



## 112<sup>th</sup> Council Meeting

Friday, September 29, 2023 – 10:00 a.m. to 12:30 p.m.

### Teleconference via Zoom & YouTube Live Stream

Please contact the College at [info@denturists-cdo.com](mailto:info@denturists-cdo.com)  
to receive the meeting access information.

## AGENDA

Item	Action	Page #
<b>1. Call to Order</b>		
<b>2. Land Acknowledgement</b> We acknowledge that the land we are meeting on is the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples and is now home to many diverse First Nations, Inuit and Métis peoples. We also acknowledge that Toronto is covered by Treaty 13 with the Mississaugas of the Credit.		
<b>3. Approval of Agenda</b>	Decision	<b>1</b>
<b>4. Declaration of Conflict(s)</b> Comments on Conflict of Interest by Rebecca Durcan, <i>College Counsel, Co-Managing Partner, Steinecke Maciura LeBlanc</i> 4.1 Conflict of Interest Register	Declaration	<b>4</b>
<b>5. College Mission and Mandate</b>	Information	<b>8</b>
<b>6. Consent Agenda</b> 6.1 Minutes of the 111 <sup>th</sup> Council meeting – March 10, 2023 6.2 Minutes of the Special Council meeting – April 26, 2023 6.3 Feedback Survey Results from the 111 <sup>th</sup> Council meeting 6.4 Executive Committee Report 6.5 Inquiries, Complaints and Reports Committee Report 6.6 Discipline Committee Report 6.7 Fitness to Practise Committee Report 6.8 Patient Relations Committee Report 6.9 Quality Assurance Committee 6.10 Registration Committee Report	Decision	<b>10</b> <b>14</b> <b>17</b> <b>23</b> <b>24</b> <b>27</b> <b>28</b> <b>29</b> <b>31</b> <b>33</b>

6.11 Qualifying Examination Committee Report		<b>35</b>
6.12 Qualifying Examination Appeals Committee Report		<b>38</b>
6.13 Items of Note:		
6.13.1 FY23 Audit Plan		<b>39</b>
6.13.2 FY23 Engagement Letter from Auditors		<b>71</b>
<b>7. Registrar's Report</b>	Information	
7.1 College Update		<b>82</b>
7.2 Financial Report – April 1 to August 31, 2023		<b>86</b>
7.3 Statement of Operations as of August 31, 2023		<b>89</b>
7.4 Strategic Initiatives Budget as of August 31, 2023		<b>90</b>
7.5 2023-2025 Strategic Plan – Action Plan		<b>91</b>
<b>8. Results of Elections – District 1, 3, 4, 5 &amp; 7</b>	Information	
8.1 Memo		<b>100</b>
<b>9. Decisions for Ratification – June 9, 2023, Executive Committee Meeting</b>	Decision	
9.1 Briefing Note		<b>102</b>
<b>10. Patient Relations Committee Eligibility Requirements</b>	Decision	
10.1 Briefing Note – Conflict of Interest with ICRC		<b>105</b>
10.2 Committee Descriptions		<b>108</b>
<b>11. By-Law Amendment - 2-Year Committee Term Limits</b>	Decision	
11.1 Briefing Note		<b>109</b>
11.2 Draft Proposed By-Laws		<b>113</b>
11.3 2023-2025 Updated Committee Slate		<b>161</b>
<b>12. By-Law Amendment - Registration Year End</b>	Decision	
12.1 Briefing Note		<b>162</b>
<b>13. By-Law Amendment – Fee Schedule</b>	Information	
13.1 Briefing Note		<b>166</b>
13.2 Draft Schedule 7 to the By-Laws – Fee Schedule		<b>171</b>
<b>14. Chief Examiner Selection Process</b>	Decision	
14.1 Briefing Note – Selection Process		<b>174</b>
14.2 Chief Examiner Roles and Responsibilities		<b>176</b>
14.3 Chief Examiner Selection Process		<b>180</b>
<b>15. Election of Officers</b>	Election	
15.1 Memo		<b>182</b>
<b>16. Other Business</b>		
<b>17. Next Meeting Dates</b>		
➤ 113 <sup>th</sup> Council Meeting – Friday, December 8, 2023		

<p><b>18. <i>In-Camera Meeting of Council</i></b>  Pursuant to section 7(2)(d) of the <i>Health Professions Procedural Code</i>, being Schedule 2 to the <i>Regulated Health Professions Act, 1991</i>.</p>		
<p><b>19. <i>Adjournment</i></b></p>		



# Conflict of Interest Register

Council – 2023-2024 Term

Committee Member	Conflict(s) of Interest Declared
<b>Lileath Claire</b> Public Member – President (Chair)	None declared
<b>Kristine Bailey</b> Public Member – Vice President	None declared
<b>Majid Ahangaran</b> Denturist – District 7	None declared
<b>Abdelatif (Latif) Azzouz</b> Denturist – District 6	None declared
<b>Michael Bakshy</b> Public Member	None declared
<b>Avneet Bhatia</b> Public Member	None declared
<b>Annie Chu</b> Denturist – District 4	<ul style="list-style-type: none"> <li>• Committee Member, College of Denturists of Ontario               <ul style="list-style-type: none"> <li>○ ICRC</li> <li>○ Registration Committee</li> </ul> </li> <li>• Procurement Officer, Build Your Smile Dental Foundation</li> <li>• Member, Denturist Association of Ontario</li> <li>• Fee Guide Committee Member (former), Denturist Association of Ontario</li> <li>• Denturist (On-Call), East Mississauga Community Health Centre</li> </ul>
<b>Norbert Gieger</b> Denturist – District 2	<ul style="list-style-type: none"> <li>• Committee Member, College of Denturists of Ontario               <ul style="list-style-type: none"> <li>○ ICRC</li> <li>○ Registration</li> <li>○ Discipline</li> <li>○ Fitness to Practise (Chair)</li> <li>○ Qualifying Examination Appeals</li> </ul> </li> </ul>
<b>Elizabeth (Beth) Gorham-Matthews</b> Denturist – District 8	<ul style="list-style-type: none"> <li>• Member, Denturist Association of Ontario</li> </ul>



<b>Aisha Hasan</b> Public Member	None declared
<b>Franklin Parada</b> Denturist – District 3	None declared
<b>Garnett A.D. Pryce</b> Denturist – District 5	<ul style="list-style-type: none"><li>• Denturism Instructor, Oxford College (Toronto)</li></ul>
<b>Gaganjot Singh</b> Public Member	None declared

**Last Updated:** September 7, 2023



## I. Conflict-of-Interest Declaration of Adherence

Members of the Council of the College, have acknowledged that:

- ✓ I have a duty to carry out my responsibilities in a manner that serves and protects the interest of the public. Therefore, I must not engage in any activities or decision-making about any matters where I have a conflict of interest.
- ✓ I have a duty to uphold and further the intent of the [Denturism Act, 1991](#) which is to regulate the practice and profession of denturism in Ontario. I must not represent the views of advocacy or special interest groups.
- ✓ I must avoid conflicts between my self-interest and my duty to the College. As part of this Conflict-of-Interest Declaration of Adherence, I have identified below any relationship(s) I currently have or recently have had with any organization that may create a conflict of interest by virtue of having competing fiduciary obligations to the College and the other organization (including, but not limited to, entities of which I am a director or officer).
- ✓ I confirm I have read, considered and understand the College's Conflict-of-Interest by-laws section [\(section 27\)](#), and agree to abide by its provisions.
- ✓ I understand that my completed questionnaire will be included in the appendix to each Council and/or committee meeting package and that I must declare any updates to my responses and conflicts of interest specific to the meeting agenda at the start of each meeting.
- ✓ I recognize that a conflict of interest could bring discredit to the College, amount to a breach of my fiduciary duty to the College and could create liability for the College and/or myself.
- ✓ I understand that any breach of the College's Conflict-of-Interest by-laws section may result in remedial action, censure or removal from office.

## II. Outside Interests

The following outside interests disclosed by members of the Council in accordance with [section 27](#) of the by-laws of the College are listed in the table beginning on **page 1** of this register:

I, or one of my family members (e.g., a parent, spouse<sup>1</sup>, child or sibling), close friends, business partners, dating partner, or other person with whom I have a close personal or professional relationship, have or recently<sup>2</sup> have had the following direct or indirect affiliations, personal or financial interests or relationships, and/or have taken part in the relevant transactions.

---

<sup>1</sup> The [Family Law Act](#) definition of "spouse" is applied. A "spouse" includes either of two persons married to each other or who are not married and have cohabitated continuously for a period of at least three years or who are in a relationship of some permanence if they are parents of a child as set out in section 4 of the [Children's Law Reform Act](#).

<sup>2</sup> If you are a newly elected Council member, you must not have held a position with any denturism-related Professional Association for at least one year at any time between the election date and the 120<sup>th</sup> day immediately



I am aware that a conflict of interest arises where I have a personal or financial interest which conflicts, might conflict or may be perceived to conflict with the interests of the College. The purpose of this form is to assist me and the College with identifying possible conflicts. A conflict of interest could arise in relation to personal or financial matters including (but not limited to):

- Directorships or other employment;
- Interests in business enterprises or professional practices;
- Share ownership;
- Beneficial interests in trusts;
- Membership in existing professional or personal associations;
- Professional associations or relationships with other organizations; and
- Personal associations with other groups or organizations, or family relationships.

Any obligation, commitment, relationship or interest that could conflict or may be perceived to affect my judgment or the discharge of my duties to the College must be declared.<sup>3</sup>

1. A conflict with my duty to the College may arise because I hold the following offices related to denturism (appointed or elected).
2. A conflict with my duty to the College may arise because I, or any trustee or any person on my behalf, own or possess, directly or indirectly, the following interests related to denturism.
3. A conflict of interest with my duty to the College could arise because I receive financial remuneration (either for services performed by me, as an owner or part owner, trustee, or employee or otherwise) from the following sources related to denturism.
4. Other than what is disclosed above, I have considered whether I have any relationships or interests that could compromise, or be perceived to compromise, my ability to exercise judgment or decision-making independently and objectively with a view to the best interests of the College and listed them below.

