states:

18.02 Registrar's Declarations

The Registrar shall make all declarations in respect of an election in writing, keep them in the records of the College and include a copy of each declaration in the next package of materials sent to the Council after making it.

I write to provide Council with the results of the 2022 Council elections of representatives from the profession from Districts 1 and 2.

Two nominations of candidacy for election were received in District 1; however, one candidate provided notice in writing of withdrawal of their candidacy within the appropriate timeframe. Only one nomination of candidacy for election to the College Council was received in District 2.

The nomination period closed on April 14, 2022, and the period for valid withdrawal of candidacy expired on April 27, 2022. The online polling period for the election of professional members of Council would have begun on May 2, 2022; however, no election was needed.

I have declared and provide you notice that the following professional members were elected to the Council by acclamation:

District 1	Mr. Adam-Christian Mazzuca
District 2	Mr. Norbert Gieger

Included in the Council meeting materials for June 17, 2022, this notice shall constitute the record of the College for this election.



MEMO

To: **Council**

From: **Roderick Tom-Ying, Acting Registrar & CEO**

Date: **June 17, 2022**

Subject: **Election of Officers for 2022-2023**

At today's meeting, Council will elect its officers for the coming year. Here is the framework:

Pursuant to Article 24.01 of the By-laws:

"The Executive Committee shall be composed of the President, the Vice-President and at least three (3) other members of Council. At least three (3) members of the Executive Committee shall be Members and at least two (2) members of the Executive Committee shall be Public Members."

Please note that the number of members of the Executive Committee is not capped. In the past, Council has elected a 5-member Executive Committee.

Pursuant to Article 6.01 of the By-laws:

"Only a member of Council is eligible for nomination or election as an officer of the College, and only a member of Council who has been appointed by the Lieutenant Governor in Council is eligible for nomination or election as President."

Prior to the election of officers, Council will be asked if it wishes to continue with the 5-member composition of the Executive Committee.

Then, the names of eligible candidates for the various positions starting with the position of President, then Vice President and then Members-at-Large will be presented. Nominations from the floor are permitted at the Council meeting prior to the elections. Elections will be held in cases where there are more than one nomination for the positions of President or Vice President and where the number of nominees for the At-Large positions exceeds the number of positions to be filled.

In accordance with Article 24.01 above, the composition of the group of Members-at-Large will be informed by the results of the election for positions of President and Vice-President. For example, if

both the President and Vice-President positions are filled by Public Members, then all the Member-at-Large positions (assuming there are 3) will be filled by members of the Profession. In the recent past, the Vice-President position has been filled by a member of the Profession so that there were 2 Member-at-Large positions to be filled by members of the Profession and 1 Member-at-Large position to be filled by a Public Member.



BRIEFING NOTE

To: **Council**

From: **Roderick Tom-Ying, Acting Registrar and CEO**

Date: **June 17, 2022**

Subject: **Proposed Slate for Committee Memberships for 2022-2023**

Public Interest Rationale

The College of Denturists of Ontario reconstitutes its various statutory and non-statutory Committees each year. The review and approval of the College's Committee Membership by Council serves the public interest by ensuring a full complement of Committee members is available to provide effective governance.

Background

The proposed slate for committee memberships for 2022-2023 is attached. Normally this slate is developed by the Nominating Committee; however, the College will be relying on the Executive Committee to fulfil this important role.

Consequently, I am presenting the proposed slate to Council for consideration and approval. The Executive Committee reviewed the draft proposed Committee Slate at its June 13, 2022, meeting. The Executive Committee recommended that the Quality Assurance Committee be formed as a single committee (with no panels) and approved the proposed slate as amended for submission to Council.

The Quality Assurance Committee was originally split into two panels, one panel to review policy and program initiatives, and the second to review member case files and adjudicate administrative matters. For over the past two years, one panel reviewed both agenda items with the second panel not meeting in over a year and a half. The College believes that one Committee is capable of undertaking both tasks.

For Council Members, they received priority for their preferences. Diligence was undertaken to ensure that all Council Members received at least one preferred Committee.

Fourteen non-Council Registered Denturists volunteered for positions on various Committees, including an influx of educational professors/lecturers from the various educational institutions. Due to potential conflicts of interest, they were placed on the Quality Assurance Committee. College Staff believes that this Committee would best utilize their knowledge and background for developing programs/policies to better serve Registered Denturists.

Care was taken to ensure that every Council Member, and non-Council Registered Denturists who submitted a preference would have an opportunity to serve the College. All non-Council Registered Denturists who provided a preference was accommodated. This was possible due to vacancies created by outgoing non-Council Registered Denturists who indicated due to personal circumstances they would not be participating this year. In total, 4 of the 14 non-Council Registered Denturists are new to CDO Committees (3 of which belonged to an educational institution).

Options

After consideration and discussion of the attached proposed Slate, Council may:

1. Adopt a motion to approve the proposed slate,
2. Request amendments to the proposed slate and adopt a motion to approve the proposed slate as amended, or
3. Other

Attachments

1. Proposed Committee Slate (Draft)

College of Denturists of Ontario

Proposed Slate for Statutory and Non-Statutory Committees for 2022-2023

Inquires, Complaints & Reports (ICRC)	Registration	Quality Assurance Committee	Patient Relations	Discipline	Fitness to Practise
AT LEAST: 2 Professional Members 2 Public Members 1 or more NCCM or persons	AT LEAST: 2 Professional Members 1 Public Member 1 or more NCCM or persons	AT LEAST: 2 Professional Members 1 Public Member 2 or more NCCM MAY HAVE: 1 or more persons	AT LEAST: 2 Professional Members 2 Public Members 1 or more NCCM or persons	All Members of Council AT LEAST: 1 or more NCCM	All Members of Council AT LEAST: 1 or more NCCM
Kris Bailey	Elizabeth Gorham-Mathews	Latif Azzouz	Kris Bailey	Elizabeth Gorham-Mathews	Norbert Gieger
Michael Bakshy	Kris Bailey	Michael Bakshy	Danielle Arsenault	Majid Ahangaran	Latif Azzouz
Annie Chu	Adam-Christian Mazzuca	Avneet Bhatia	Michael Bakshy	Latif Azzouz	Kris Bailey
Eugene Cohen	Paul Conrad	Paul Karolidis	Avneet Bhatia	Kris Bailey	Michael Bakshy
Norbert Gieger	Quoc Nguyen	Deepak Naik	Elizabeth Gorham-Matthews	Michael Bakshy	Avneet Bhatia
Emilio Leuzzi	Gaganjot Singh	Vy Nguyen	Paul Karolidis	Avneet Bhatia	Lileath Claire
Adam-Christian Mazzuca	Joey Whang	Garnett Pryce	Deepak Naik	Lileath Claire	Elizabeth Gorham-Matthews
Quoc Nguyen		Cindy Rotman	Garnett Pryce	Eugene Cohen	Aisha Hasan
Karla Mendez-Guzman		Gaganjot Singh	Christopher Reis	Norbert Gieger	Paul Karolidis
Garnet Pryce		Taifi Umbareen		Aisha Hasan	Adam-Christian Mazzuca
		Joey Whang		Paul Karolidis	Karla Mendez-Guzman

NON-STATUTORY COMMITTEES	
Qualifying Examination	Qualifying Exam Appeals
AT LEAST: 1 Professional Member 1 Public Member 1 NCCM	AT LEAST: 1 Professional Member 1 Public Member 1 NCCM
Latif Azzouz	Lileath Claire
Avneet Bhatia	Majid Ahangaran
Annie Chu	Danielle Arsenault
Adam-Christian Mazzuca	Norbert Geiger
Milania Shahata,	Aisha Hasan
	Emilio Leuzzi

Statutory Committee Chairs	
ICRC	Kris Bailey
Registration	Elizabeth Gorham-Mathews
Quality Assurance	Latif Azzouz
Patient Relations	Kris Bailey
Discipline	Elizabeth Gorham-Mathews
Fitness to Practice	Norbert Gieger
Non-Statutory Committee Chairs	
Qualifying Examination	Latif Azzouz
Qualifying Exam Appeals	Lileath Claire

Paul Karolidis	Quoc Nguyen
Emilio Leuzzi	Garnett Pryce
Adam-Christian Mazzuca	Christopher Reis
Karla Mendez-Guzman	Gaganjot Singh
Quoc Nguyen	Joey Whang
Garnett Pryce	
Christopher Reis	
Bruce Selinger	
Gaganjot Singh	
Joey Whang	

LEGEND
Professional Member
Public Member
Non-Council Committee Member
Person (Member of the Public)



107th Council Meeting Teleconference

Held via Zoom

Friday, March 11, 2022 – 10:00 a.m. to 12:00 p.m.

MINUTES

Members Present:

Kristine Bailey ➤ President
Alexia Baker-Lanoue ➤ Vice President
Abdelatif Azzouz
Michael Bakshy
Avneet Bhatia
Lileath Claire
Norbert Gieger
Elizabeth Gorham-Matthews
Aisha Hasan
Paul Karolidis
Garnett A. D. Pryce
Christopher Reis
Gaganjot Singh
Arie van Wijngaarden
Joseph Whang

Legal Counsel:

Rebecca Durcan, Steinecke, Maciura and LeBlanc

Staff:

Roderick Tom-Ying, Acting Registrar and CEO
Megan Callaway, Manager, Council and Corporate Services
Tera Goldblatt, Manager, Regulatory Programs
Elaine Lew, Manager, Registration and Qualifying Examinations
Catherine Mackowski, Manager, Professional Conduct

1. Call to Order

The President, called the meeting to order at 10:01 a.m.

The President introduced and welcomed new Council members, Avneet Bhatia and Aisha Hasan, and new staff members, Tera Goldblatt and Elaine Lew.

2. Approval of Agenda

MOTION: To approve the agenda as presented.

MOVED: N. Gieger

SECONDED: A. van Wijngaarden

CARRIED

3. Declaration of Conflict(s)

Comments on conflict of interest were made by Ms. Rebecca Durcan, College Counsel. No conflicts of interest were declared.

4. College Mandate

The President drew Council members' attention to the College Mission and the College Mandate, which were provided.

5. Consent Agenda

MOTION: To accept the Consent Agenda except for Item 5.13.

MOVED: G. Pryce

SECONDED: A. Azzouz

CARRIED

It was reported that an announcement regarding the spousal exception to the sexual abuse provisions of the *Regulated Health Professions Act* (1991) was circulated by the College to Registered Denturists in the fall of 2021.

Item 5.13 was accepted by general consent.

6. Registrar's Report

The Registrar highlighted a number of items from the Registrar's Report, and it was accepted by general consent.

7. Presentation: Governance Reform and Regulatory Modernization

Ms. Rebecca Durcan, College Counsel, gave a presentation regarding the Ministry of Health's consultation on Governance Reform and Regulatory Modernization, and a discussion took place.

8. Update from the Transition Oversight Committee

Ms. Lileath Claire, Chair of the Transition Oversight committee reported that on March 1, 2022, the Registrar of the College of Dental Hygienists of Ontario submitted a formal notice of withdrawal from the Tri-College Memorandum of Understanding (MOU) with respect to the development of a framework for the amalgamation and modernization of the three oral health

Colleges. With this withdrawal the MOU ceased to exist and, as a result, the Transition Oversight Committee was dissolved. The pending action to initiate the onboarding of services for assisting in the development of the framework for amalgamation was terminated.

9. College Performance Measurement Framework (CPMF) Report

The 2021 CPMF Report, Domain 1: Governance was approved by general consent for submission to the Ministry of Health. It was noted that the other six domains centre around the College's operational processes and can be completed by staff.

The updated CPMF Action Items were accepted by general consent.

10. 2021-2022 Financial Report

The 2021-2022 Financial Report was accepted by general consent.

11. 2022-2023 Budget

MOTION: To approve the draft operating budget for 2022-2023 as presented.

MOVED: N. Gieger

SECONDED: A. Azzouz

CARRIED

12. Quality Assurance Policies

The Quality Assurance Committee's decision to approve the draft Self-Assessment Policy and the revised Quality Assurance Program Requirement Policy was ratified by general consent.

13. Demonstration: Self-Assessment Tool

A video demonstration of the Self-Assessment Tool was provided.

14. Presentation: Records & Information Management (RIM) Program

Due to time constraints, the Records & Information Management (RIM) Program presentation was deferred.

15. Other Business

It was reported that this would be Arie van Wijngaarden last meeting of Council, and the President thanked him for his contributions as a public member of Council.

16. Next Meeting Dates

The following meeting dates were provided for information:

- CCDI Training: Indigenous Inclusion – March 21, 2022
- 108th Council Meeting – Friday, June 17, 2022
- 109th Council Meeting – Friday, September 9, 2022

- 110th Council Meeting – Friday, December 9, 2022

17. In Camera Meeting of Council

MOTION: To move the meeting in camera.

MOVED: A. Baker-Lanoue

SECONDED: N. Gieger

CARRIED

The meeting moved in camera at 11:55 a.m. and ex camera at 12:07 p.m.

18. Adjournment

MOTION: To adjourn the meeting.

MOVED: G. Pryce

SECONDED: A. Azzouz

CARRIED

The meeting was adjourned at 12:08 p.m.

Kristine Bailey
President

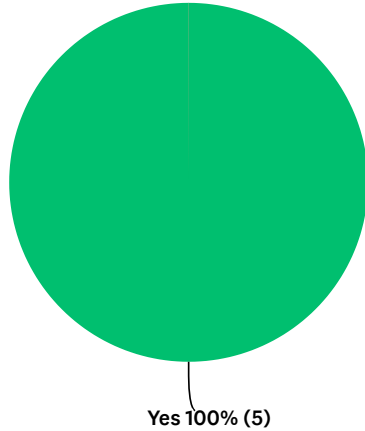
Date

Roderick Tom-Ying
Acting Registrar and CEO

Date

Q1 I received appropriate, supportive information for this Council meeting.

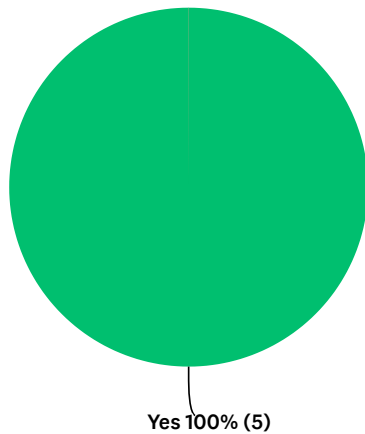
Answered: 5 Skipped: 0



#	COMMENTS	DATE
1	Package received in plenty of time to prepare	3/12/2022 8:31 AM
2	Very in informative.	3/11/2022 1:34 PM

Q2 I received this supportive information in a timely manner.

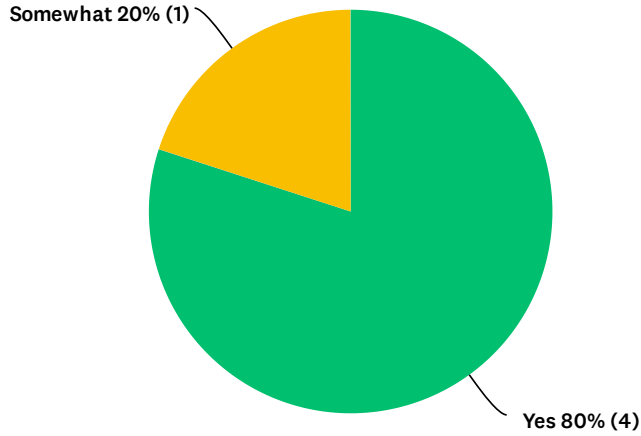
Answered: 5 Skipped: 0



#	COMMENTS	DATE
	There are no responses.	

Q3 I was prepared for this meeting.

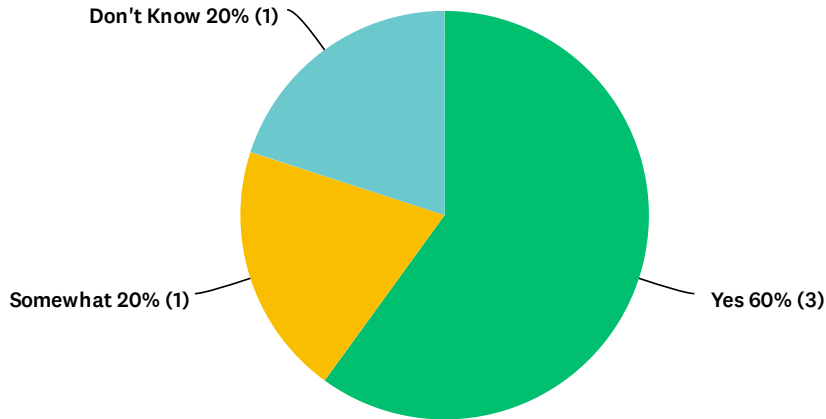
Answered: 5 Skipped: 0



#	COMMENTS	DATE
	There are no responses.	

Q4 All Council members appeared prepared for this meeting.

Answered: 5 Skipped: 0



#	COMMENTS	DATE
1	Some members did not say much.	3/14/2022 12:30 PM

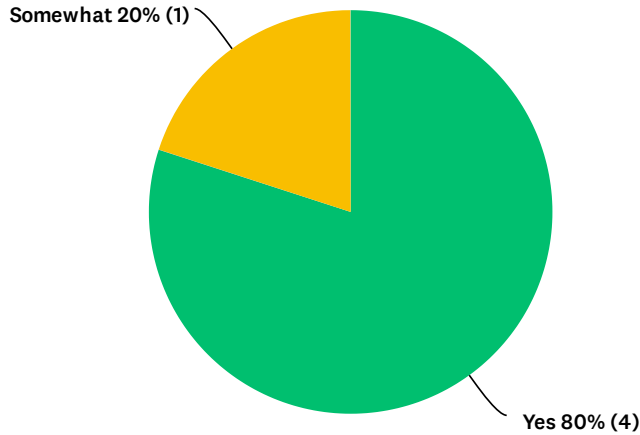
Q5 List any additional supports or resources that would have helped you better prepare for this meeting.

Answered: 1 Skipped: 4

#	RESPONSES	DATE
1	None --- The package information was complete.	3/14/2022 12:30 PM

Q6 This meeting was effective and efficient.

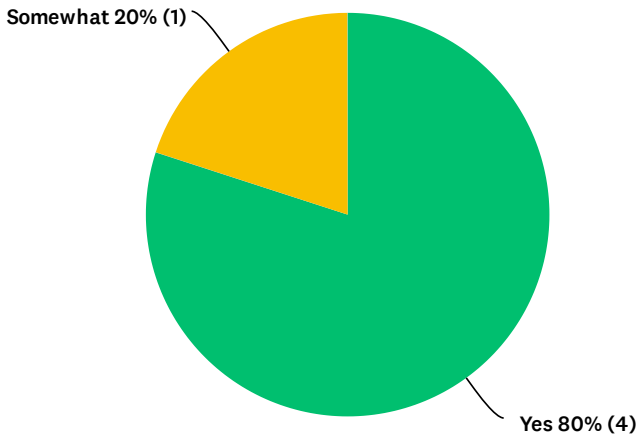
Answered: 5 Skipped: 0



#	COMMENTS	DATE
1	There was a lot to cover, we managed to cover it all (except for agenda item #14)!	3/14/2022 12:30 PM
2	Instead of setting a time limit of 2 hours perhaps we should extend it to 3 and if we get done in less time we can adjourn but we missed one of the final items on the agenda on the Records Management trying to get done in the time limit. We also didn't have a very meaningful discussion in the closed session and had to take a poll on the next steps without much time to consider.	3/12/2022 8:31 AM

Q7 The objectives of this meeting were achieved.

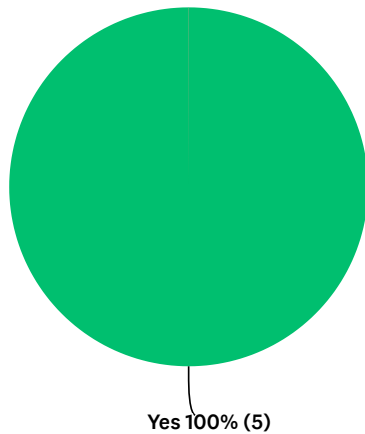
Answered: 5 Skipped: 0



#	COMMENTS	DATE
	There are no responses.	

Q8 The President chaired the meeting in a manner that enhanced Council's performance and decision-making.

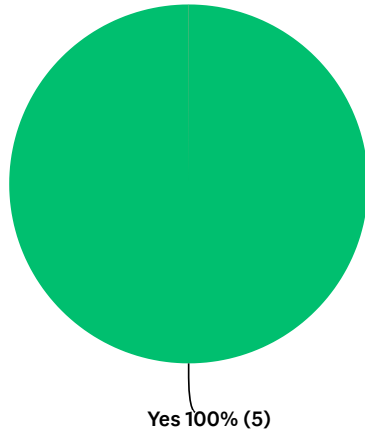
Answered: 5 Skipped: 0



#	COMMENTS	DATE
	There are no responses.	

Q9 I felt comfortable participating in the Council discussions.

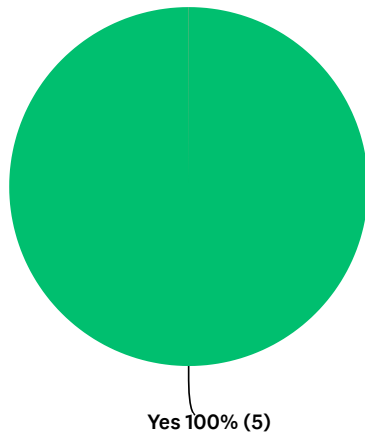
Answered: 5 Skipped: 0



#	COMMENTS	DATE
1	And, having the 'in camera' session allowed for more in depth discussion around sensitive topics.	3/14/2022 12:30 PM

Q10 The public interest was considered in all discussions.

Answered: 5 Skipped: 0



#	COMMENTS	DATE
	There are no responses.	

Q11 List two strengths of this meeting.

Answered: 3 Skipped: 2

Council Meeting Feedback Survey College of Denturists of Ontario
107th Council Meeting - March 11, 2022

Agenda Item 9.2

#	RESPONSES	DATE
1	The quality of the meeting materials & high engagement of the Council members.	3/14/2022 12:30 PM
2	1-The chair (president) was prepared for the meeting. 2- the tech team (zoom monitor) was prepared	3/11/2022 7:11 PM
3	Polls were conducted. Questions were answered in good detail.	3/11/2022 1:34 PM

Q12 List two ways in which the technical aspects of this meeting could have been improved.

Answered: 1 Skipped: 4

#	RESPONSES	DATE
1	This is more a comment on logistic - We missed an agenda item, I think because of time. But we also missing stating why the item was not being covered.	3/14/2022 12:30 PM

Q13 List two ways in which Council meetings could be improved.

Answered: 0 Skipped: 5

#	RESPONSES	DATE
	There are no responses.	

Q14 Additional Comments

Answered: 0 Skipped: 5

#	RESPONSES	DATE
	There are no responses.	

Q15 Other Questions that Council should be asking in a feedback survey?

Answered: 1 Skipped: 4

#	RESPONSES	DATE
1	I note that Council meetings are live streamed. Do we receive feedback from live-stream participants? Statistics on participants or any comments on the effectiveness of the live-stream???	3/14/2022 12:30 PM



COMMITTEE REPORT TO COUNCIL

Name of Committee: **Executive Committee**

Reporting Date: **June 17, 2022**

Number of Meetings since
last Council Meeting: **1**

The Executive Committee is scheduled to meet on June 13, 2022, in advance of the June 17, 2022, Council meeting in order to approve the Draft Proposed Committee Slate for Statutory and Non-Statutory Committees for 2022-2023. The Committee will also review and approve past meeting minutes.

After the Committee has reviewed the draft (and made recommendations for adjustments – if any), the Draft Committee Slate will be provided to Council in advance of its June 17 meeting.

Respectfully submitted by Ms. Kris Bailey
President and Chair of the Executive Committee



COMMITTEE REPORT TO COUNCIL

Name of Committee: **Inquiries, Complaints and Reports Committee**

Reporting Date: **June 17, 2022**

Number of Meetings since
last Council Meeting: **3**

Role of the Committee

The Inquiries, Complaints and Reports Committee supports the College's commitment to the public interest in safe, competent and ethical care and service. It receives and considers complaints and reports concerning the practice and conduct of Registered Denturists.

Executive Summary

Since the March 11, 2022 Council meeting, the ICRC has considered 5 complete investigations and made final dispositions in 5 matters (5 complaints investigations).