---

before that date. If you are a newly elected and previously served as an elected Council member for nine consecutive years, at least three years must have passed by any time between the election date and the 120<sup>th</sup> day immediately before that date. See [subsections \(ii\)\(f\) and \(iv\) of section 13.01 \(“Eligibility to Run for Election”\) in the College’s by-laws.](#)

<sup>3</sup> A conflict of interest exists where a reasonable person would conclude that a Council or Committee member’s personal or financial interest may affect their judgment or how they discharge their duties to the College. A conflict of interest may be real, perceived, actual, potential, direct, or indirect.



## **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).



## 111<sup>th</sup> Council Meeting Teleconference

Held via Zoom

Friday, March 10, 2023 – 10:00 a.m. to 12:30 p.m.

### MINUTES

Members Present:

Lileath Claire  
Kristine Bailey  
Abdelatif Azzouz  
Avneet Bhatia  
Norbert Gieger  
Elizabeth Gorham-Matthews  
Aisha Hasan  
Garnett A. D. Pryce  
Gaganjot Singh

- President
- Vice President

Regrets:

Christopher Reis

Absent:

Michael Bakshy  
Paul Karolidis  
Adam-Christian Mazzuca

Legal Counsel:

Rebecca Durcan, Steinecke, Maciura and LeBlanc

Staff:

Roderick Tom-Ying, Registrar and CEO  
Megan Callaway, Manager, Council and Corporate Services  
Tera Goldblatt, Manager, Quality Assurance and Sexual Abuse Liaison  
Elaine Lew, Manager, Registration and Qualifying Examinations  
Catherine Mackowski, Manager, Professional Conduct

### 1. Call to Order

The President acknowledged that the land we are meeting on is the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples and is now home to many diverse First Nations, Inuit and Métis peoples. It was also acknowledged that Toronto is covered by Treaty 13 with the Mississaugas of the Credit.

The President called the meeting to order at 10:03 a.m.

## 2. Approval of Agenda

**MOTION:** To approve the Agenda as presented.

**MOVED:** G. Singh

**SECONDED:** A. Azzouz

**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 Mission and 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 as presented.

**MOVED:** K. Bailey

**SECONDED:** A. Hasan

**CARRIED**

## 6. Registrar's Report

The Registrar provided an update on operational activities which occurred since the last Council meeting on December 9, 2022. A report on financial activity for the period of April 1, 2022 to February 28, 2023, including a projection to year-end of March 31, 2023, was also provided.

## 7. 2023 Elections (General Election & By-Election)

The Registrar provided a report on the regular election to be conducted on Wednesday, June 7, 2023 for Professional Members of Council in Districts 3, 4, and 5, as well as the need to call a by-election to fill the vacancy in District 7.

**MOTION:** To ratify the decision of the Executive Committee, dated February 23, 2023, to direct the Registrar to hold a By-Election for District 7 in accordance with the CDO By-Laws.

**MOVED:** A. Hasan

**SECONDED:** E. Gorham-Matthews

**CARRIED**

## 8. College Performance Measurement Framework (CPMF) Report

The Registrar provided an update on the College Performance Measurement Framework (CPMF) reporting process, as well as the current list of Action Items. It was noted that staff are currently working on completing the reporting tool for the period of January 1 to December 31, 2022, which will be submitted to the Ministry of Health by the March 31, 2023, deadline.

## 9. By-Law Amendments

The Registrar presented proposed amendments to the By-laws of the College of Denturists of Ontario including alignment of the registration year-end with the fiscal year-end, updates to the common valid expense rates, and alignment of the term limits for the President and Vice-President with the *Denturism Act*, which stipulates bi-annual elections for these officer positions (every two years). A separate discussion of each proposed amendment took place.

Regarding the criteria for expense reimbursement for train or bus and automobile travel, it was suggested that "by the most direct route" be removed as the most direct route may not always be the most efficient.

Regarding the term limits for the President and Vice-President, it was noted that the President would remove herself from the discussion of this item and that the discussion would be facilitated by College Counsel. Council members were asked to consider whether the current term served by the President and Vice-President ought to count towards the new term limit should the proposed amendment to these term limits be implemented. A poll was conducted and the majority were in support of the current one-year term served counting towards the two-year term limit.

**MOTION:** To approve the By-law amendments as amended for Schedule 6: Common Valid Expenses and Schedule 5, amendments to President and Vice-President's term limits, and to circulate for 60-day public consultation the proposed amendments to the registration year end.

**MOVED:** N. Gieger

**SECONDED:** A. Azzouz

**CARRIED**

## 10. 2023-2024 Draft Budget

The Registrar presented a draft budget for the fiscal year ending on March 31, 2024, and responded to questions and comments.

**MOTION:** To approve the 2023-2024 Draft Budget as presented.

**MOVED:** G. Pryce

**SECONDED:** G. Singh

**CARRIED**

**11. Other Business**

No other business was raised.

**12. Next Meeting Dates**

The following workshop and meeting dates were provided for information:

- Strategic Planning Workshop – Saturday, April 15, 2023
- 112<sup>th</sup> Council Meeting – Friday, June 9, 2023
- 113<sup>th</sup> Council Meeting – Friday, September 29, 2023
- 114<sup>th</sup> Council Meeting – Friday, December 8, 2023

**13. Adjournment**

**MOTION:** That the meeting be adjourned.

**MOVED:** A. Hasan

**SECONDED:** E. Gorham-Matthews

**CARRIED**

The meeting was adjourned at 11:58 p.m.

---

Lileath Claire  
President

---

Date

---

Roderick Tom-Ying  
Registrar and CEO

---

Date



## Special Council Meeting Teleconference

Held via Zoom

Wednesday, April 26, 2023 – 11:00 a.m. to 12:00 p.m.

### MINUTES

Members Present:

Lileath Claire  
Kristine Bailey  
Abdelatif Azzouz  
Michael Bakshy  
Avneet Bhatia  
Norbert Gieger  
Elizabeth Gorham-Matthews  
Aisha Hasan  
Paul Karolidis  
Garnett A. D. Pryce  
Gaganjot Singh

- President
- Vice President

Regrets:

Adam-Christian Mazzuca  
Christopher Reis

Legal Counsel:

Rebecca Durcan, Steinecke, Maciura and LeBlanc

Staff:

Roderick Tom-Ying, Registrar and CEO  
Tera Goldblatt, Manager, Quality Assurance and Sexual Abuse Liaison  
Elaine Lew, Manager, Registration and Qualifying Examinations

#### 1. Call to Order

Called and convened in accordance with section 22.16 of the CDO By-laws with formal notice given in accordance with section 22.17, the Special meeting was called to order at 11:02 a.m.

#### 2. Approval of Agenda

It was noted that the agenda includes only those items of business that were contained in the formal notice of the Special meeting.

**MOTION:** To approve the agenda as presented.

**MOVED:** A. Hasan

**SECONDED:** G. Singh

**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 Mission and Mandate

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

### 5. Registration Regulation, Emergency Class of Registration

The Registrar and Ms. Rebecca Durcan, College Counsel, presented the 2023 draft Registration Regulation and the consultation feedback received from stakeholders. A discussion took place.

Michael Bakshy departed the meeting at 11:25 a.m.

**MOTION:** To approve the Registration Regulation (Emergency and 2021 amendments) as presented for formal submission to the Ministry of Health.

**MOVED:** N. Gieger

**SECONDED:** E. Gorham-Matthews

#### ROLL-CALL VOTE:

Abdelatif Azzouz – In Favour  
Kristine Bailey – In Favour  
Avneet Bhatia – In Favour  
Lileath Claire – In Favour  
Norbert Gieger – In Favour  
Elizabeth Gorham-Matthews – In Favour  
Aisha Hasan – In Favour  
Paul Karolidis – In Favour  
Garnett A. D. Pryce – In Favour  
Gaganjot Singh – In Favour

**CARRIED**

### 6. Next Meeting Date

It was noted that the 112<sup>th</sup> Council Meeting will be held on June 9, 2023.

### 7. Adjournment

**MOTION:** That the meeting be adjourned.

**MOVED:** A. Hasan  
**SECONDED:** A. Azzouz

**CARRIED**

The meeting was adjourned at 12:14 p.m.