Decisions Finalized:

Complaints	5
Registrar's Reports	0
Total	5

Dispositions (some cases may have multiple dispositions or multiple members)

No Further Action	3
Advice/Recommendation/Reminder	1
SCERP (incl. Coaching and Training)	1

Practice Issues (identified by ICRC at the time the decision is made)

*** Some cases may not have a Secondary Issue**

Practice Issue	Primary Issue	Secondary Issue
Clinical Skill/Execution	1	
Communication	1	1
Relationship with Patient	3	1
Professional Judgment		1

Cases Considered by the Committee:

Complaints	5
Registrar's Reports	0

New Files Received during this period:

Complaints	3
Registrar's Reports	2
Health Inquiries	0

Respectfully submitted by Ms. Lileath Claire
 Chair of the Inquiries, Complaints and Reports Committee



COMMITTEE REPORT TO COUNCIL

Name of Committee: **Discipline Committee**

Reporting Date: **June 17, 2022**

Number of Meetings since
last Council Meeting: **0**

Introduction: Role of the Committee

The Discipline Committee supports the College's commitment to the public to address concerns about practice and conduct.

Executive Summary

Since the March 11, 2022, Council meeting, 2 members of the Committee; Ms. Elizabeth Gorham-Mathews (Chair), and Mr. Braden Neron, attended HPRO's basic and advanced discipline orientation training sessions on May 13 and April 8, 2022, respectively. The topics covered included principles of administrative law, roles and responsibilities in the hearing process, assessing evidence, deliberation process, and facilitating panel discussion.

Discipline Committee Meetings

The Discipline Committee did not have a meeting in this quarter.

Respectfully submitted by Ms. Elizabeth (Beth) Gorham-Mathews
Chair of the Discipline Committee



COMMITTEE REPORT TO COUNCIL

Name of Committee: **Fitness to Practise Committee**

Reporting Date: **June 17, 2022**

Number of Meetings since
last Council Meeting: **0**

Activities during the quarter:

There was no activity to report for this quarter.

Respectfully submitted by Mr. Norbert Gieger
Chair of the Fitness to Practise Committee



COMMITTEE REPORT TO COUNCIL

Name of Committee: **Patient Relations Committee**

Reporting Date: **June 17, 2022**

Number of Meetings since
last Council Meeting: **0**

The Patient Relations Committee did not meet since its last report to Council on March 11, 2022.

Respectfully submitted by Ms. Alexia Baker-Lanoue
Chair of the Patient Relations Committee



COMMITTEE REPORT TO COUNCIL

Name of Committee: **Quality Assurance Committee – Panel A**

Reporting Date: **June 17, 2022**

Number of Meetings since
last Council Meeting: **1**

Role of the Committee

Panel A of the Quality Assurance Committee (QAC-A) considers Peer & Practice Assessment reports as an indicator of whether a member's knowledge, skill and judgement meet the standards for a Registered Denturist. The Committee also monitors member compliance with the CPD program and develops tools, programs, and policies for the College's Quality Assurance Program.

Activities during the Quarter:

QAC-A - Since the last report to Council on March 11, 2021, the QAC-A met once remotely on May 6, 2022.

The Committee at its meeting considered returning case files from the 2019-2020 Peer and Practice Assessment cycle and the 2020-2021 cycle. In addition, there were new assessments from the 2020-2021 cycle that were reviewed and action undertaken. There were also extension requests considered for the CPD year and cycle. The results of the meeting are found in the table below:

	Number of assessments	Result
Returning 2019-2020 Peer & Practice Assessments	2	<ul style="list-style-type: none">• 2 Satisfactory
New 2019-2020 Peer & Practice Assessments	1	<ul style="list-style-type: none">• 1 Satisfactory
Returning 2020-2021 Peer & Practice Assessments	19	<ul style="list-style-type: none">• 16 Satisfactory• 2 Remedial Action required• 1 Referral to ICRC

New 2020-2021 Peer & Practice Assessments	1	<ul style="list-style-type: none"> • 1 Satisfactory
PPA 2021-2022 Extension requests	1	<ul style="list-style-type: none"> • 1 Extensions approved
CPD Extension requests	4	<ul style="list-style-type: none"> • 4 Extension approved
2020-2021 CPD Not Met Outstanding	10	<ul style="list-style-type: none"> • 2 CPD Audit • 1 Extension • 5 Satisfactory • 1 already being referred to ICRC • 1 already having a PPA

Additional Items:

The QAC passed a motion to return to in-person Peer & Practice Assessments (PPA) beginning with the next cycle (2022-2023). In addition, should any of the current pairs of assessors and members wish to conduct their PPA's in-person they are free to do so.

As there is some mixed messaging about how often members can earn CPD credits for certain activities within the College, the QAC discussed and moved to solidify the following schedule of eligibility:

- Jurisprudence Exam – Once per year (April to April)
- Viewing College webinars, either live or on-demand – Once per year
- Self-Directed Learning Assignments associated with webinars – Once per 3-year cycle, ie: 2022-2025

College Staff will be creating a document for the College website which outlines the specifics of CPD credits for easy reference for members.

The QAC agreed that the College can send out the SAT material and other QA related guides and information on a schedule to be determined by College Staff.

At its May 6, 2022, meeting, the QAC ordered one member to undergo a PPA due to concerns over the number and type of CPD credits the member has been earning.

Respectfully submitted by Mr. Latif Azzouz
 Chair of the Quality Assurance Committee – Panel A



COMMITTEE REPORT TO COUNCIL

Name of Committee: **Quality Assurance Committee – Panel B**

Reporting Date: **June 17, 2022**

Number of Meetings since
last Council Meeting: **0**

Activities during the Quarter:

The Quality Assurance Committee – Panel B has not met since its last report to Council on March 11, 2022.

Respectfully submitted by Mr. Christopher Reis
Chair of the Quality Assurance Committee – Panel B



COMMITTEE REPORT TO COUNCIL

Name of Committee: **Registration Committee**

Reporting Date: **June 17, 2022**

Number of Meetings since
last Council Meeting: **2**

Activities during the Quarter:

The Registration Committee has met twice on December 10, 2022, and May 25, 2022, since its last report to Council on March 11, 2022.

At its May 10, 2022, meeting, the Committee met to consider ten academic assessments.

At its May 25, 2022, meeting, the Committee met to consider three additional academic assessments.

Respectfully submitted by Ms. Elizabeth Gorham-Matthews
Chair of the Registration Committee



COMMITTEE REPORT TO COUNCIL

Name of Committee: **Qualifying Examination Committee**

Reporting Date: **June 17, 2022**

Number of Meetings since
last Council Meeting: **1**

Activities during the Quarter:

The Qualifying Examination Committee has met once on March 24, 2022, since its last report to Council on March 11, 2022.

At its March 24th meeting, the Qualifying Examination Committee reviewed the Chief Examiner's Report for the February 2022 OSCE administration, along with the item analysis prepared by Dr. Anthony Marini. In his analysis there were 8 items from the OSCE exam that were presented to the Committee for further review, of which 2 items were deleted to ensure the validity of the candidate's final scores. Items identified as problematic were presented and reviewed by the Committee for deletion or kept in scoring.

Examination results were released on April 22, 2022. Candidates who were unsuccessful on the OSCE component of the QE were provided with a detailed performance report.

February 2022 Multi-Jurisdictional MCQ Qualifying Examination

The College of Denturists of Ontario along with the College of Alberta Denturists, and the College of Denturists of British Columbia hosted a common Multi-Jurisdictional MCQ examination for the February 2022 administration.

The MCQ examination was administered remotely in an online format with mandatory (online) remote proctoring. The online format allows the MCQ examination to proceed regardless of changes in the dynamics of the COVID-19 pandemic.

The MCQ was administered on February 8, 2022, with a total of 34 candidates attempting the examination. Of the 34 candidates, 31 candidates were from Ontario, 2 candidates from Alberta, and 1 candidate from British Columbia.

February 2022 MJMCQ Results

February 2022	New	Repeat	Total
Number of candidates	18	16	34
Number of successful candidates	11	3	14
Pass rate (expressed as a percentage of all candidates)	41.18%		
Pass rate (expressed as a percentage of all <u>new</u> candidates only)	61.11%		

February 2022 OSCE Qualifying Examination

The College hosted its February OSCE examination on February 26th and 27th at the David Braley Centre in Hamilton.

February 2022 OSCE Results

February 2022 – <u>All Schools</u> Results	New	Repeat	Total
Number of candidates	19	15	34
Number of successful candidates	12	12	24
Pass rate (expressed as a percentage of all candidates)	70.59%		
Pass rate (expressed as a percentage of all <u>new</u> candidates only)	63.16%		

Respectfully submitted by Ms. Karla Mendez Guzman
Chair of the Qualifying Examination Committee



COMMITTEE REPORT TO COUNCIL

Name of Committee: **Qualifying Examination Appeals Committee**

Reporting Date: **June 17, 2022**

Number of Meetings since
last Council Meeting: **2**

Activities during the Quarter:

The Qualifying Examination Appeals Committee has met twice on March 31, 2022 and on May 26, 2022, since its last report to Council on March 11, 2022.

At its March 31st meeting, the Qualifying Examination Appeals Committee heard from 2 appellants, one from the October 2021 OSCE exam administration and another from the November 2021 OSCE exam administration. The Committee rendered 2 decisions at its meeting with no outstanding items.

At its May 26th meeting, the Qualifying Examination Appeals Committee heard from 5 appellants, four from the February 2022 MJMCQ exam administration and one from the February 2022 OSCE exam administration. The Committee rendered 5 decisions at its meeting with no outstanding items.

Respectfully submitted by Ms. Lileath Claire
Chair of the Qualifying Examination Appeals Committee



To: **Council**

From: **Kris Bailey**

Date: **June 17, 2022**

Subject: **President's Report**

Governance

1. Amalgamation discussions:

Due to lack of progress, and changes in leadership and priorities, the College of Dental Hygienists of Ontario (CDHO) formally withdrew on March 1, 2022, from the Tri-Council Memorandum of Understanding, as executed on October 13, 2021.

Like the CDHO, the CDO continually seeks opportunities for enhancement and best practices in areas of governance oversight, prudent financial management, and regulatory best practices. Both Colleges will continue to hold its vision and principles of regulatory modernization high and will continue to seek opportunities for interprofessional collaboration that best serve the interests of **both** Colleges and the people of Ontario.

2. Correspondence:

- a. The requested meeting by the President and Registrar of the Royal College of Dental Surgeons of Ontario has yet to be scheduled.
- b. October 18, 2021, the Ministry of Health is consulting on governance reforms that would improve decision making, bolster transparency and accountability of Ontario's regulatory colleges and further support high-quality health care. In early 2022, the Ministry issued a briefing deck that provided an overview of the reforms under consideration and some guiding questions that the CDO responded to prior to the February 23, 2022, deadline. Due to the prorogue of government for the election, no further correspondence was received.

3. *Change in staff and leadership status:*

- a. December 2022, Dr. Glenn Pettifer, as Registrar and CEO, resigned his position.
- b. In January 2022, Roderick Tom-Ying assumed the role of Acting Registrar and CEO on an interim basis, not to exceed one year duration. Depended on further amalgamation discussions and/or the government governance modernization, this will need to be addressed no later than December 2022.
- c. Two staff positions were added in the first quarter of 2022.

Qualifying Examinations and OSCE

4. The OSCE (Objective Clinical Structured Examination - practical exam) was administered in September, October, November, and February, at McMaster to a large back-log of participants (>120). The administration of the exam included the College's Chief Examiner, Mr. Robert Velensky; Roderick Tom-Ying the CDO representative for Registration and Examinations at the time; Ms. Lisa Kagan of Shift Space Inc (the Standardized Patient service provider); Dr. Anthony Marini, the exam Psychometrician, the staff of the David Braley Health Sciences Centre and 15 members of the profession. The examination back-log due to the COVID-19 pandemic's restrictions on in-person examinations was cleared.

End of Presidential Term

5. Meetings were conducted virtually. The CDO Council meetings adopted a Consent Agenda Format and introduced the relevant Committee to report on the briefing note, policies and/or consultations. Using SharePoint as the document tool was fully utilized this year by all staff and Council members.

Last June 2020, the CDO celebrated its 100th Council meeting.

Many new and existing policies, guides, guidelines, and regulations were approved. Some documents were retired.

During the year Key Performance Indicators as matched to the 2017-2020 Strategy Map (September 2020), were reviewed and updated regularly. The new College Performance Measurement Framework (CPMF) reporting tool was implemented during the fiscal year. Council is focused on the continuity and expansion of transparency and regulatory excellence focusing on the mission.

It has been my honour to serve as the President of the College for the past two years. We have a very astute Council with passionate members who are well prepared and participative in all meetings and training sessions. A special thanks to all staff who support Council and make our preparation easy for Council and committee meetings. Council is dedicated to the continuity and expansion of transparency and regulatory excellence focusing on the mission. I look forward to my last year on Council.



To: **Council**
From: **Roderick Tom-Ying**
Date: **June 17, 2022**
Subject: **Registrar's Report**

I am pleased to provide this Report to Council for the period March 11, 2022 – June 17, 2022.

New Members of Council

The College has welcomed two new Council members to the College's board.

Ms. Aisha Hasan's public appointment is effective until March 3, 2025. Ms. Aisha Hasan is in the field of Social Services and Communities. Aisha is a Facilitator and Job Counsellor for a non-profit organization. Aisha helps youth and young adults with learning disabilities succeed in employment. Aisha is passionate about making a difference in someone's life with any challenges they might be facing.

Mr. Adam-Christian Mazzuca was acclaimed in District 1 and will serve a three-year term until June 2025. Adam Christian Mazzuca, DD, graduated from George Brown College in 2014 on the Dean's List. He moved to southwestern Ontario and has been a practicing Denturist in Windsor Essex County for the past 7 years. He has volunteered in College and Association roles in the past.

Registration Renewal

Registration renewal closed on April 14, 2022. Members were provided with an opportunity to pay their renewal fee in two installments. Only 271 of 749 active members elected to pay in installments. The second instalment is due by September 30, 2022.

Multi-Jurisdictional Qualifying Examination

The College embarked on the "nationalization" of the Qualifying Examination in order to standardize the qualifying examination (MCQ and OSCE) and associated processes and procedures. The goal of the project is to ensure that Registered Denturists practicing coast to coast adhere to the same high-quality standards expected of health care professionals. This project involves the creation of harmonized standards, processes, programs and tools to support transparent, fair and objective assessments.

Importantly, applicants and exam candidates will have access to standardized examination resources to better support their licensure journey. The tenants of this project will also support the Federal Government's initiative on inter-provincial collaboration and mobility of health care professionals.

The project has progressed with willing jurisdictions (Alberta, British Columbia and Ontario) joining together to create a common unified Multi-Jurisdictional MCQ exam that was first administered on February 8, 2022.

College examination staff, along with the Chief Examiner, and the Acting Registrar will travel to Edmonton on June 17-19 to observe the College of Alberta Denturist (CAD)'s OSCE examination. This research trip will allow for Ontario's examination staff to observe CAD's examination processes and procedures. The following weekend, College Staff from the College of Denturists of British Columbia and College of Alberta Denturists will visit Ontario's OSCE examination to conduct a similar research trip. Ultimately, the long-term goal is to unify the OSCE component of the qualifying examination. The College understands that there are different Scopes of Practice between the difference provinces that will have to be reconciled before a unified OSCE examination can be created. These initial research visits support that goal by first learning the differences between examinations before working together over the coming months.

Spring Webinar Series

The College continues to offer high quality educational programming to support the membership's professional development goals. This Spring, the College invited guest speaker, Cathi Meitkiewicz, to speak to the membership on the topics of Protecting Professional Patient Boundaries and Client Communication Strategies for Difficult Situations. The webinars were well received with the College receiving 99 post-webinar survey feedback responses with an average 4.8/5 approval rating! The College recorded 196 attendees over the 5 sessions (this represents approximately 26% of the membership).

The College will continue the positive momentum by planning a Fall webinar series. The College uses its current analytical data streams such as webinar feedback surveys, complaints data, and quality assurance data to determine relevant topics that will most benefit the profession.

The webinars were recorded and will be placed in the Member Portal for all Denturists to view offline at their leisure. Self-directed learning assignments will also be created for Denturists to earn even more CPD credits.

Protecting Professional Patient Boundaries (1.5 hours)

Review of considerations around protecting and preserving a professional dentist-patient relationship; consideration of the legislative framework dealing with boundary violations and patient sexual abuse; optional self-directed learning assignment worth 4 credits of Continuing Professional Development.

Session #1: Saturday, May 14, 12:00 PM - 1:30 PM Eastern Time

Session #2: Thursday, May 26, 2022, 6:00 PM - 7:30 PM Eastern Time

Client Communication Strategies for Difficult Situations (1.5 hours)

Review of methods and techniques for listening, de-escalating, and resolving difficult client situations. The session will include a discussion of actual complaints received by the College that relate to communication; optional self-directed learning assignment worth Continuing Professional Development credits (number of credits to be determined).

Session #1: Sunday, May 15, 12:00 PM - 1:30 PM Eastern Time

Session #2: Monday, June 6, 6:00 PM - 7:30 PM Eastern Time

Session #3: Tuesday, June 7, 6:00 PM - 7:30 PM Eastern Time

Peer Circles

The College will be bringing back the in-person Peer Circles event this Fall for the Perfecting Your Practice (PYP) event hosted by the Denturists Association of Ontario. The Peer Circles event will occur on Thursday, September 15, 2022. In advance of this wonderful event, College Staff will be hosting item writing for new cases and provide facilitator training in July.

The College Registrar will reach out to both Denturism Associations to speak about hosting Peer Circles more often, and across the province, in order to reach even more audiences.

IT Initiatives

The College has embarked on the modernization and improvement of its current IT infrastructure to ensure that College Staff have the tools and server stability required to fulfil their duties. This initiative was partially spurred by the onboarding of two new staff members, with the College Staff recognizing the opportunity to provide new staff members with the latest computer laptops instead of refashioning older hardware that have <1 remaining for its scheduled lifetime. It is important for the College to provide its Staff with up-to-date hardware to ensure they can work efficiently and productively. Any time spent troubleshooting hardware or software issues minimizes time spent providing Denturists with high quality programming and service.

As well, the College has now completed the migration of its local data server from the CDO Office to a fully state of the art data server complex located in Mississauga. By moving the local data server, the College's data server now has access to 24/7 security, back up power generators, earthquake and flood protection. As the data server is located in Canada, there were no concerns about the storage of sensitive data overseas or outside Ontario's jurisdiction. This move represents data security best practices as College Staff no longer have to troubleshoot issues with the assistance of our IT provider Syscomm. It is important to note that all previous security protocols and process remain the same - the only change performed was the location of the physical server. The College continues to own the server hardware and continues to be the sole authorized persons (including the IT provider) that have access to the server contents. The migration of the local data server only represents a minor increase in the monthly costs and has been accounted for in the College's 2022-2023 operating budget.

Odds and Ends

- The College submitted its annual CPMF report by the March 31st, 2022, deadline to the Ministry of Health.
- The annual third-party audit of the College's financials is now underway. College Staff will provide a formal briefing after the audit has been completed.
- The College's Registrar routinely engages with the two Denturism Associations in order to find common ground on issues that are relevant to the practice of Denturists and how to better assist the College in meeting its mandate. The College Registrar had a fulsome introductory meeting with the President of the Denturists Association of Ontario. The Registrar has a meeting planned with the President of the Denturists Group of Ontario schedule for mid June.



BRIEFING NOTE

To: **Council**
From: **Roderick Tom-Ying, Acting Registrar and CEO**
Date: **June 17, 2022**
Subject: **Financial Report: April 1, 2022 – April 30, 2022**

Public Interest Rationale

The College of Denturists of Ontario's mandate is to protect the public by ensuring Registered Denturists provide safe, ethical, and competent denturism care and service in Ontario. As part of that mandate, the College Council has the overall responsibility of ensuring prudent financial stewardship of the College's financial resources as part of its core principle of good governance. Implementation of regulatory best practices, strategic planning, performance monitoring, fiscal management, external compliance, and reporting forms some of these core principles. Council must ensure that the College has a fiscally responsible and strategic operating budget each year.

Statement of Operations for period April 1, 2022 – April 30, 2022

I direct your attention to the column "YTD as Percentage of Budget" which indicates the percentage of the budgeted amount that has been spent (or, in the case of income, received). Since this report covers only the first month of the fiscal year, consequently, the anticipated expenses will be quite low into the new fiscal year. However, not every line item adheres to this because some expenses are not expensed over time but are lump sum payments.

On the revenue side, in previous years most of the College's Registration renewal revenue is captured by the end of the renewal period, April 15. However, this year, the renewal period extends to September 30, 2022, when the second installment of the Registration renewal fee is due. The first installment or the option to pay in full, was due by April 14, 2022. As of April 30, 2022, the revenue received for Registration Fees represented 81% of our projected budget.

There are no items of note or concern in this variance report. Most items are within target for the first month of the fiscal year.

College of Denturists of Ontario
Statement of Operations (April 1, 2022-April 30, 2022)

YTD Budget to Actual	2022-2023 BUDGET	April 30/22 YTD Totals	YTD as Percentage of Budget	Remainder or In Excess of Budgeted Amount*
REVENUE				
Professional Corporation Fees	\$ 65,000.00	\$ 58,750.00	90%	\$ 6,250.00
Registration Fees	\$ 931,190.00	\$ 751,920.00	81%	\$ 179,270.00
Other Fees	\$ 4,500.00	\$ 3,444.25	77%	\$ 1,055.75
Qualifying Examination Fees	\$ 277,100.00	\$ -	0%	\$ 277,100.00
Other Income	\$ 6,500.00	\$ 5,677.10	87%	\$ 822.90
TOTAL REVENUE	\$ 1,284,290.00	\$ 819,791.35	64%	\$ 464,498.65
EXPENDITURES				
Wages & Benefits	\$ 533,528.08	\$ 50,777.73	10%	\$ 482,750.35
Professional Development	\$ 30,000.00	\$ 5,625.00	19%	\$ 24,375.00
Professional Fees	\$ 140,000.00	\$ 12,246.00	9%	\$ 127,754.00
Office & General	\$ 150,000.00	\$ 17,996.27	12%	\$ 132,003.73
Rent	\$ 130,000.00	\$ 9,473.20	7%	\$ 120,526.80
Qualifying Examination	\$ 178,144.00	\$ 18,708.50	11%	\$ 159,435.50
Council and Committees	\$ 15,000.00	\$ -	0%	\$ 15,000.00
Quality Assurance				
QA Panel A	\$ 6,000.00	\$ -	0%	\$ 6,000.00
QA Panel B	\$ 4,000.00	\$ -	0%	\$ 4,000.00
QA Assessments	\$ 35,000.00	\$ 2,240.00	6%	\$ 32,760.00
Complaints & Discipline				
Complaints	\$ 30,000.00	\$ 1,127.00	4%	\$ 28,873.00
Discipline	\$ 25,000.00	\$ 2,122.00	8%	\$ 22,878.00
Strategic Initiatives	\$ 50,000.00	\$ -	0%	\$ 50,000.00
Capital Expenditures	\$ 15,000.00	\$ -	0%	\$ 15,000.00
TOTAL EXPENDITURES	\$ 1,341,672.08	\$ 120,315.70	9%	\$ 1,221,356.38
NET INCOME	-\$ 57,382.08	\$ 699,475.65		

Dear Mr. Tom-Ying:

Re: Cumulative Risk Rating for the College of Denturists of Ontario

As you are aware, in April 2021, the Office of the Fairness Commissioner (OFC) launched its new Risk-Informed Compliance Framework (RICF), which fully comes into effect on April 1, 2022. This framework will rely both on the regulator's historical performance, and a series of forward-looking risk factors that could impact a regulator's ability to achieve better registration outcomes for applicants.

Our office has chosen to implement this initiative in a staged fashion, to include a 12-month transition period to allow regulators to migrate to the new system and to comply with any outstanding OFC recommendations. During this transition period, which began on April 1, 2021, OFC compliance analysts reviewed each regulator's historical performance, the steps taken to implement any outstanding recommendations, and how the regulator has addressed each of our office's forward-looking risk factors. Our office gathered the necessary information through virtual meetings and the administration of a risk-assessment questionnaire.

As the compliance analyst responsible for the College of Denturists of Ontario (CDO), I then initiated an analysis of both CDO's historical performance, and impact of the forward-looking risk factors, to identify an appropriate cumulative risk rating for CDO. In undertaking this work, I also consulted with the Fairness Commissioner and OFC management.