---

Lileath Claire  
President

---

Date

---

Roderick Tom-Ying  
Registrar and CEO

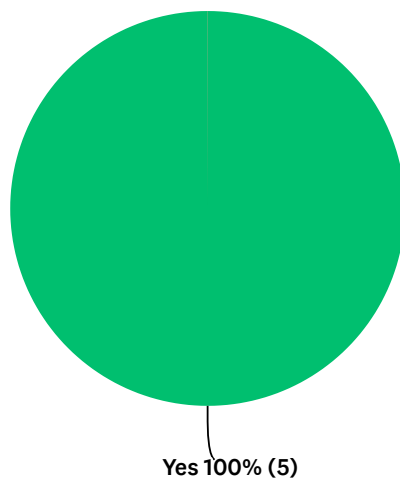
---

Date

DRAFT

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

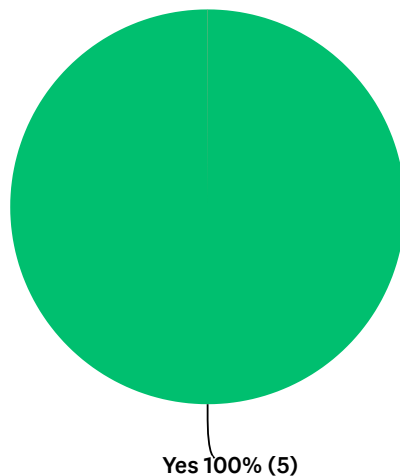
Answered: 5 Skipped: 0



#	COMMENTS	DATE
	There are no responses.	

## Q2 I received this supportive information in a timely manner.

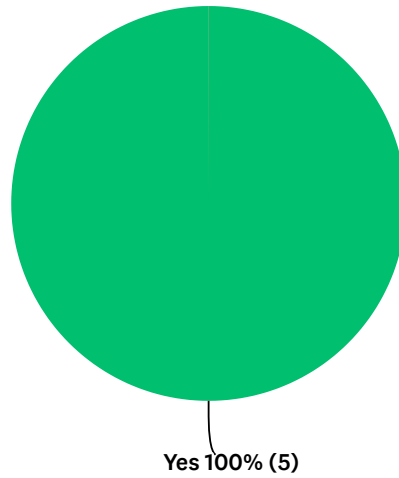
Answered: 5 Skipped: 0



#	COMMENTS	DATE
	There are no responses.	

### Q3 I was prepared for this meeting.

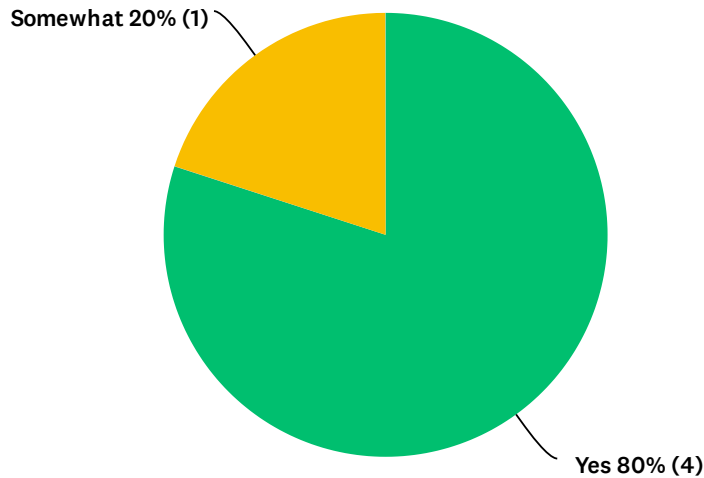
Answered: 5 Skipped: 0



#	COMMENTS	DATE
	There are no responses.	

### Q4 All Council members appeared prepared for this meeting.

Answered: 5 Skipped: 0



#	COMMENTS	DATE
1	Would have liked to see greater participation from a wider cross section of members.	3/12/2023 8:02 PM

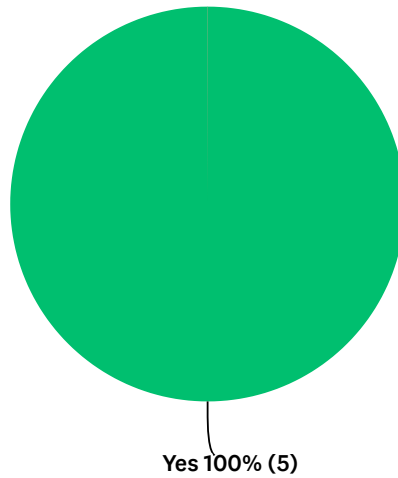
## Q5 List any additional supports or resources that would have helped you better prepare for this meeting.

Answered: 0 Skipped: 5

#	RESPONSES	DATE
	There are no responses.	

## Q6 This meeting was effective and efficient.

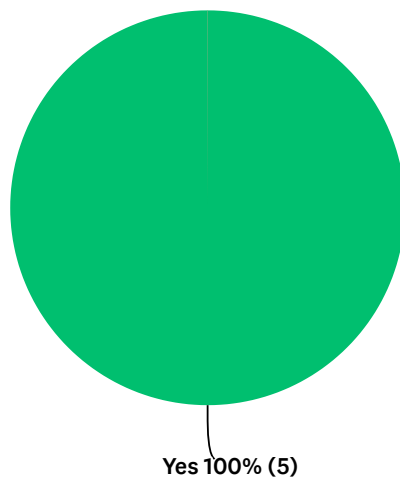
Answered: 5 Skipped: 0



#	COMMENTS	DATE
	There are no responses.	

## Q7 The objectives of this meeting were achieved.

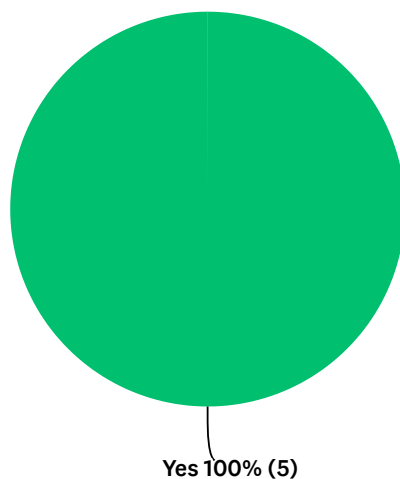
Answered: 5 Skipped: 0



#	COMMENTS	DATE
	There are no responses.	

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

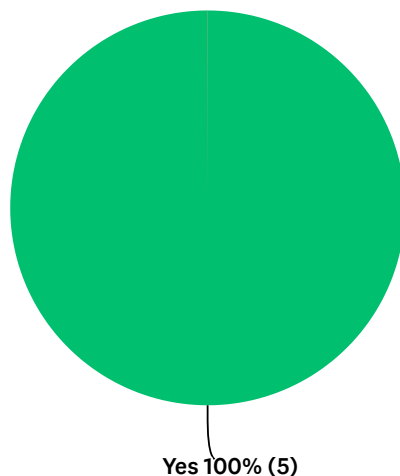
Answered: 5 Skipped: 0



#	COMMENTS	DATE
	There are no responses.	

Q9 I felt comfortable participating in the Council discussions.

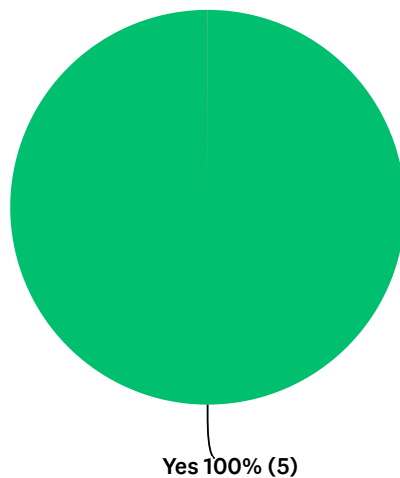
Answered: 5 Skipped: 0



#	COMMENTS	DATE
	There are no responses.	

### 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

#	RESPONSES	DATE
1	1. Efficiency. Meeting completed within the scheduled time. 2. Clarity of the briefing notes and presentations.	3/12/2023 8:02 PM
2	made a Mutual Agreement together. Feeling included to voice opinions.	3/10/2023 3:04 PM
3	clear agenda and active participation	3/10/2023 12:53 PM

Agenda Item 6.3

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

Answered: 2 Skipped: 3

#	RESPONSES	DATE
1	Simpler way of presenting the By-law changes proposed.	3/12/2023 8:02 PM
2	Improve audio and video quality. members need to come up with their own devices which are not up to the current have zoom meeting requirements and end up consuming too much battery or visual/graphic cards. Provide technical support.	3/10/2023 12:53 PM

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

Answered: 2 Skipped: 3

#	RESPONSES	DATE
1	Option to be virtual.	3/10/2023 3:04 PM
2	Improve communication and collaboration. also enhancing involvements	3/10/2023 12:53 PM

## 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: 0 Skipped: 5

#	RESPONSES	DATE
	There are no responses.	



---

## COMMITTEE REPORT TO COUNCIL

Name of Committee: **Executive Committee**

Reporting Date: **September 29, 2023**

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

---

Due to vacancies, the CDO Council was not constituted as of May 23, 2023, and the 112<sup>th</sup> Council Meeting originally scheduled for June 9, 2023, was converted to a public meeting of the Executive Committee. The decisions made by the Committee on June 9, 2023, are provided for ratification by Council (Agenda Item 9), except for approval of the Committee Slate for 2023-2024. A revised Committee Slate for 2023-2025 is provided for consideration and approval by Council (Agenda Item 11.3).

The Committee met on July 17, 2023, to discuss the Ministry of Health's proposed amendments to the Registration Regulation, Emergency Class of Registration. The Committee provided direction to the Registrar to accept the proposed amendments and provide the College's perspective on the matter to the Ministry of Health in a formal letter.

The Committee met on July 27, 2023, to considered three (3) Clinic Name Registration applications, one (1) of which was approved, and to re-appoint Mr. Quoc Nguyen as a non-Council member of the Inquiries, Complaints, and Reports Committee (ICRC) for the remainder of the 2023-2024 term. Updates from the Registrar on the Registration Regulation, Emergency Class of Registration, and the status of Council and current vacancies were also provided.

Six (6) additional Clinic Name Registration applications were considered and approved electronically by the Committee since its last report to Council on March 10, 2023.

Respectfully submitted by Ms. Lileath Claire  
President and Chair of the Executive Committee



## COMMITTEE REPORT TO COUNCIL

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

Reporting Date: **September 29, 2023**

Number of Meetings since  
last Council Meeting: **6**

### 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.

### From March – June 2023

#### Executive Summary

Since the March 10, 2023, Council meeting, the ICRC has considered 10 complete investigations and made final dispositions in 8 matters (8 complaints investigations).

#### Decisions Finalized:

<b>Complaints</b>	<b>8</b>
<b>Registrar's Reports</b>	<b>0</b>
<b>Total</b>	<b>8</b>

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

No Further Action	5
Advice/Recommendation/Reminder	2
SCERP (incl. Coaching and Training)	1
Deferred	2

**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	4	
Relationship with Patient		1
Professional Judgment	1	1

**Cases Considered by the Committee:**

<b>Complaints</b>	<b>10</b>
<b>Registrar’s Reports</b>	<b>0</b>

**New Files Received during this period:**

<b>Complaints</b>	<b>13</b>
<b>Registrar’s Reports</b>	<b>0</b>
<b>Health Inquiries</b>	<b>0</b>

**HPARB appeals**

Total Appeals pending	1
New Appeals	0

**From June – Sept 2023**

**Executive Summary**

Since the June 10, 2023, opening meeting of the Executive Committee, the ICRC has considered 12 complete investigations and made final dispositions in 12 matters (11 complaints investigations, 1 Registrar’s Report).