As you, know the OFC has established three cumulative risk categories, which have been categorized as low risk, moderately low risk and moderate to high risk. Following a review of the relevant considerations, which I will outline more fully below, I have determined that CDO should be placed in the low-risk category for the April 1, 2022 to March 31, 2023 assessment period. My analysis follows.

Historical Compliance

I will start with my assessment of CDO's historical performance. The RICEF outlines five indicators that our office takes into account to assess the historical performance of a regulator. These are:

- The nature and extent of material compliance recommendations that the OFC has issued to the regulator in the last compliance cycle.
- The extent to which the regulator has complied with these recommendations and avoided new issues.
- The regulator's observed motivation to work with the OFC on defined compliance objectives.

- The content of decisions issued by the courts or tribunals that discuss the regulator's registration practices.
- The degree to which the regulator's registration processes exhibit the attributes of transparency, objectivity, impartiality and fairness, as demonstrated, for example, by the number of OFC recognized "commendable practices" and/or other best practices and innovations that the regulator has instituted over time.

Under this scheme, a regulator can be placed into one of three *compliance* categories: full compliance with the objectives of the legislation, substantial compliance with the objectives of the legislation and performance that falls short of compliance with the objectives of the legislation.

In undertaking this analysis, I would note that the OFC did not issue any compliance recommendations to CDO during the last assessment cycle, which took place in September 2018, nor has the office written any since that date. Hence, CDO is not subject to any outstanding recommendations at this time.

Based on my assessment of these considerations, I would place CDO in the category of full compliance.

Forward-looking Risk Factors

The OFC has also identified five forward-looking risk factors to help determine a regulator's risk profile. These risk factors identify the existing and potential risks posed to fair registration access for Canadians and internationally trained individuals. The considerations involve:

- Organizational capacity.
- The overall control that a regulator exerts over its assessment and registration processes.
- The regulator's response to emergency situations, such as the Covid-19 pandemic.
- An over-reliance on Canadian experience requirements.
- Public policy considerations.

Once these factors are considered, the OFC will then perform a traditional risk assessment that considers both the probability that a risk will occur and the significance of the consequences.

The final step in the risk assessment process is to determine a cumulative risk category for the regulator. The policy indicates that OFC will do so by aggregating the derived risk profile of a regulator with its historical performance assessment.

I have undertaken this analysis and have concluded that CDO falls into the low risk category for the 2022-23 period. I have reached this conclusion as I have identified that there is no potential risk to access to fair registration after reviewing CDO's response to the forward-looking risk factors.

As a low-risk regulator, the tools that the OFC may utilize to continue to work with you include annual meetings and sharing of best practices and educational resources.

I want to thank you again for your patience as the OFC transitioned to our new framework and look forward to continuing to support your organization.

Sincerely,

James Mendel, Compliance Analyst at the Office of the Fairness Commissioner

c.c.: Irwin Glasberg, Commissioner

c.c.: Hilary Forgie-Resnick, Director

c.c.: Stephanie Mah, Business and Operation Manager



BRIEFING NOTE

To: **Council**

From: **Roderick Tom-Ying, Acting Registrar & CEO**

Date: **June 17, 2022**

Subject: **Policy Review – Surplus Retention Policy**

Public Interest Rationale

The College of Denturists of Ontario's mandate is to protect the public by ensuring Registered Denturists provide safe, ethical, and competent denturism care and service in Ontario. As part of that mandate, the College Council has the overall responsibility of ensuring prudent financial stewardship of the College's financial resources as part of its core principle of good governance. Implementation of regulatory best practices, strategic planning, performance monitoring, fiscal management, external compliance, and reporting forms some of these core principles. Council must ensure that the fiscal policies of the College are reviewed regularly and represent accounting best practices.

Background

The Surplus Retention Policy was first approved by Council on October 3, 2014. The policy's main objectives are to enable the College to withstand negative unexpected financial events and to maintain stability in the financial structure of the College.

Since 2014, the College's finances have continued to be stabilized and well maintained based on the College's prudent financial decisions and caretaking. The College faced major uncertainty during the global pandemic that first started in 2020 and continues to present day. Due to the strong fiscal position of the College prior to 2020, the College was able to not only weather any financial difficulties during the pandemic, but it was also in a position to offer financial relief to Registered Denturists in the form of a discounted registration renewal. This relief was necessary during the pandemic as the Ontario Chief Medical Officer of Health's directive precipitated a string of work stoppages for all health care professionals in Ontario in order to preserve the health system capacity. This work stoppage included Registered Denturists.

This “once in a generation” event provided the College with the opportunity to review its performance during this unprecedented event and determine whether current processes and policies are effective in maintaining a strong fiscal position.

It is now prudent for the College Council to review the College’s Surplus Retention Policy, that was first approved in 2014, with the hindsight of the College’s fiscal performance, in light of a global pandemic. This policy review represents routine policy review processes.

Analysis

College Staff have engaged with Hilborn LLP (Chartered Professional Accountants) to review the College’s Surplus Retention Policy and to garner best practices for the retention of reserve funds (in the form of unrestricted net assets).

Hilborn LLP notes that in the past, best practice guidance regarding surplus retention was that the unrestricted net assets of the College should fall within the range of three to six months of budgeted annual expenses.

With the arrival of the pandemic, two years ago, which illustrated the speed with which adverse conditions may impact organizations, as well as the uncertainty over the duration of such potentially adverse conditions, a higher range contemplated is more appropriate in current times. **Hilborn LLP stated a range of six months to twelve months may be considered reasonable at this time.**

Based on CDO’s fiscal 2021 figures (see agenda item 10.3 Surplus Retention Calculation – 2021 Statement of Financial Position), the following calculation is used to derive CDO’s current unrestricted reserve fund in months of annual expenses:

CDO Unrestricted Net Assets (as of March 31, 2021) = \$1,532,762
 CDO full year actual expenses (as of March 31, 2021) = \$1,207,341

$\$1,532,762 / \$1,207,341 \times 12 \text{ months} = 15.23 \text{ months}$ or approximately 15 ¼ months of annual expenses.

Currently, the Surplus Retention Policy specifies six months of budgeted annual expenses, and to not be below three months of budgeted annual expenses.

College Staff recommends a fiscally conservation policy of adopting twelve (12) months of budgeted annual expenses and continue with “not below three months of budgeted annual expenses”.

Options

After review and discussion of this item, Council may elect to:

1. Make no changes to the policy
2. Request the Surplus Policy be amended to reflect 12 months of budgeted yearly expenses.
3. Other

Attachments

1. Surplus Retention Policy
2. Surplus Retention Calculation – CDO 2021 Statement of Financial Position



TYPE	Administrative
NAME	Surplus Retention Policy
DATE APPROVED BY COUNCIL	October 3, 2014

OBJECTIVES

- (1) To enable CDO to withstand negative unexpected financial events
- (2) To maintain stability in the financial structure

SURPLUS GUIDELINES

- (1) Accumulated surplus should not exceed approximately six months of the annual budgeted expenses, and
- (2) Accumulated surplus should not be below three months of annual budgeted expenses

MANAGEMENT RESPONSIBILITY

The Executive Committee will review and recommend to the Council, the surplus target for the year and any other recommended surplus retention requirements, other than for the operating expenses to run the College, as part of the yearly budget process.

REVISION CONTROL

Date	Revision	Effective

Statement of Financial Position

March 31	2021 \$	2020 \$
ASSETS		
Current assets		
Cash	2,477,677	2,737,486
Amount receivable	10,122	-
Prepaid expenses	27,489	27,951
	<u>2,515,288</u>	<u>2,765,437</u>
Capital assets (note 4)	49,265	59,248
Intangible assets (note 5)	4,551	6,501
	<u>53,816</u>	<u>65,749</u>
	<u>2,569,104</u>	<u>2,831,186</u>
LIABILITIES		
Current liabilities		
Accounts payable and accrued liabilities (notes 3 and 6)	197,882	214,050
Deferred registration fees (note 3)	256,299	156,464
	<u>454,181</u>	<u>370,514</u>
Deferred lease incentives (note 7)	33,595	41,994
	<u>487,776</u>	<u>412,508</u>
NET ASSETS		
Invested in capital and intangible assets	32,696	39,349
Internally restricted for therapy and counselling (note 8)	155,870	158,400
Internally restricted for complaints and discipline (note 9)	360,000	360,000
Unrestricted	1,532,762	1,860,929
	<u>2,081,328</u>	<u>2,418,678</u>
	<u>2,569,104</u>	<u>2,831,186</u>

The accompanying notes are an integral part of these financial statements

Approved on behalf of the Council:

President

Vice-President

Statement of Operations

Year ended March 31	2021 \$	2020 \$
Revenues		
Registration fees (note 3)	799,926	1,463,267
Examination fees	52,950	322,775
Administration fees	6,788	12,910
Investment income	10,327	23,735
	869,991	1,822,687
Expenses		
Salaries and benefits	683,683	602,652
Examinations	52,999	312,452
Council and committees	6,253	16,543
Professional fees (note 8)	133,519	106,762
Quality assurance	17,936	64,958
Rent (note 7)	107,344	101,254
Complaints and discipline (note 10)	28,164	67,989
Office and general	161,374	196,588
Amortization of capital assets	14,119	17,373
Amortization of intangible assets	1,950	2,787
	1,207,341	1,489,358
Excess of revenues over expenses (expenses over revenues) for year	(337,350)	333,329

The accompanying notes are an integral part of these financial statements

Unrestricted Net Assets as of March 31, 2021	\$1,532,762
Annual expenses as of March 31, 2021	\$1,207,341
	x 12
	= 15.23 mo



BRIEFING NOTE

To: **Council**

From: **Roderick Tom-Ying, Acting Registrar & CEO**

Date: **June 17, 2022**

Subject: **Funding the Strategic Initiatives Budget**

Public Interest Rationale

The College of Denturists of Ontario's mandate is to protect the public by ensuring Registered Denturists provide safe, ethical, and competent denturism care and service in Ontario. As part of that mandate, the College Council has the overall responsibility of ensuring prudent financial stewardship of the College's financial resources as part of its core principle of good governance. Implementation of regulatory best practices, strategic planning, performance monitoring, fiscal management, external compliance, and reporting forms some of these core principles. Council must ensure that the College has a fiscally responsible and strategic operating budget each year.

Purpose

The purpose of this request from Council is to fund the newly created Strategic Initiatives budget using surplus funds from the College's unrestricted net asset reserves. This budget will be used to fund projects or initiatives deemed necessary by Council to greater improve the College's programs and processes.

Background

At its March 11, 2022, meeting, the College Council approved the 2022-2023 Draft Operating Budget for the current fiscal year. As part of the approved budget, the College Management team proposed an operating budget with total expenditures of \$1,341,672.08 against a projected revenue of \$1,284,290.00. The College expected a modest deficit of \$57,382.08 for the 2022-2023 budget due to a one-time reduction in the Certificate of Registration renewal fee reducing registration revenue.

At the same budget approval meeting, Council approved the creation of a Strategic Initiatives budget to assist the College with navigating and funding strategic initiative projects. Council also funded the newly created budget with an initial fund of \$50,000, to come from the College's unrestricted net reserves. Some of the potential projects included a potential Oral Health College amalgamation, potential governance reforms as prescribed by the Ontario Ministry of Health, advancement of Council/Committee member competency profile, potential anti-BIPOC racism initiatives, and any potential strategic projects that can enhance the College's mandate.

Funding the Strategic Initiatives Budget

The reason for the differentiation between a Strategic Initiatives budget from the operating budget is to delineate new strategic projects (with defined project budgets, timelines, deliverables) from the routine day-to-day operation/administration of the College.

While the operating budget is used to fund routine program areas and programs along with yearly operational expenses, the creation of a Strategic Initiatives budget is a prudent way to fund upcoming projects using the College's surplus of unrestricted reserves. New projects or initiatives would be funded from the College's surplus of reserves rather than increasing the fiscal burden on the operating budget. In light of the reduced annual registration renewal revenue due to a much-needed fee relief for the membership, it would be fiscally prudent to relieve the pressure on the operating budget for new projects rather than increase the operating budget's deficit for the 2022-2023 fiscal year.

It is important to note that while new projects and initiatives will be funded from the Strategic Initiatives budget, once the project deliverables are completed, the routine costs of supporting the new programs/projects/initiatives would then transfer over to the operating budget as the new programs/projects/initiatives integrate as routine programming.