**Decisions Finalized:**

<b>Complaints</b>	<b>11</b>
<b>Registrar’s Reports</b>	<b>1</b>
<b>Total</b>	<b>12</b>

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

No Further Action	7
Advice/Recommendation/Reminder	3
SCERP (incl. Coaching and Training)	3
Verbal Caution	2
Discipline referral	2

**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	3	4
Relationship with Patient	2	2
Professional Judgment	2	3
Legislation, standards and ethics	3	
Professional relationships		1
Patient harm/patient safety	1	

**Cases Considered by the Committee:**

<b>Complaints</b>	<b>11</b>
<b>Registrar's Reports</b>	<b>1</b>

**New Files Received during this period:**

<b>Complaints</b>	<b>4</b>
<b>Registrar's Reports</b>	<b>1</b>
<b>Health Inquiries</b>	<b>0</b>

**HPARB appeals**

New Appeals	2
-------------	---

Respectfully submitted by Ms. Kristine Bailey  
Chair of the Inquiries, Complaints and Reports Committee



---

## COMMITTEE REPORT TO COUNCIL

Name of Committee: **Discipline Committee**

Reporting Date: **September 29, 2023**

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

---

### 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 10, 2023, Council meeting, a Panel of the Discipline Committee participated in an orientation session, heard an adjournment for a contested hearing which is ongoing and an uncontested agreed statement of facts/joint submission on penalty.

#### A. Panel Activities

1. The Panel had an Orientation June 16, 2023
2. The Panel heard arguments to adjourn a scheduled, contested hearing on June 20, 2023
3. The Panel heard an uncontested hearing with an agreed statement of facts/joint submission on penalty July 7, 2023

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: **September 29, 2023**

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

---

Activities during the quarter:

There was no activity to report in 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: **September 29, 2023**

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

---

### Role of the Committee

The Patient Relations Committee (PRC) is responsible for establishing protocols for preventing and dealing with sexual abuse/harassment and boundary violations of patients by the profession and developing educational requirements and guidelines for the conduct of members with their patients. In addition, the committee is responsible for administering the funding program for therapy and counselling for individuals that allege or have been sexually abused by a member.

### Meeting: July 11, 2023

Ms. Cathi Mietkiewicz of Mietkiewicz Law gave an abbreviated orientation presentation regarding the approval process for applications for funding for sexual abuse of a patient by a Registered Denturist.

### Meeting: September 5, 2023

Cathi Mietkiewicz of Mietkiewicz Law gave a fulsome presentation to the committee regarding the mandate and responsibilities of the committee. In addition, she answered questions regarding the Action Items which had been in process when the committee met in August of 2021.

**Action Item #1 – Completed.** Terms of Reference was revised.

**Action Item #2 – Completed.** Summary data from the ICRC was compiled by staff and used to create two new webinars: Protecting Professional Patient Boundaries, and Client Communication.

**Action Item #3 – Outstanding.** To perform an environmental scan of how other regulated health professions include sexual abuse prevention in their entry to practice competencies profile. It was suggested that there should be an investigation into if sexual abuse prevention is currently being taught within Denturism programs and investigate the possibility of including it

in the entry to practice competencies profile, as well as determine how the other regulated professions include sexual abuse prevention materials in their entry to practice competency profiles.

**Action Item #4 – Completed.** An environmental scan was completed that noted no other health regulators had a program in place to evaluate their Sexual Abuse Prevention Programs.

**Action Item #5 – Outstanding.** Staff were to compile data on the number of Peer Circle participants for case scenarios involving boundary violations related to sexual abuse.

A briefing note was presented to the PRC with background information and options to mitigate the potential for conflicts of interest which may arise if there are members who serve on both the ICRC and the PRC simultaneously. In response to this briefing note, the following two motions were put forth and carried:

**MOTION #1:** To allow College Staff to review, process, and approve applications for funding for therapy without the need to bring the application to the PRC.

**MOTION #2:** To recommend to Council that a new conflict of interest provision be created that would bar committee members from serving on both the ICRC and PRC committees simultaneously.

Respectfully submitted by Ms. Kristine Bailey  
Chair of the Patient Relations Committee



## COMMITTEE REPORT TO COUNCIL

Name of Committee: **Quality Assurance Committee**

Reporting Date: **September 29, 2023**

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

### Role of the Committee

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

### Meeting: April 4, 2023

Staff reviewed the new elements of the Peer & Practice Assessments including the Self-Assessment Tool, and the Chart Stimulated Recall, in order to familiarize the committee with the documents that they can expect to receive with the Peer & Practice Assessment reports which will begin coming in as part of the 2023/2024 PPA cycle.

The possibility of developing a prescriptive treatment plan template was discussed. Staff were instructed to gather additional information and report back to the committee.

Outstanding PPA Reports reviewed by year

Requirement Considered	Result
2020-2021 Peer & Practice Assessments	<ul style="list-style-type: none"><li>• 1 – Remedial action required</li></ul>
2021-2022 Peer & Practice Assessments	<ul style="list-style-type: none"><li>• 1 – Remedial action required</li><li>• 4 - Satisfactory</li></ul>
2022-2023 Peer & Practice Assessments	<ul style="list-style-type: none"><li>• 1 – Satisfactory</li></ul>

**Meeting: May 18, 2023**

The Committee will explore the creation of guidelines related to Treatment Plans. Members of the committee can assist with providing content and expertise.

**Meeting: July 4, 2023**

Outstanding PPA Reports reviewed by year.

<b>Requirement Considered</b>	<b>Result</b>
2021-2022 Peer & Practice Assessments	<ul style="list-style-type: none"> <li>• 1 – Satisfactory</li> <li>• 1 – Satisfactory modified assessment</li> </ul>
2023-2024 Peer & Practice Assessments	<ul style="list-style-type: none"> <li>• 7 – Extension requests granted</li> </ul>

**Program Development:**

2023-2024 Peer and Practice Assessment (PPA) random selection took place where 37 members were randomly selected to undergo PPA’s. An additional three members contacted the College to elect to undergo an assessment.

Four different webinars were presented as part of the Spring Webinar Series. Two of the webinars were updated to include new information and two of the webinars were entirely new. Each webinar was presented multiple times, and all are now available in the e-learning library.

Respectfully submitted by Mr. Abdelatif (Latif) Azzouz  
Chair of the Quality Assurance Committee



---

## COMMITTEE REPORT TO COUNCIL

Name of Committee: **Registration Committee**

Reporting Date: **September 29, 2023**

Number of Meetings since  
last Council Meeting: **5**

---

Activities during the last two Quarters:

The Registration Committee has met five times since its last report to Council on March 10<sup>th</sup>, 2023, on:

- March 24<sup>th</sup>, 2023
- April 10<sup>th</sup>, 2023
- June 22<sup>nd</sup>, 2023
- July 19<sup>th</sup>, 2023
- August 17<sup>th</sup>, 2023

At its March 24<sup>th</sup>, 2023, meeting, the Committee met to consider one academic assessment, one confirmation of terms, conditions, and limitations on a Certificate of Registration and three retired status applications.

At its April 10<sup>th</sup>, 2023, meeting, the Committee met to consider one application for a Certificate of Registration referred to the Committee.

At its June 22<sup>nd</sup>, 2023, meeting, the Committee met to consider one application for a Certificate of Registration referred to the Committee, one confirmation of terms, conditions, and limitations on a Certificate of Registration and four retired status applications.

At its July 19<sup>th</sup>, 2023, meeting, the Committee met to consider two academic assessments and one confirmation of terms, conditions, and limitations on a Certificate of Registration.

At its August 17<sup>th</sup>, 2023, meeting, the Committee met to consider one academic assessment and one confirmation of terms, conditions, and limitations on a Certificate of Registration.

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



---

## COMMITTEE REPORT TO COUNCIL

Name of Committee: **Qualifying Examination Committee**

Reporting Date: **September 29, 2023**

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

---

Activities during the two Quarters:

The Qualifying Examination Committee has three times on March 20<sup>th</sup>, 2023, July 10<sup>th</sup>, 2023 and July 20<sup>th</sup>, 2023 since its last report to Council on March 10<sup>th</sup>, 2023.

At its March 20<sup>th</sup> meeting, the Qualifying Examination Committee reviewed the item analysis prepared by Dr. Anthony Marini. In his analysis, there were a number of items from the OSCE exam that were presented to the Committee for further review, of which 6 items were removed from scoring to ensure the validity of the candidate's scores. Items identified as problematic were presented and reviewed by the Committee for deletion or kept in scoring.

Examination results were released on April 5, 2023. Candidates who were unsuccessful on the OSCE component of the QE were provided with a detailed performance report.

### **February 2023 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 2023 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 17, 2023, with a total of 38 candidates attempting the examination. Of the 38 candidates, 29 candidates were from Ontario, 3 candidates from Alberta, and 6 candidates from British Columbia.

**February 2023 MJMCQ Results**

<b>February 2023</b>	<b>New</b>	<b>Repeat</b>	<b>Total</b>
Number of candidates	22	16	38
Number of successful candidates	14	6	20
Pass rate (expressed as a percentage of all candidates)	<b>52.6%</b>		
Pass rate (expressed as a percentage of all <u>new</u> candidates only)	<b>63.6%</b>		

**February 2023 OSCE Qualifying Examination**

The College hosted its February OSCE examination on February 25<sup>th</sup> and 26<sup>th</sup> at the David Braley Centre in Hamilton.

**February 2023 OSCE Results**

<b>February 2023 – <u>All Schools</u> Results</b>	<b>New</b>	<b>Repeat</b>	<b>Total</b>
Number of candidates	18	9	27
Number of successful candidates	13	8	21
Pass rate (expressed as a percentage of all candidates)	<b>77.8%</b>		
Pass rate (expressed as a percentage of all <u>new</u> candidates only)	<b>72.2%</b>		

At its July 10<sup>th</sup> and July 20<sup>th</sup> meetings, the Qualifying Examination Committee reviewed the item analysis prepared by Dr. Anthony Marini. In his analysis, there were a number of items from the OSCE exam that were presented to the Committee for further review, of which 9 items were removed from scoring to ensure the validity of the candidate's scores. Items identified as problematic were presented and reviewed by the Committee for deletion or kept in scoring.