As well, it is important to note that the Strategic Initiatives budget, similar to the operating budget, is under the same fiscal scrutiny and audit procedures as any other budget. While this budget is separated from the operating budget, the same approval processes for expenses remains.

Use of the Strategic Initiatives Budget

The Strategic Initiatives budget may be used to fund any potential and upcoming projects/initiatives that potentially may not have funding allocated in the operating budget. Some of these projects could include but not limited to:

- Amalgamation (any form of amalgamation) and associated project expenses e.g., consultants, legal fees, office moving costs

- Applicant and Member Portal Modernization – upgrading CDO’s database and member facing portal to a user-friendly portal. Building and digitizing current paper-based application process that is extremely resource heavy.
- Document Management Strategy – ongoing and in progress, to continue to operationalize the approved strategy.
- Multi-Jurisdictional Examination – to continue national work on building out a national OSCE component of the examination (MCQ has already moved to a multi-jurisdictional format). Associated deliverables e.g., updated examination blueprint, competency profile, accreditation of Denturism programs across Canada
- Action Items related to CPMF deliverables
- Operationalizing new Professional Misconduct Regulation and Registration Regulation upon notice of Royal Assent from Ontario Government
- Enhancing Quality Assurance Program and Peer Circles
- Upcoming work on new policies e.g. privacy policy, data and information plan
- Strategic Planning e.g. retaining a consultant to develop new strategic plan, costs associated with operationalizing the strategic plan

Analysis

The College’s Surplus Retention Policy as of June 16, 2022, specifies that the College’s reserve funds should not exceed approximately six months of budgeted annual expenses and to not dip below three months of budgeted annual expenses.

As of June 17, 2022, the College is currently holding onto 15 ¼ months of budgeted annual expenses based on 2021 expenses. Should Council amend this policy to reflect potential current best practices of maintaining 6-12 months of budgeted annual expenses in reserves, the surplus of reserve funds can be transferred into the Strategic Initiatives Budget.

Below illustrates the calculation of Surplus Amounts based on full year actual expenses for previous years:

	Full Year Actual Expenses	Reserves Expressed in Number of Months	Excess Months (using 12 month surplus policy) - rounded	Average Actual Expenses per month	Surplus amount
2022 - Projected	\$1,455,350.07	12.64	2/3	\$ 121,279.17	\$ 77,411.93
2021	\$1,207,341.00	15.23	3 1/4	\$ 100,611.75	\$ 325,421.00
2020	\$1,489,358.00	12.3497131	1/3	\$ 124,113.17	\$ 43,404.00
2019	\$1,429,574.00	12.86617132	1	\$ 119,131.17	\$ 119,131.17
2018	\$1,320,080.00	13.93335555	2	\$ 110,006.67	\$ 212,682.00
2017	\$1,324,093.00	13.89112698	2	\$ 110,341.08	\$ 220,682.17

CDO Unrestricted Net Assets (as of March 31, 2021) = \$1,532,762

In the event Council wants to transfer any amount into the Strategic Initiatives budget, it would require the currently allocated \$50,000 in the Strategic Initiatives budget (also funded from unrestricted reserves) to be subtracted from the transfer amount as this amount is already captured in the current unrestricted net assets of the reserves. As well, the 2022-2023 operating budget contains a projected modest deficit of \$57,382.08 that would need to be subtracted from the unrestricted reserves. Together, \$107,382.08 would need to be subtracted from any surplus amount to be transferred.

Should Council elect to fund the Strategic Initiatives budget, College Staff will create the new budget and update its financial processes to reflect the new budget item. The College will then, moving forward, present updates to the Strategic Initiatives budget in addition to the Operating budget and reserves as part of its routine financial reporting to Council.

Recommendations

Due to the continued uncertainty related to the pandemic and lifting of restrictions to in-person events, it is difficult to project full year expenses for the 2022-2023 budget year. As such, the College recommends a conservative amount to transfer from the reserves to the Strategic Initiatives budget.

College Staff recommends an initial transfer of \$150,000 to fund the Strategic Initiatives budget and will review this budget once College expenses stabilize closer to fiscal year end. Council at a future date can review the College's finances at that time and make further recommendations then.

Options

After review and discussion of this item, Council may elect to:

1. Make no changes to the Strategic Initiatives budget
2. Request the Strategic Initiatives budget be funded from the net-unrestricted reserve fund in the amount of \$150,000 net total.
3. Other

Attachments

N/A



BRIEFING NOTE

To: **Council**

From: **Roderick Tom-Ying, Acting Registrar & CEO**

Date: **June 17, 2022**

Subject: **Vaccination Policy**

Public Interest Rationale

In the context of the COVID-19 global pandemic, the College has the responsibility to uphold its public protection mandate by ensuring that every person who engages in the work of the College, either paid or unpaid, adheres to the direction and advice of the relevant governmental authorities such as the Ministry of Health, Public Health Ontario and the Public Health Agency of Canada in a manner that limits, to the extent possible, the risk of exposure to the COVID-19 virus.

Background

At its September 10, 2021, Council meeting, Council was provided with a briefing note completed by Steinecke Maciura LeBlanc (the College's Legal Counsel firm) to answer questions Council and the College had in regards to the pandemic and COVID-19 vaccinations.

Council was provided with policy elements that were recommended by the College's legal counsel for review.

The policy elements consist of the following:

1. The College require that individuals who provide services to it (employees, Committee members, Council members, contracted service providers) be to fully vaccinated against COVID-19. "Fully vaccinated" means that 14 days have elapsed since the individual has received their second dose of a two-dose COVID-19 vaccine series (e.g. Moderna, Pfizer-BioNTech, AstraZeneca) or their first dose of a one-dose COVID-19 vaccine series (i.e. Johnson and Johnson). This definition of "fully vaccinated" comes from the Ontario Ministry of Health's Patient Screening Guidance Document published August 26, 2021. The entire document may be found [here](#).

2. Acceptable proof of full vaccination includes:

A vaccination attestation provided by the College that is completed and signed by the individual. The attestation will include relevant details regarding the individual's vaccination schedule such as the date of administration of the second dose of COVID-19 vaccination or, in the case of a one-dose vaccine (i.e. Johnson and Johnson), the date of the administration of that dose.

or

A copy of the second dose (or single dose in the case of a one-dose vaccine) administration receipt provided by the Ontario Ministry of Health

or

A copy of an official vaccine passport (if/when such an instrument is provided by the Government)

3. If an individual refuses to provide proof of vaccination as outlined in 1 and 2 above, the College will engage in a case-by-case analysis, considering the rights of the individual under the *Human Rights Code*, the College's public protection mandate, and the College's responsibilities to its workers under the *Occupational Health and Safety Act*.

After reviewing the policy elements and hearing from the College's Legal Counsel regarding a potential draft vaccination policy, Council agreed to the following motion: "Adopt a motion approving these policy elements for use in drafting a policy that will be enacted once the policy is published".

Today, Council is provided with a completed draft of the College's vaccination policy for review and discussion. The draft policy was written by legal counsel of SML.

Options

After review and discussion of this item, Council may elect to:

1. Adopt the policy as presented.
2. Adopt the policy with suggested revisions.
3. Take no action (do not adopt the policy).
4. Other.

Attachments

1. Briefing Note from SML re: COVID-19 Vaccinations
2. Draft Vaccination Policy

Rebecca Durcan
Direct Line: (416) 644-4783
E-mail: rdurcan@sml-law.com

August 27, 2021

DELIVERED VIA EMAIL (GPettifer@denturists-cdo.com)

Dr. Glenn Pettifer
Registrar & CEO
College of Denturists of Ontario
365 Bloor Street East, Suite 1606
Toronto, ON M4W 3L4

Dear Dr. Glenn Pettifer:

Re: Briefing Note - What the College can require in terms of COVID-19 vaccination

Vaccination policies are complicated, and the lack of clear guidance on these issues from the Court in the context of the COVID-19 pandemic make it more complicated. Creating a vaccination policy, whether voluntary or mandatory, touches on many challenging issues that sit at the intersection of human rights law, worker privacy, and workplace health and safety.

This briefing note addresses common COVID-19 vaccination questions:

1. Can the College ask staff, committee members, council member etc., about their vaccination status?

Yes. In the context of resuming in-person operations, the College may ask employees and other non-employee workers about their vaccine status. Given the College's public interest mandate and special duty to promote public health, this can be part of a reasonable risk planning process.

2. Can the College's COVID-19 vaccination policy require that individuals involved in the work of the College be vaccinated;

Yes. Although the choice to receive vaccination is voluntary, there is nothing at law that prevents the College from implementing policies which mandate COVID-19 vaccination to ensure workplace safety. Under the *Occupational Health and Safety Act*, employers have a duty to maintain a healthy and safe workplace,

which could include a vaccination policy requiring workers to get vaccinated in an effort to protect staff, and the public.

However, if someone refuses to get vaccinated, the College must engage in a case-by-case analysis to determine why. If the refusal to be vaccinated is related to human rights protected ground of discrimination, they would potentially be entitled to accommodation under the human rights legislation, which could take the form of continuing to work from home, or a requirement to wear PPE, social distancing, and otherwise follow public health guidance. If the refusal to be vaccinated is related to personal preference, the College will be in a better position to push back and require vaccination.

3. Can the College require that they provide proof of vaccination to the College

Yes. The College can request proof of vaccination from workers and others in workplace to provide a healthy and safe workplace. In this context, safety trumps privacy. However, if someone refuses to provide proof of vaccination, the College must engage in a case-by-case analysis to avoid potential human rights challenge. If the reason for not providing proof of vaccination relate to human rights protected ground, the worker would potentially be entitled to accommodation. If the reason for not providing proof of vaccination relate to personal preference, the College could consider alternative measures or termination options (though it likely wouldn't be for cause)

The College must be mindful of the potential impact collecting proof of vaccination could have on the individual's privacy rights. An appropriate balance between workplace safety and the individual's privacy must be maintained. The College's vaccination policy should outline how the information will be collected, used, and/or disclosed.

4. Can the College mandate COVID-19 vaccination as a condition of employment?

Yes. Employers have more flexibility in imposing mandatory vaccination as a condition of hire for new employees. We recommend that you inform potential employees about this requirement during the recruitment process, and explain why the requirement is important to the College from a health and safety perspective and in light of the College's public protection mandate. This may give the College a better sense of the person's status before presenting the agreement and lessens the chance of surprises.

The College has obligations under the *Human Rights Code* even with respect to prospective employees, and that means that rescinding an offer if the condition is not met may not be straightforward. You have to be prepared if the prospective

employee refuses to answer the question, or shares that they are not vaccinated due to a reason related to human rights protected grounds.

5. What risks might the College face with the introduction of a mandatory vaccination policy?

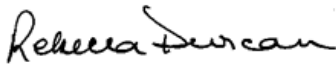
There is a potential risk of litigation. The legalities of a mandatory vaccination requirement are not clear. To date, the Courts have not adjudicated a case involving a mandatory vaccination policy in the context of the COVID-19 pandemic, and it is not clear whether an employer's decision to mandate employee vaccinations would be upheld by a judicial or arbitral decision-maker outside an environment where vulnerable individuals are present.

In recent weeks, we have seen federal, provincial and municipal governments, private businesses as well as Canada's biggest banks announce plans to implement mandatory vaccination policies for many of their returning staff. The legality of these mandatory policies have yet to be tested before the Courts.

Whether the College chooses to roll out a mandatory or voluntary vaccine policy to provide a safe work environment, you should carefully consider, the nature of your workplace, the population you serve, and what you hope to achieve with the policy. We suggest that you remain flexible and listen to employee concerns when developing and implementing policies, communication will be key in increasing buy-in among workers.

Yours very truly,

STEINECKE MACIURA LEBLANC



Rebecca Durcan
RD/rm



TYPE	
NAME	COVID-19 Vaccination Policy
DATE APPROVED BY COUNCIL	
DATE REVISED BY COUNCIL	

INTENT

The intent of this policy is to require that people who provide services to the College be fully vaccinated against COVID-19, subject to any required human rights-based exceptions.

BACKGROUND

Vaccination against COVID-19 has proven to be effective in preventing transmission and infection of the virus. As the College's in-person operations resume, the College wants to ensure that it maintains a healthy and safe workplace, consistent with its public interest mandate and special duty to promote public health.

THE POLICY

Definitions

"Worker" means a person who performs work or supplies services for monetary compensation from the College, and includes employees, Committee members, Council members, and contracted service providers. It also includes volunteers who are contracted to provide work to the College from time to time.

"Fully vaccinated" means 14 days have elapsed since the worker has received their second dose of a two-dose COVID-19 vaccine series authorized by Health Canada (e.g., Moderna, Pfizer-BioNTech, AstraZeneca) or their first dose of a one-dose COVID-19 vaccine series (i.e., Johnson and Johnson).

"Proof of full vaccination" means one of the following:

1. A vaccination attestation form provided by the College that is completed and signed by the worker. The attestation will include relevant details regarding the worker's vaccination

schedule such as the date of administration of the second dose of COVID-19 vaccination or, in the case of a one-dose vaccine (i.e., Johnson and Johnson), the date of the administration of that dose.

2. A copy of the second dose (or single dose, in the case of a one-dose vaccine) administration receipt provided by the Ontario Ministry of Health or other government with oversight for the administration of the vaccine.
3. A copy of the Ontario Government vaccine certificate demonstrating the worker is fully vaccinated.

Mandatory Vaccination

The College has adopted a mandatory vaccination policy, where all College workers must be fully vaccinated with the COVID-19 vaccine in order to attend at the College office or any College-sponsored event or activity. Workers will be asked to provide proof of full vaccination to the Registrar and CEO.

Please note that the College will make any necessary accommodations to this policy as may be required under the *Human Rights Code*. Workers who are requesting a human rights-based exemption to the policy should make such request to the Registrar and CEO. Such requests will be evaluated on an individualized basis, and workers may be asked to provide further information to the College in order to evaluate the request. In evaluating requests, the College will consider the relevant principles under the *Human Rights Code*, the College’s public protection mandate, and the College’s responsibilities to its workers under the *Occupational Health and Safety Act* to maintain a healthy and safe workplace.

Any information about a worker’s vaccination status or exemption request will be used to assess compliance with this policy and will be stored in a secure manner, accessible only to designated College personnel.

RELATED LEGISLATION AND DOCUMENTS

Occupational Health and Safety Act, R.S.O. 1990, c. O.1

Human Rights Code, R.S.O. 1990, c. H.19

Vaccination Attestation Form

REVISION CONTROL

Date	Revision	Effective



COLLEGE OF
DENTURISTS
OF ONTARIO

VACCINATION ATTESTATION FORM

I, _____, attest to the College of Denturists of Ontario that I am fully vaccinated against COVID-19, where fully vaccinated means that 14 days have elapsed since I have received my second dose of a two-dose COVID-19 vaccine series authorized by Health Canada (e.g., Moderna, Pfizer-BioNTech, AstraZeneca) or my first dose of a one-dose COVID-19 vaccine series (i.e., Johnson and Johnson).

The relevant information about my vaccination status is as follows:

Name of the COVID-19 vaccine(s) I received (e.g., Moderna, Pfizer-BioNTech, AstraZeneca, Johnson and Johnson):

Please list all vaccines if you received more than one type

The date of my second dose of a two-dose COVID-19 vaccine series (or the date of my first dose of a one-dose COVID-19 vaccine series, if applicable):

I understand that providing false information to the College may result in disciplinary action, up to and including termination of employment for cause (in the case of College employees).

I attest that the foregoing information is true. I have had an opportunity to ask any questions I have about this attestation to the College's Registrar and CEO. I further understand that the College may require that I provide further information about my vaccination status upon reviewing this attestation form.

Date

Signature



BRIEFING NOTE

To: **Council**

From: **Roderick Tom-Ying, Acting Registrar & CEO**

Date: **June 17, 2022**

Subject: **Honorary Retirement Status Program**

Public Interest Rationale

The College of Denturists of Ontario's mandate is to protect the public by ensuring Registered Denturists provide safe, ethical, and competent denturism care and service in Ontario. As part of that mandate, the College routinely reviews the performance of its various initiatives as part its quality assurance processes. This review process allows programs and initiatives to be amended if required and updated to represent best practices.

Background

The College first embarked on researching provisions for an honorary retirement status in 2017. The Quality Assurance Committee at that time was seeking stakeholder feedback for its draft Standard of Practice: Restricted Title and Professional Designations. As part of that consultation, the College received a considerable number of comments relating to the want or need for a "retired" or "life member" status for Registered Denturists. In response to this feedback, College staff conducted an environmental scan of other professional regulatory bodies to assess whether and how this status was used by other regulatory bodies.

At its April 26th, 2018, meeting, the Quality Assurance Committee considered all of this information, including the stakeholder feedback, and adopted a motion to recommend amendments to the College By-laws that would provide for a "retired" member status.

By September 14, 2018, the College Council was presented with draft provisions of the program and the By-law amendments required to implement the honorary status. At its meeting, Council approved proposed draft By-law amendments for stakeholder consultation.

At the December 14, 2018 meeting, Council considered the first consultation report. Because of the possible confusion between a retired “Class of Registration” and an Honourary Title of “Retired Denturist”, Council wanted to provide clarification and the opportunity for a second, but shorter (30-day) consultation.

The second consultation report was brought back to Council at its March 22, 2019, meeting. After minor language changes, it was approved for program implementation. The provision of this program remains the same as it was when it was first approved by Council in March 2019.

Now that the program has been launched for three years, the College would like to provide Council with an update on its performance and provide potential recommendations for improvement.

Honourary Retirement Status Program Update

	Number of Resignations	Number of Current Retired Status Members	Uptake Rate
2019	23	0	
2020	15	2	
2021	14	7	
2022	19	5	
Total	71	5	7.04%

Since 2019, the College has processed 71 total resignations. Of the 71 resignations, as of June 2022, there are only 5 active honorary status members. It appears that after three years, the program uptake rate has been very low.

Reasons for low uptake:

- **Communications** – College Staff provides each member who resigns information about the retirement status program. The College has a dedicated webpage for retirement. The College has not issued any newsletters or mailings related to the program.
- **Costs** - three members who chose not to renew their retired status in 2022 cited the annual renewal costs as their main factor for non-renewal.
- **Value proposition** – the College believes that the value proposition for the program is low for retired members in light of the annual renewal fee and administrative work required from College Staff to process the renewals.

For Discussion

- ***Is the program working as intended?***

College Staff believe that due to the low uptake for this program, the program is not working as intended. This program adds to the administrative burden for College Staff in the form of processing applications, referring applications to the Registration Committee, utilizing valuable meeting times of the Registration Committee, processing annual renewals, and following up with late renewal members.

Honourary Program Members believe the value proposition is low relative to the annual renewal fee required. Their experience consists of being able to use the title and receiving College electronic communications.

- ***Is there a need to make improvements at this time?***

Some potential improvements may consist of the following:

- Eliminating the annual renewal fee in favour of an upfront initial application fee.
- Enhance utilization of the honorary program members by separately consulting with them on regulatory consultations due to their vast experience practicing the profession.
- Advertise that participation on CDO's webinar series are included.
- Create a dedicated appreciation event for the honorary program members. Clear public interest rationale will need to be explored.

- ***Is there a need for broader consultation?***

- ***Is there a need for College Staff to conduct more research (environmental scan)?***

College Staff could conduct an environmental scan of other honorary retirement programs and garner their program offerings.

Options

After review and discussion of this item, Council may elect to:

1. Make no changes to the program

2. Direct staff for broader consultation/research
3. Make changes to the program as directed in a potential motion
4. Other

Attachments

1. Current Retirement Program Provisions
2. Honourary Retirement Program Variables
3. Survey Responses



Appendix 1

Current Retirement Program Provisions

Retired Denturists

Individuals who have resigned their Certificate of Registration with the College while in good standing are permitted to apply to use a "Retired" honorary status.

The by-laws regarding the Retired Status are:

Designation of Retired Members

Upon receiving a request, the Registration Committee may designate a Member a Retired Member if,

- i. at the time of making the request, the Member is in good standing; and
- ii. the Member has retired from the practice of Denturism and agrees not to engage in the practice of Denturism.

Entitlements of Retired Members

A Retired Member is entitled to,

- i. remain on the register of the College as a Retired Member;
- ii. participate in the activities of the College; however, the Retired Member is not entitled to vote in the election of the Council or hold elected office; and
- iii. to use the title Denturist (Retired), Registered Denturist (Retired) or DD (Ret).

Termination of Retired Membership Status

A Retired Member status shall terminate if the Registrar has reasonable grounds to believe that the person,

- i. has been found to be in default of any obligation to the College under the regulations or the by-laws;
- ii. practises the profession or uses the protected title without first obtaining a certificate of registration from the College; or
- iii. otherwise acts in a manner that is inconsistent with an ongoing association with the College.

Retired Members that wish to return to the Active class of registration will be required to apply for a Certificate of Registration and meet the registration requirements in place at the time of the application.

Annual Retired Status Renewal:

A Retired Member shall renew their Retired status annually during the College's annual renewal period.

The Renewal period generally opens March 1 and closes April 14 of each year. Retired Members are required to renew their Retired status annually by logging onto the Member Portal during the renewal period. The current annual renewal fee is (\$50 + HST = \$56.50).



Appendix 2

Honourary Retirement Program Variables

Initial application fee: One-time, Yearly renewal

Requirement to practise the profession in good standing: 0, 5, 10, 15, 20, 25+

Yearly renewal: yes, no

Approval by the Registration Committee only: yes, no

Approval by the Registrar only: yes, no

Lifetime status (provisions for revocation): yes, no

Discussion points

- Should the College refund previous participants? If so, how far back?
- How far back do we allow resigned members to apply for retroactively? Grandfather period?
- Should the College have a deadline for application after the member resigns from the College?

Q1 Do you have any general feedback regarding the Honourary Retirement Status?

Answered: 2 Skipped: 0

#	RESPONSES	DATE
1	I think it is a valuable option registration. I am no longer practicing in denturism, to maintain my registration without a practice income or other use of the registration would be substantial financial burden without purpose. As a retired DD I can remain connected to the profession and contribute to the college or association in some capacity if I wish. The retired status can provide a pool of experience and continuity to the administrative bodies. It also allows you to keep the designation you have earned, albeit honorary, without having to meet the education component of renewal as you move on to others stages of your life.	5/4/2022 8:15 AM
2	The honorary retirement status is an excellent avenue to keep retired denturists connected to the profession. It is potentially a resource for the college to receive valuable input from experienced denturists	4/22/2022 4:20 PM

Q2 Do you have any comments regarding the Annual Renewal Process for the retirement status?

Answered: 2 Skipped: 0

#	RESPONSES	DATE
1	I had some difficulty this year as the online renewal would not work for me, I don't know if that was systemic or an individual case.	5/4/2022 8:15 AM
2	I find it a bit strange that the retirement status is labeled honorary when there is an annual fee. I don't feel very honoured when I have to pay for it. Perhaps remove the label "honourary " or make it a one time application fee.	4/22/2022 4:20 PM

**Q3 Do you have any comments as it relates to the annual renewal fee?
(\$50.00 + HST)**

Answered: 2 Skipped: 0

#	RESPONSES	DATE
1	I think this is a reasonable amount. Were it too much more, it would become more difficult to justify the expense to keep an honorary title and contact with a profession you no long practice.	5/4/2022 8:15 AM
2	There has to be value for the money. Even though \$50 isn't much money by today's standards if someone doesn't see any value in it they won't pay. By value I don't necessarily mean that the retiree receive anything but more along the lines of feeling like they are a valuable asset to the college. If the retiree pays \$50.00 a year and receives a few emails a year that's not much incentive to stay with the program. If the retiree is occasionally asked his opinion on certain topics he/she would feel more valued.	4/22/2022 4:20 PM

Q4 Do you have any comments as it relates to the requirements to obtain this status? Current requirements:-Approval by Registration Committee- Member must be in good standing-Member must have retired from Denturism

Answered: 1 Skipped: 1

#	RESPONSES	DATE
1	Maybe there should be a minimum number of years practicing. Perhaps 10 years??	4/22/2022 4:20 PM

Q5 Do you have any comments as it relates to the entitlements of Retired members
Current Entitlements:-remain on the Public Register as a retired member-participate in activities of the College except voting or holding elected office

Answered: 1 Skipped: 1

#	RESPONSES	DATE
1	I'm happy with the entitlements	4/22/2022 4:20 PM

Q6 Do you have any comments on the termination of retired status?-has been found to be default of any obligation to the College under the regulations or the by-laws-practices the profession or uses the protected title without first obtaining a Certificate of Registration-acts in a manner that is inconsistent with an ongoing association with the College

Answered: 1 Skipped: 1

#	RESPONSES	DATE
1	This is good	4/22/2022 4:20 PM

Q7 Do you have any suggestions for improving the Honourary Retired Status?