Examination results were released on August 4, 2023. Candidates who were unsuccessful on the OSCE component of the QE were provided with a detailed performance report.

### **June 2023 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 June 2023 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 June 12, 2023, with a total of 47 candidates attempting the examination. Of the 47 candidates, 28 candidates were from Ontario and 19 from Alberta. There were no candidates from British Columbia for the June 2023 administration of the MJMCQ exam.

### **June 2023 MJMCQ Results**

<b>June 2023 MJMCQ – All Schools Results</b>	<b>New</b>	<b>Repeat</b>	<b>Total</b>
Number of candidates	29	18	47
Number of successful candidates	22	N/A	25
Pass rate (expressed as a percentage of all candidates)	<b>53.2%</b>		
Pass rate (expressed as a percentage of all <u>new</u> candidates only)	<b>75.9%</b>		

### **June 2023 OSCE Qualifying Examination**

The College hosted its June OSCE examination on June 24<sup>th</sup> and 25<sup>th</sup> at the David Braley Centre in Hamilton.

### **June 2023 OSCE Results**

<b>June 2023 OSCE – All Schools Results</b>	<b>New</b>	<b>Repeat</b>	<b>Total</b>
Number of candidates	11	6	17
Number of successful candidates	7	N/A	10
Pass rate (expressed as a percentage of all candidates)	<b>58.8%</b>		
Pass rate (expressed as a percentage of all <u>new</u> candidates only)	<b>63.6%</b>		

Respectfully submitted by Mr. Abdelatif (Latif) Azzouz  
Chair of the Qualifying Examination Committee



---

## COMMITTEE REPORT TO COUNCIL

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

Reporting Date: **September 29, 2023**

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

---

Activities during the last two Quarters:

The Qualifying Examination Appeals Committee has met once on September 6, 2023, since its last report to Council on March 10<sup>th</sup>, 2023.

At its September 6<sup>th</sup>, 2023, meeting, the Qualifying Examination Appeals Committee heard from 3 appellants from the June 2023 MJMCQ exam administration. The Committee rendered 3 decisions at its meeting with no outstanding items.

Respectfully submitted by Mr. Gaganjot Singh  
Chair of the Qualifying Examination Appeals Committee

***College of Denturists of Ontario***  
***Audit Plan for the year ended March 31, 2023***

## A message from Blair MacKenzie to the Council

I am pleased to present our audit plan for the financial statements of the College of Denturists of Ontario (the “College”) for the year ended March 31, 2023.

Our audit plan is designed to highlight and explain key issues, which we believe to be relevant to the audit and to initiate effective two-way communication with the Council regarding our audit. This will assist you in understanding the terms of the engagement; our proposed audit strategy and the level of responsibility assumed by Hilborn LLP under Canadian Auditing Standards (“CAS”).

This communication has been prepared to comply with the requirements outlined in CAS 260, *Communication with those Charged with Governance*. The information in this document is intended solely for the use of the Council and management and should not be distributed to others without our consent.

We hope our audit plan is of assistance to you, and I look forward to discussing it in detail as well as any other matters that you may consider appropriate.



Blair MacKenzie CPA, CA  
Managing Partner  
Hilborn LLP  
June 5, 2023

**“We are committed to open communication through early, meaningful dialogue.”**



# Contents

<b>Executive Summary</b>	3
<b>Materiality</b>	4
<b>Risk of Fraud</b>	5
<b>Independence</b>	6
<b>Audit Approach</b>	7-8
<b>How We Deliver High-Quality Audits</b>	9
<b>Audit Timeline</b>	10
<b>Required Communications</b>	11
<b>Appendices</b>	
Appendix A – Recently Issued and Adopted Auditing Standards	
Appendix B – Engagement Letter	
Appendix C – Management Representation Letter	

## Your client service team

Blair MacKenzie, CPA, CA  
 Engagement Partner  
[bmackenzie@hilbornca.com](mailto:bmackenzie@hilbornca.com)

Geoff Clute, MASc, MBA  
 Principal  
[gclute@hilbornca.com](mailto:gclute@hilbornca.com)

Cassidy Johnson, CPA  
 Senior Associate  
[cjohnson@hilbornca.com](mailto:cjohnson@hilbornca.com)

**“At Hilborn, we make it our mission to maintain solid relationships with our clients. We value open, honest communication, and we listen carefully to what matters to you most.**

# Executive Summary



## Objective

Our objective is to express an opinion on the financial statements that have been prepared by management with the oversight of those charged with governance. The performance of this audit does not relieve management or those charged with governance of their responsibilities. Our engagement letter, contained in Appendix B, contains discussion regarding our responsibilities and your responsibilities.



## Materiality

Materiality has been calculated based on qualitative and quantitative factors. Materiality is \$75,000 for the year ended March 31, 2023.

Our materiality calculation is preliminary. In the event that actual results vary significantly from those used to calculate materiality, we will communicate these changes to you in our audit findings communication.



## Recently Issued and Adopted Accounting and Auditing Standards

There have been no changes to accounting standards that impact the College.

Refer to Appendix A for relevant changes to auditing standards.



## Fraud Discussion and Other Inquiries

We are not currently aware of fraud affecting the College. If you are aware of actual, suspected or alleged fraud affecting the College, we request that you provide us with this information. See page 5 for further discussions related to fraud.

Please bring to our attention any significant matters of which you are aware, including but not limited to:

- Business risks;
- Non-compliance with laws and regulations;
- Significant communications with external parties such as regulatory authorities, suppliers and legal counsel.



## Independence

We are independent. We have complied with relevant ethical requirements regarding independence. We will communicate all relationships and matters that may reasonably be thought to bear on our independence, if any, and where applicable, related safeguards.



## Audit Approach

Our audit is risk-based in design. See pages 7-8 for significant risks and areas of focus.

# Materiality

**Materiality is used to scope the audit, identify risks of material misstatement and evaluate the level at which we think misstatements will reasonably influence the economic decisions of users of the financial statements. The calculation of materiality considers both quantitative and qualitative factors.**

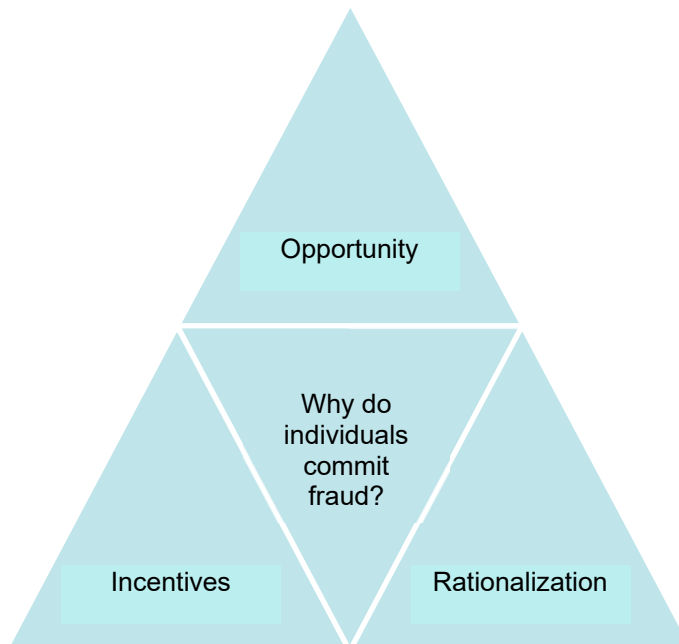
Materiality determination	Comments	Amount
Overall materiality	Overall materiality is based on the users of the financial statements and is calculated with reference to quantitative and qualitative factors.	\$75,000
Performance materiality	Performance materiality is used to reduce (to an acceptably low level) the probability that the aggregate of uncorrected/undetected misstatements exceeds overall materiality and is calculated as 75% of overall materiality.	\$56,000
Trivial misstatements	The threshold for misstatements that would be clearly trivial to the overall financial statements. It is calculated as 10% of performance materiality.	\$6,000

We will communicate, in our audit findings communication, any uncorrected audit misstatements identified and any material corrected misstatements identified that we think are relevant to the responsibility of the Council to oversee the financial reporting of the College.

## Risk of Fraud

Canadian Auditing Standards require us to discuss fraud risk with the College on an annual basis. We will have detailed fraud discussions with management during the course of the audit. We inquire with you about your views on fraud; whether you have knowledge of fraud, either actual, suspected or alleged, including those involving management, including what fraud detection or protection measures are in place?

At the conclusion of the audit, we will request written representations from management that they have disclosed to us management's fraud risk assessment and their knowledge of actual, suspected or alleged fraud affecting the College.



**“The fraud triangle is commonly used by auditors to explain the motivation behind an individual’s decision to commit fraud.”**

- Corporate Finance Institute

### Definitions

Opportunity refers to circumstances that allow fraud to occur such as weak internal controls, poor tone at the top and inadequate accounting policies.

Incentives or pressures refer to an individual's mindset towards committing fraud. Examples of incentives include bonuses that are based on financial metrics or personal incentives such as wanting to earn more money.

Rationalization refers to the individual's justification for committing fraud. Common examples of rationalization include an individual that is spiteful towards their manager or employer and feeling as if there are no other solutions.

## Independence

**We last communicated our independence to you through our audit findings communication dated November 28, 2022. We have remained independent since that date and through the date of this communication.**

The following table explains the threats to independence identified by us and the safeguards put in place to eliminate or reduce the threats to an acceptably low level.