Answered: 2 Skipped: 0

#	RESPONSES	DATE
1	Ensure a clear return path for anyone who decides that retirement was not the path for them.	5/4/2022 8:15 AM
2	I have been an honorary retired member for a year. I practiced for 38 years and served the college on different levels right from the start including when we were Denture Therapists. I haven't been asked my opinion on anything in the last year. Perhaps reach out to the retired status members for input on various subjects.	4/22/2022 4:20 PM

Q8 What are your thoughts for the following: New requirement for minimum number of years of practice in order to obtain the honorary title e.g. 5 years, 10 years, 15 years, 20 years, 25+ years.

Answered: 2 Skipped: 0

#	RESPONSES	DATE
1	How do you decide if someone is acceptable for retirement and what that timeframe should be? They may have earned their registration then decided to work in another aspect of the field; ie research or sales. Or need to leave for personal or family reasons, raising children, eldercare, illness, etc. Do those reasons invalidate their achievement of earning their registration because they haven't practiced a required number of years?	5/4/2022 8:15 AM
2	Maybe there should be a minimum number of years practicing. Perhaps 10 years??	4/22/2022 4:20 PM

Q9 What are your thoughts for the following: One larger initial application fee vs. ongoing annual renewal

Answered: 2 Skipped: 0

#	RESPONSES	DATE
1	That might be a good idea, it is easy to lose track of the registration process once you no longer practice. although, it also limits the communication with retired members, thereby making it less likely they will be interested in contributing to the profession through work with the college or association.	5/4/2022 8:15 AM
2	I find it a bit strange that the retirement status is labeled honorary when there is an annual fee. I don't feel very honoured when I have to pay for it. Perhaps remove the label "honourary " or make it a one time application fee or both	4/22/2022 4:20 PM

Q10 Any other comments/feedback you would like to provide?

Answered: 2 Skipped: 0

#	RESPONSES	DATE
1	I would like to thank you for putting this program in place. I gave up my practice, as it no longer made sense for me, but it is a difficult decision admit it is time to end something you have worked long and hard to achieve and build. I am proud of the fact that I became a dentist and did not want to simply walk away from my time invested in this profession. Being able to say "I am a retired dentist" rather than "I was a dentist" makes a difference.	5/4/2022 8:15 AM
2	If the college is looking to tap into the experience of the retired class then maybe set up a virtual committee of retirees so they can debate various subjects and report back to the college. Being registered with the college it would be easy to obtain NDA's from the retired members to ensure confidentiality.	4/22/2022 4:20 PM



BRIEFING NOTE

To: **Council**

From: **Roderick Tom-Ying, Acting Registrar & CEO**

Date: **June 17, 2022**

Subject: **Applicant Portal and Member Portal Modernization Project**

Public Interest Rationale

The College of Denturists of Ontario's mandate is to protect the public by ensuring Registered Denturists provide safe, ethical, and competent denturism care and service in Ontario. As part of that mandate, the College routinely reviews the technology utilized to effectively manage and administer its programs to fulfil its mandate. This modernization project, should it proceed, would better enhance the registration process for new applicants (reducing technological barriers) and existing online portal for current registrants.

Background

In 2011, the College selected in1touch, the current member portal and database provider, to build a custom database with CDO specific requirements and to migrate its membership data over from the previous database. As part of the initial project agreement, in1touch would create the member portal for Denturists to view their invoices, renew online, and host a Quality Assurance CPD activity log.

The College has always envisioned that after the initial project charter deliverables were completed, it would work with in1touch to develop additional modules for enhanced functionalities. A digital registration portal where applicants could create a new profile, complete their initial application, and upload required documents would form one of such enhanced modules. Other modules would include a Quality Assurance section where members could access on demand webinars, log their CPD credits, and view outstanding QA requirements.

Since that time, technological improvements have exponentially grown with many other organizations embarking on a fully digital registration process and/or renewal process. Other member portals (from other regulators) provide additional services and new futures to their membership. The College has

updated its database on a piece meal basis whenever new regulatory processes or Ministry requirements come into effect and drive changes to the College's process.

In its current iteration, the College's member portal represents a layout and functionality from a decade ago. A member portal modernization project will allow the College to upgrade its functionality and enhance its design for greater usability and readability.

As well, by creating a digital applicant portal, new applicants for the College would no longer be required to fill out electronic documentation and email/fax/mail them to the College. A secure digital applicant portal would also allow applicants to upload documents and complete their applications at their own pace. The applicant portal is predicted to reduce registration and examination College Staff's administrative burden by approximately 25-35%. This reduction in administrative burden (processing paper applications, filing documents, matching incoming mail with applications, and scanning paper files) would allow College staff to spend more time assisting applicants and providing high quality service rather than completing administrative tasks that can be automated.

Proposal

College Staff have asked in1touch to provide a quote for three separate project modules:

1. Digital Applicant Portal
2. CDO Member Portal Upgrade
3. Member Compliance Centre

Digital Applicant Portal

The digital applicant portal would require in1touch to develop within the current database and member portal, a new digital portal to allow for new College applicants to create a profile, complete the initial application process and to register for an upcoming examination. The applicant will be able to log on to the applicant portal and pay by credit card for any examinations (applicants will still have the choice to pay by certified cheque). Upon successfully completing the qualifying examinations, applicants would then be able to proceed with registering for their Certificate of Registration online using the same portal. This digital applicant portal will significantly reduce the administrative burden on Registration and Examination staff. This applicant portal would also tie into the College's document management strategy of eliminating paper applications, and digitally filing/archiving documents according to the retention schedule.

College Staff have been exploring the idea of creating a digital applicant portal pre-2018. The COVID-19 pandemic and the College's Document Management Strategy has brought this required initiative back onto the forefront.

Should Council approve this project module, the College has set an optimistic goal of launching this new functionality in advance of the February 2023 Qualifying Examinations. The module should be completed by end of October 2022.

CDO Member Portal Upgrade

The member portal in its current form represents a 10-year-old design. Since that time, digital portals and profiles have significantly been improved in both design and functionality. While the member portal serves the College's minimum requirements, advances in accessibility and readability of websites have been improved over the past years.

Should the creation of the applicant portal proceed, College Staff in conjunction with in1touch noted that this could also represent an opportunity to enhance and upgrade the Member Portal as well. There would be cost savings included in the quote as in1touch would complete any greenlit modules as one larger project with developers and project managers tasked to develop the business rules and project plan as one larger project. The College would save on these additional initial project costs as opposed to separately upgrading the member portal at a future date.

The upgraded member portal will allow the College to have a modern platform to then provide further services and functionalities to the membership. As well, the new portal would have a cleaner, less cluttered look.

Member Compliance Centre

When College Staff were provided with a demonstration of what a modern up-to-date member portal looked like, they were informed that in1touch developed a unique module specifically for another regulator in Canada. The feature was a one-stop webpage that displays, for that specific member, all the College's annual/current requirements for the various departments, and whether the member was compliant with those requirements. It was a clean webpage with the requirements listed and beside them in bold large text – compliant or uncompliant. Should a member be uncompliant, they could click on the College requirement, and it would link to the member portal area where the member could complete the tasks to meet the requirements.

On the back end of this compliance centre, several areas of the College's database would feed data in real time to this webpage. This allows for up to date information that members could see in one glance.

This ground-breaking feature would significantly enhance the member's user experience by being able to quickly glance on one webpage whether they were compliant in all regulatory areas or not. Some CDO annual requirements could include whether they renewed or not, paid the second installment on time, uploaded a current copy of their professional liability insurance, meet CPD yearly requirements (structured and unstructured CPD activities), and/or any registration requirements.

Funding the Project

As this project represents a new initiative that the College has not currently allocated a budget for (in its operating budget), the College would use the newly formed Strategic Initiatives budget to fund the costs. The Strategic Initiatives budget is funded by the College's unrestricted net asset reserves fund – this would not increase the burden on the operating budget and thereby allow the College to maintain its financial forecasting throughout this fiscal year.

Options

After review and discussion of this item, Council may elect to:

1. Approve the project plan as presented (all 3 modules).
2. Approve the project plan for certain modules (specify which of the 3 modules).
3. Direct staff for broader consultation/research.
4. Do not approve the plan.
5. Other.

Attachments

1. In1touch Quote

Quote: Design and related Development Services

Applicants Management and Portal revisions

PREPARED FOR
CDO

PREPARED BY
Stephen Challis, VP
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Quote: Design and related Development Services

Proposed Optional Tasks:

Option A. Develop within cdo.in1touch.org functionality to support online Applicant Management. (both for Individuals and Corporations)

OlaTech's deliveries include:

- (i)** - configure, design and integrate with the public website the related public forms;
- (ii)** - design and develop within cdo.in1touch.org an Applicant Portal, based on the current CDO portal design concept;
- (iii)** - configuration for the CDO staff's back-end management of the related processes and files;
- (iv)** - staff training on management of the related changes.
(up to three 1 hour sessions);
- (v)** - related project meetings, approximately bi-weekly.

Proposed Schedule:

Start of Work - early July, 2022.

Go Live - end October, 2022.

Key Staff Assignments:

OlaTech PM: Marlene

CDO PM: Roderick

Fixed Cost:

- 120 hours @ \$150.00 per hour = **\$ 18,000.00 plus applicable taxes.**

Terms of Payment:

- 50% at Start of Work, 50% at Go Live.



Quote: Design and related Development Services

Option B. Design and Develop a new CDO Portal Concept.

OlaTech's deliveries include:

- (i)** - for both the Members'/Corporations, and for the Applicants' portals:
- (ii)** - confirm each portal functional needs, navigation and design preferences, but the basic design concepts would be based on Yukon Professional Licensing Regulatory Authority design concept, shown to CDO on May 31, 2022;

(iii) - develop and design the new portals;

Note: OlaTech's new portals now function to allow Member with both a Member's and Corporate Portal access to access both portals with a single login (not with two separate logins, as is the case now at CDO.)

(iv) - related project meetings, approximately bi-weekly; (efficiencies will be gained we think if these meetings happen as part of those scheduled in **A.**);

(v) - staff training on management of the related changes. (up to three 1 hour sessions);

(vi) - create a members' orientation video to the new portal. Lead two meetings to further assist members with Q. and A. related to these portals

Proposed Schedule:

Start of Work - early July, 2022.

Go Live - end October, 2022.

Key Staff Assignments:

OlaTech PM: Jane

CDO PM: Roderick

Fixed Cost:

- 160 hours @ \$150.00 per hour = **\$ 24,000.00 plus applicable taxes.**

Terms of Payment:

- 50% at Start of Work, 50% at Go Live.



Quote: Design and related Development Services

Option C. Design and Develop a Members' Compliance Centre

OlaTech's deliveries include:

(i) - for the Members' at the portal, and for the CDO staff at the back-end, to develop functionality and user interfaces that allow each kind of user to see, in a simplified way: "Yes/No": "Am I in compliance with licensors rules related to my licence?";

(ii) - confirm functional needs, navigation and design preferences, but the basic design concept would be based on that shown to CDO on May 31, 2022;

(iii) - develop and design the additions to new portal;

(iv) - develop and design related back-end functionality and related reporting;

(v) - related project meetings, approximately bi-weekly;

(vi) - staff training on management of the related changes.

(up to three 1 hour sessions);

(vii) - create a members' orientation to the new portal area. Lead two meetings to further assist members with Q. and A.

Proposed Schedule:

Start of Work - early 2023.

Go Live - end March, 2023.

Key Staff Assignments:

OlaTech PM: Marlene and Jane

CDO PM: Roderick

Estimated Cost:

- 160 hours @ \$150.00 per hour = **\$ 24,000.00 plus applicable taxes.**

- OlaTech reserves the right to amend this estimate +/- 50% following the completion of **C. (ii)**. If, at that time, OlaTech provides a revised estimate that the CDO does not agree with, work on **Option C.** can be halted with no charges applicable.

Terms of Payment: - 50% if CDO approves at **C. (ii).**, and 50% at Go Live.