Identified threat	Safeguard	Why effective
Self-review	<ul style="list-style-type: none"> <li>- Independent reviews of the financial statements by Hilborn LLP as well as by management and the Council.</li> </ul>	Provides an objective evaluation of the significant judgments made and the conclusions reached by the engagement team.
Objectivity and familiarity threats	<ul style="list-style-type: none"> <li>- Emphasis on exercising professional skepticism throughout the audit by the Engagement Partner and audit team.</li> <li>- All engagements may be subject to an Engagement Quality Review (EQR), which requires that the audit plan, results of the audit and financial statements, be reviewed by our Partner, Professional Standards.</li> </ul>	<p>Results in an audit carried out with a respectful, but questioning mindset to dispel any perceived familiarity threats.</p> <p>The EQR is conducted by an independent Partner that has no other involvement with the audit engagement.</p>
Provision of non-assurance services	<ul style="list-style-type: none"> <li>- We obtain pre-approval of all services from management and the Council.</li> <li>- We obtain management’s acknowledgement of its responsibility for the results of the work performed by us regarding non-assurance services, if any.</li> </ul>	<p>No services beyond the audit have been provided.</p> <p>We do not make any management decisions or assume any responsibility for such decisions.</p>

## Audit Approach

**Our overall audit strategy involves extensive partner and manager involvement in all aspects of the planning and execution of the audit. We will perform a risk-based audit, which allows us to focus our audit effort on significant risks and other areas that may be of concern to management and those charged with governance.**

**At this time we predict our audit will be conducted virtually through the use of a dedicated secure portal through which the information needs of each party will be addressed. We anticipate no significant disruptions to the audit process or to the quality of the audit evidence we will obtain.**

**If there are any areas where you would like to request additional procedures to be performed, please let us know.**

### Internal Control

Our audit includes gaining an understanding of internal control. We use this understanding to determine the nature, timing and extent of our audit procedures. We will communicate any significant deficiencies in internal control that we identify. Our consideration of internal controls will not be sufficient to enable us to render an opinion on the effectiveness of internal control over financial reporting.

### Significant Risks

Risk Area	Why	Our Audit Approach
Revenue recognition	This is a presumed fraud risk for all entities under Canadian Auditing Standards.	Our audit methodology incorporates the required procedures in the CASs to address this risk. We design and execute tests of details and analytical procedures to reduce the risk of a material misstatement to an acceptably low level.

Risk Area	Why	Our Audit Approach
Management override of controls	This is a presumed fraud risk for all entities under Canadian Auditing Standards. We have not identified any specific additional risks of management override relating to this audit.	We perform testing over journal entries and other adjustments, review estimates and evaluate the rationale of significant or unusual transactions. We incorporate an element of unpredictability in the nature, timing and extent of our audit procedures.

**Other Areas of Focus**

Other significant areas	Audit response
Deferred revenue	Analytical and variance review, review of registration fees received in the current fiscal year on account of the registration year ending in the next fiscal year
Complaints and discipline	Review case continuity reconciliation, average cost determination and amounts accrued for open cases, retrospective analysis and cost analytical procedures
Expenses / Accounts Payable	Perform a search for unrecorded liabilities (cut-off) and analytical procedures. Obtain an understanding of initiatives undertaken by the College which may require accrual of expenses. Understand management’s expectations for current year operations. Analyze and vouch certain expense accounts and review allocation of expenses. Perform tests of predictive nature. Confirm reported facts, circumstances and transaction terms.

# How We Deliver High-Quality Audits



**Robust testing**



**Collaborative people**



**Training & performance evaluation**



**Two-way communication**



**Extensive industry experience**



**Engagement quality reviews**



**Timely deliverables**



**Internal Monitoring**

# Audit Timeline

The following schedule outlines the anticipated timing of the audit of the financial statements of the College.

Audit Timeline	Date
Deliver the audit plan to the Council	June 2023
Perform year-end fieldwork	June 13 – 23, 2023
Review audit results with management	July 2023
Present our audit findings to the Council	September 2023
Approval of financial statements by the Council	September 2023
Release the financial statements	Following approval by the Council

## Required Communications

In accordance with Canadian Auditing Standards, there are a number of communications that are required in connection with an audit relevant to those charged with governance’s oversight of the financial reporting process. Those communications will primarily be written in the form of our Audit Plan and Audit Findings communication. We may also communicate orally through discussions. The table below indicates the nature of the communications and when you can expect to receive the communication.

Pre-audit and planning stage	Execution, conclusion and reporting stages
Auditor’s responsibilities	Significant findings or issues arising from the audit*
Auditor independence	Significant difficulties, if any, encountered*
Planning and timing of the audit	Qualitative aspects of the significant accounting policies and disclosures
Matters related to fraud*	Subsequent events and going concern matters
Non-compliance with laws and regulations*	Written representations requested from management
Expected form of the Auditor’s Report and management representation letter *	Significant deficiencies in internal control*

\*Indicates communications that may occur during the pre-audit/planning phase of the audit and/or at the conclusion of the audit, or at the time at which we identify such matters, based on our judgment. Management will provide us in writing with confirmation of significant representations provided during the engagement (see Appendix C for draft management representation letter).

# APPENDIX A

## Recently Issued and Adopted Auditing Standards

### **Auditing Standards**

In May 2020, Canadian Auditing Standard (“CAS”) 315 (revised), *Identifying and Assessing the Risks of Material Misstatement through Understanding the Entity and Its Environment* was released. This standard is effective for audits of financial statements for periods beginning on or after December 15, 2021. These amendments are expected to enhance the application of professional skepticism in audits, and for complex entities, enhance the auditor’s documentation of the system of internal control, including the use of IT in financial reporting.

# APPENDIX B

PRIVATE AND CONFIDENTIAL

June 5, 2023

Mr. Roderick Tom-Ying  
Registrar and CEO  
College of Denturists of Ontario  
365 Bloor Street East  
Suite 1606  
Toronto, Ontario  
M4W 3L4

Ms. Lileath Claire  
President  
College of Denturists of Ontario  
365 Bloor Street East  
Suite 1606  
Toronto, Ontario  
M4W 3L4

re: College of Denturists of Ontario (the "College")

Dear Mr. Tom-Ying and Ms. Claire:

The purpose of this letter (the "Agreement") is to confirm the understanding between the College of Denturists of Ontario and Hilborn LLP (the "Firm") in respect of our engagement to audit the financial statements of the College of Denturists of Ontario for the year ended March 31, 2023, which comprise the statement of financial position as at March 31, 2023, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

We are pleased to confirm our acceptance and our understanding of this audit engagement by means of this letter.

### **Objective, Scope and Limitations**

Our audit will be conducted with the objective of forming and expressing our opinion on the financial statements that have been prepared by management with the oversight of those charged with governance. The audit of the financial statements does not relieve management or those charged with governance of their responsibilities.

Our statutory function as auditor of the College is to report to the Council by expressing an opinion on the annual financial statements of the College. We will conduct our audit in accordance with Canadian generally accepted auditing standards.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

An auditor conducting an audit in accordance with Canadian generally accepted auditing standards obtains reasonable assurance that the financial statements taken as a whole are free of material misstatement, whether caused by fraud or error. It is important to recognize that an auditor cannot obtain absolute assurance that material misstatements in the financial statements will be detected because of:

College of Denturists of Ontario  
Toronto, Ontario  
June 5, 2023

### **Objective, Scope and Limitations (continued)**

- (a) factors such as use of judgment, and the use of testing of the data underlying the financial statements;
- (b) inherent limitations of internal control; and
- (c) the fact that much of the audit evidence available to the auditor is persuasive rather than conclusive in nature.

Because of the inherent limitations of an audit, together with the inherent limitations of internal control, there is an unavoidable risk that some material misstatements may not be detected even though the audit is properly planned and performed in accordance with Canadian generally accepted auditing standards.

Furthermore, because of the nature of fraud, including attempts at concealment through collusion and forgery, an audit designed and executed in accordance with Canadian generally accepted auditing standards may not detect a material fraud. While effective internal control reduces the likelihood that misstatements will occur and remain undetected, it does not eliminate that possibility. For these reasons, we cannot guarantee that fraud, error and illegal acts, if present, will be detected when conducting an audit in accordance with Canadian generally accepted auditing standards.

In making our risk assessments, we consider internal control relevant to the preparation and fair presentation of the financial statements by management in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control of the College. However, we will communicate to you in writing concerning any significant deficiencies in internal control relevant to the audit of the financial statements that we have identified during the audit.

### **Reporting**

Unless unanticipated difficulties are encountered, our report will be substantially in the following form. If we conclude that a modification to our opinion on the financial statements is necessary, we will discuss the reasons with you in advance.

#### **Independent Auditor's Report**

To the Council of the College of Denturists of Ontario

#### **Opinion**

We have audited the financial statements of the College of Denturists of Ontario (the "College"), which comprise the statement of financial position as at March 31, 2023, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the College as at March 31, 2023, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

College of Denturists of Ontario  
Toronto, Ontario  
June 5, 2023

## Reporting (continued)

### Independent Auditor's Report (continued)

#### Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the College in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Other Information

Management is responsible for the other information. The other information comprises the information, other than the financial statements and our auditor's report thereon, in the annual report.

Our opinion on the financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

The annual report is expected to be made available to us after the date of our auditor's report. If, based on the work we will perform on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact to those charged with governance.

#### Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the ability of the College to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the College or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the financial reporting process of the College.

#### Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

College of Denturists of Ontario  
Toronto, Ontario  
June 5, 2023

## Reporting (continued)

### Independent Auditor's Report (continued)

#### Auditor's Responsibilities for the Audit of the Financial Statements (continued)

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control of the College.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the College to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the College to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Toronto, Ontario  
Date

Chartered Professional Accountants  
Licensed Public Accountants

## Our Responsibilities

We will perform our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements present fairly, in all material respects, the financial position, operations, changes in net assets and cash flows of the College in accordance with Canadian accounting standards for not-for-profit organizations. Accordingly, we will plan and perform our audit to provide reasonable, but not absolute, assurance of detecting fraud and errors, including illegal acts, which have a material effect on the financial statements taken as a whole.

One of the underlying principles of the profession is a duty of confidentiality with respect to client affairs. Accordingly, except for information that is in or enters the public domain, we will not provide any third party with confidential information concerning the affairs of the College without the prior consent of the College, unless required to do so by legal authority, or the Chartered Professional Accountants of Ontario Code of Professional Conduct.

College of Denturists of Ontario  
Toronto, Ontario  
June 5, 2023

### **Our Responsibilities (continued)**

We have considered the relationships between us and the College (including related entities) that, in our professional judgment, may reasonably be thought to bear on our independence. We confirm our independence with respect to the College.

The objective of our audit is to obtain reasonable assurance that the financial statements are free of material misstatement. However, if we identify any of the following matters, they will be communicated to the appropriate level of management:

- (a) misstatements, resulting from error, other than trivial errors;
- (b) fraud or any information obtained that indicates that fraud may exist;
- (c) any evidence obtained that indicates that an illegal or possibly illegal act has occurred;
- (d) significant deficiencies in the design or implementation of internal control to prevent and detect fraud or error; and
- (e) related party transactions identified by us that are not in the normal course of operations and that involve significant judgments made by management concerning measurement or disclosure.

The matters communicated will be those that we identify during the course of our audit. Audits do not usually identify all matters that may be of interest to management in discharging its responsibilities. The type and significance of the matter to be communicated will determine the level of management to which the communication is directed.

We will consider the internal control of the College to identify types of potential misstatements, consider factors that affect the risks of material misstatement, and design the nature, timing and extent of audit procedures to be executed. This consideration will not be sufficient to enable us to render an opinion on the effectiveness of the internal control of the College.

### **Management's Responsibilities**

Our audit will be conducted on the basis that management acknowledges and understands that they are responsible for:

#### Financial statements

- (a) the preparation and fair presentation of the financial statements of the College in accordance with Canadian accounting standards for not-for-profit organizations;

#### Completeness of information

- (b) providing us with complete financial records and related data, and copies of all minutes of meetings of Council and committees of Council;
- (c) providing us with information relating to any known or probable instances of non-compliance with legislative or regulatory requirements, including financial reporting requirements;

## **Management's Responsibilities (continued)**

### Completeness of information (continued)

- (d) providing us with information relating to any illegal or possibly illegal acts, and all facts related thereto;
- (e) providing us with information regarding all related parties and related party transactions;
- (f) providing us with any additional information that we may request from management for the purpose of this audit;
- (g) providing us with unrestricted access to persons within the College from whom we determine it necessary to obtain audit evidence;

### Fraud and error

- (h) designing, implementing, and maintaining internal control that management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error;
- (i) providing us with an assessment of the risk that the financial statements may be materially misstated as a result of fraud;
- (j) providing us with information relating to fraud or suspected fraud affecting the College involving:
  - (i) management;
  - (ii) employees who have significant roles in internal control; or
  - (iii) others, where the fraud could have a non-trivial effect on the financial statements;
- (k) providing us with information relating to any allegations of fraud or suspected fraud affecting the financial statements of the College as communicated by employees, former employees, regulators or others;
- (l) communicating its belief that the effects of any uncorrected financial statement misstatements, including misstatements related to financial statement presentation and disclosure, aggregated during the audit are immaterial, both individually and in the aggregate, to the financial statements taken as a whole;

### Recognition, measurement and disclosure

- (m) providing us with its assessment of the reasonableness of significant assumptions underlying fair value measurements and disclosures in the financial statements;
- (n) providing us with details of any plans or intentions that may affect the carrying value or classification of assets or liabilities;
- (o) providing us with information relating to the measurement and disclosure of transactions with related parties;
- (p) providing us with an assessment of all areas of measurement uncertainty known to management that are required to be disclosed in accordance with Canadian accounting standards for not-for-profit organizations;

College of Denturists of Ontario  
Toronto, Ontario  
June 5, 2023

## **Management's Responsibilities (continued)**

### Recognition, measurement and disclosure (continued)

- (q) providing us with information relating to claims and possible claims, whether or not they have been discussed with legal counsel of the College;
- (r) providing us with information relating to other liabilities and contingent gains or losses, including those associated with guarantees, whether written or oral, under which the College is contingently liable;
- (s) providing us with information on whether the College has satisfactory title to assets, whether liens or encumbrances on assets exist, or whether assets are pledged as collateral;
- (t) providing us with information relating to compliance with aspects of contractual agreements that may affect the financial statements;
- (u) providing us with information concerning subsequent events; and

### Written confirmation of significant representations

- (v) providing us with written confirmation of significant representations communicated to us during the engagement on matters that are:
  - i) directly related to items that are material, either individually or in aggregate, to the financial statements;
  - ii) not directly related to items that are material to the financial statements but are significant, either individually or in aggregate, to the audit engagement; and
  - iii) relevant to your judgments or estimates that are material, either individually or in aggregate, to the financial statements.

If such representations are not provided in writing, management acknowledges and understands that we would be required to disclaim an audit opinion.

We will communicate any misstatements identified during the audit engagement other than those that are clearly trivial. We request that management correct all the misstatements communicated.

## **Terms and Conditions**

### Use of Personal Information

It is acknowledged that we will have access to all personal information in your custody that we require to complete our audit engagement. Our services are provided on the basis that:

1. You represent to us that management has obtained any required consents for the collection, use and disclosure to us of personal information required under applicable privacy legislation; and
2. We will hold all personal information in compliance with our Privacy Policy, which is viewable on our website at [www.hilbornca.com](http://www.hilbornca.com).

College of Denturists of Ontario  
Toronto, Ontario  
June 5, 2023

## **Terms and Conditions (continued)**

### Use and Distribution of Our Report

Our independent auditor's report on the financial statements will be issued solely for the use of the College and those to whom our independent auditor's report is specifically addressed by us. We make no representations of any kind to any third party in respect of the financial statements and we accept no responsibility for their use by any third party.

We ask that our name be used only with our consent and that any information to which we have attached a communication be issued with that communication, unless otherwise agreed to in writing by us.

### Reproduction of Our Report

If reproduction or publication of our independent auditor's report (or reference to our independent auditor's report) is planned in an annual report or other document, including electronic filings or posting of the annual report on a website, a copy of the entire document should be submitted to us in sufficient time for our review before the publication or posting process begins.

Management is responsible for the accurate reproduction of the financial statements, the independent auditor's report and other related information contained in an annual report or other public document (electronic or paper-based). This includes any incorporation by reference to either the full or summarized financial statements that we have audited.

We are not required to read the information contained in your website or to consider the consistency of other information on the electronic site with the audited financial statements.

### Working Papers

The working papers, files, other materials, reports and work created, developed or performed by our Firm during the course of the engagement are the property of our Firm, constitute confidential information and will be retained by us in accordance with our Firm's policies and procedures.

During the course of our work, we may provide, for your own use, certain software, spreadsheets and other intellectual property to assist with the provision of our services. Such software, spreadsheets and other intellectual property must not be copied, distributed or used for any other purpose. We also do not provide any warranties in relation to these items and will not be liable for any damage or loss incurred by you in connection with your use of them.

We retain all intellectual property rights in any original materials provided to you.

### File Inspections

In accordance with professional regulations and by Firm policy, our client files must periodically be reviewed by CPA Ontario practice inspectors and other file quality reviewers to ensure that we are adhering to professional and Firm standards. File reviewers are required to maintain confidentiality of client information.

College of Denturists of Ontario  
Toronto, Ontario  
June 5, 2023

## **Terms and Conditions (continued)**

### Accounting Advice

Except as outlined in this letter, this audit engagement does not contemplate the provision of specific accounting advice or opinions or the issuance of a written report on the application of accounting standards to specific transactions and to the facts and circumstances of the College. Such services, if requested, would be provided under a separate agreement.

### Other Services

In addition to the audit services referred to above, we may, as allowed by our provincial Code of Professional Conduct, provide other services (for example, preparation of special reports or other reporting services) as required. Management will provide the information necessary to complete these other services. Management is responsible for filing all reports with the appropriate authorities on a timely basis. We will discuss such services with you prior to undertaking any work and will establish an appropriate fee arrangement with you before incurring any costs.

### Governing Legislation

This Agreement is subject to and governed by the laws of the Province of Ontario. The Province of Ontario will have exclusive jurisdiction in relation to any claim, dispute or difference concerning this Agreement and any matter arising from it. Each party irrevocably waives any right it may have to object to any action being brought in those courts, to claim that the action has been brought in an inappropriate forum, or to claim that those courts do not have jurisdiction.

### Fees at Regular Billing Rates

Our fees for the audit engagement described above will be based on our regular billing rates plus direct out-of-pocket expenses and applicable HST and are due when invoices are rendered.

### Costs of Responding to Government Information Requests, etc.

If, with respect to this audit engagement or related services, we are required as a result of actions or demands placed upon or initiated by the College, government regulation, subpoena, or other legal process to produce our working papers, or to respond to information requests, such work will be outside the scope of this audit engagement. We will discuss such matters with you prior to undertaking any work and will establish an appropriate fee arrangement with you before incurring any costs.

### Communications

You agree that in connection with this audit engagement, we may communicate with you or others via telephone, facsimile, post, courier, email, and other means. As all communications may be intercepted or otherwise communicated to an unintended third party, or may not be delivered to each of the parties to whom they are directed and only to such parties, we cannot guarantee or warrant that communications from us will be properly delivered only to the addressee.

College of Denturists of Ontario  
Toronto, Ontario  
June 5, 2023

## **Terms and Conditions (continued)**

### Termination

Management acknowledges and understands that failure to fulfill its obligations as set out in this Agreement will result, upon written notice, in the termination of this Agreement.

Either party may terminate this Agreement for any reason upon providing written notice to the other party not less than 30 calendar days before the effective date of termination. If early termination takes place, the College shall be responsible for all time and expenses incurred up to the termination date.

If we are unable to complete the audit engagement or are unable to come to a conclusion on the financial statements, we may withdraw from the engagement before issuing our audit report, or we may issue a denial of assurance on the financial statements. If this occurs, we will communicate the reasons and provide details.

### **Other Matters**

Neither party to this Agreement will directly or indirectly agree to assign, transfer or sell to anyone any claim against the other party arising out of this Agreement, except that the College may assign its rights to any such claim to its insurer.

Hilborn LLP is a limited liability partnership. The individuals involved in the audit engagement and related services will be partners, employees and agents of the partnership. The total aggregate liability of Hilborn LLP and any of its partners, employees and agents for all claims, losses, liabilities and damages as a result of breach of contract, tort (including negligence), or otherwise, arising from any professional services performed or not performed by Hilborn LLP or by any of its partners, employees and agents for you, shall be limited to the amount of professional liability insurance available for your claim. You further acknowledge and agree that this provision may be pleaded as a complete estoppel to any claim by you for damages in excess of the foregoing amount.

Our liability shall be several and not joint and several. We shall only be liable for our proportionate share of any loss or damage, based on our contribution relative to the others' contributions. In addition, we will not be liable in any event for consequential, incidental, indirect, punitive, exemplary, aggravated or special damages, including any amount for loss of profit, data or goodwill, whether or not the likelihood of such loss or damage was contemplated.

We will use all reasonable efforts to complete the audit engagement as described in this Agreement within the agreed upon time frames. However, we shall not be liable for failures or delays in performance that arise from causes beyond our control, including the untimely performance by the College of its obligations.

### **Conclusion**

This Agreement reflects the entire agreement between the College and Hilborn LLP relating to the services described herein and supersedes any previous proposals, correspondence and understandings, whether written or oral. The agreements of the College and Hilborn LLP contained herein shall survive the completion or termination of this Agreement.

College of Denturists of Ontario  
Toronto, Ontario  
June 5, 2023

### Acknowledgement

Please confirm your agreement with the above terms by signing a copy of this Agreement in the space provided and return it to us.

We are pleased to have this opportunity to serve you and assure you that this audit engagement will be given our close attention.

Yours very truly,



Chartered Professional Accountants

I.B. MacKenzie/cj

The services and terms set out above are as agreed.

### College of Denturists of Ontario



---

Mr. Roderick Tom-Ying, Registrar and CEO



---

Ms. Lileath Claire, President

# APPENDIX C

## College of Denturists of Ontario

365 Bloor Street East, Suite 1606, Toronto, Ontario, M4W 3L4

Hilborn LLP  
Chartered Professional Accountants  
401 Bay Street, Suite 3100  
P.O. Box 49  
Toronto, Ontario  
M5H 2Y4

Dear Sirs/Madams:

This representation letter is provided in connection with your audit of the financial statements of the College of Denturists of Ontario (the "College") for the year ended March 31, 2023, for the purpose of expressing a conclusion as to whether the financial statements are presented fairly, in all material respects, in accordance with Canadian accounting standards for not-for-profit organizations.

We acknowledge that we are responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations and for the design, implementation and maintenance of internal controls to prevent and detect fraud and error. We understand that your audit was planned and conducted in accordance with Canadian generally accepted auditing standards so as to enable you to express an opinion on the financial statements. We understand that while your work includes an examination of the accounting system, internal control and related data to the extent you considered necessary in the circumstances, it is not designed to identify, nor can it necessarily be expected to detect fraud, shortages, errors or other irregularities, should any exist.

Certain representations in this letter are described as being limited to matters that are material. An item is considered material, regardless of its monetary value, if it is probable that its omission from or misstatement in the financial statements would influence the decision of a reasonable person relying on the financial statements.

We confirm, to the best of our knowledge and belief, having made such inquiries as we consider necessary for the purpose of informing ourselves as of TBD, the following representations made to you during your audit:

### Financial Statements

1. We have fulfilled our responsibilities, as set out in the terms of the audit engagement letter dated June 5, 2023.
2. The financial statements referred to above include the statement of financial position as at March 31, 2023 and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies. These financial statements present fairly, in all material respects, the financial position of the College as at March 31, 2023, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

3. We acknowledge our responsibility for the design, implementation, and maintenance of internal controls to enable us to prepare financial statements that are free from material misstatement, whether due to fraud or error. We are not aware of any significant deficiencies in internal control of the College.
4. We have reviewed and approved the adjusting journal entries and trial balance.
5. The financial statements have been produced by you, and we have designated someone in management with the suitable skill, knowledge and financial expertise to accept responsibility for the preparation of the financial statements. We hereby approve the financial statements for issuance.

### **Going Concern**

6. The financial statements have been prepared on a going concern basis, which we believe to be appropriate and consistent with our assessment of the College.

### **Completeness of Information**

7. We have made available to you all financial records and related data and all minutes of the meetings of Council and committees of Council through TBD.
8. All transactions have been recorded in the accounting records and are reflected in the financial statements.
9. We are unaware of any known or probable instances of non-compliance with the requirements of regulatory or governmental authorities, including their financial reporting requirements.
10. We are unaware of any violations or possible violations of laws or regulations, including illegal and possibly illegal acts, the effects of which should be considered for disclosure in the financial statements or as the basis of recording a contingent loss.
11. We are aware of the environmental laws and regulations that impact the College and we are in compliance. There are no known environmental liabilities that have not been accrued for or disclosed in the financial statements.
12. We have disclosed to you the identity of all known related parties and all related party relationships and transactions, including guarantees, non-monetary transactions and transactions for no consideration. We have appropriately accounted for and disclosed such relationships and transactions in the financial statements in accordance with Canadian accounting standards for not-for-profit organizations.
13. We have disclosed all material non-monetary transactions or transactions for no consideration undertaken by the College.

### **Fraud and Error**

14. We have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.

15. We have no knowledge of fraud or suspected fraud affecting the College involving management; employees who have significant roles in internal control; or others, where the fraud could have a material effect on the financial statements.
16. We have no knowledge of any allegations of fraud or suspected fraud affecting the College's financial statements as communicated by employees, former employees, analysts, regulators or others.
17. There are no uncorrected financial statement misstatements or uncorrected presentation and disclosure departures

### **Recognition, Measurement and Disclosure**

18. We believe that the significant assumptions used by us in making accounting estimates, including those relating to fair value measurements included and disclosed in the financial statements, are reasonable and appropriate in the circumstances.
19. We have no plans or intentions that may materially affect the carrying value or classification of assets and liabilities reflected in the financial statements.
20. The nature of all material measurement uncertainties has been appropriately disclosed in the financial statements, including all estimates where it is reasonably possible that the estimate will change in the near term and the effect of the change could be material to the financial statements.
21. We have informed you of all outstanding and possible claims, whether or not they have been discussed with legal counsel.
22. All liabilities and contingencies, including those associated with guarantees, whether written or oral, have been disclosed to you and are appropriately reflected in the financial statements.
23. The College has satisfactory title to all assets, and there are no liens or encumbrances on the College's assets, nor has any asset been pledged except as disclosed in the financial statements.
24. We have disclosed to you, and the College has complied with, all aspects of contractual agreements that could have a material effect on the financial statements in the event of non-compliance, including all covenants, conditions or other requirements of all outstanding debt.

25. There have been no events subsequent to the date of the financial statements through to the date of this letter that would require recognition or disclosure in the financial statements. Further, there have been no events subsequent to the date of the comparative financial statements that would require adjustment of those financial statements and the related notes.

Yours very truly,

**College of Denturists of Ontario**



---

Mr. Roderick Tom-Ying, Registrar and CEO

DRAFT

# HILBORN

LISTENERS. THINKERS. DOERS.

PRIVATE AND CONFIDENTIAL

June 5, 2023

Mr. Roderick Tom-Ying  
Registrar and CEO  
College of Denturists of Ontario  
365 Bloor Street East  
Suite 1606  
Toronto, Ontario  
M4W 3L4

Ms. Lileath Claire  
President  
College of Denturists of Ontario  
365 Bloor Street East  
Suite 1606  
Toronto, Ontario  
M4W 3L4

re: College of Denturists of Ontario (the "College")

Dear Mr. Tom-Ying and Ms. Claire:

The purpose of this letter (the "Agreement") is to confirm the understanding between the College of Denturists of Ontario and Hilborn LLP (the "Firm") in respect of our engagement to audit the financial statements of the College of Denturists of Ontario for the year ended March 31, 2023, which comprise the statement of financial position as at March 31, 2023, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

We are pleased to confirm our acceptance and our understanding of this audit engagement by means of this letter.

### **Objective, Scope and Limitations**

Our audit will be conducted with the objective of forming and expressing our opinion on the financial statements that have been prepared by management with the oversight of those charged with governance. The audit of the financial statements does not relieve management or those charged with governance of their responsibilities.

Our statutory function as auditor of the College is to report to the Council by expressing an opinion on the annual financial statements of the College. We will conduct our audit in accordance with Canadian generally accepted auditing standards.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

An auditor conducting an audit in accordance with Canadian generally accepted auditing standards obtains reasonable assurance that the financial statements taken as a whole are free of material misstatement, whether caused by fraud or error. It is important to recognize that an auditor cannot obtain absolute assurance that material misstatements in the financial statements will be detected because of:

College of Denturists of Ontario  
Toronto, Ontario  
June 5, 2023

### **Objective, Scope and Limitations (continued)**

- (a) factors such as use of judgment, and the use of testing of the data underlying the financial statements;
- (b) inherent limitations of internal control; and
- (c) the fact that much of the audit evidence available to the auditor is persuasive rather than conclusive in nature.

Because of the inherent limitations of an audit, together with the inherent limitations of internal control, there is an unavoidable risk that some material misstatements may not be detected even though the audit is properly planned and performed in accordance with Canadian generally accepted auditing standards.

Furthermore, because of the nature of fraud, including attempts at concealment through collusion and forgery, an audit designed and executed in accordance with Canadian generally accepted auditing standards may not detect a material fraud. While effective internal control reduces the likelihood that misstatements will occur and remain undetected, it does not eliminate that possibility. For these reasons, we cannot guarantee that fraud, error and illegal acts, if present, will be detected when conducting an audit in accordance with Canadian generally accepted auditing standards.

In making our risk assessments, we consider internal control relevant to the preparation and fair presentation of the financial statements by management in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control of the College. However, we will communicate to you in writing concerning any significant deficiencies in internal control relevant to the audit of the financial statements that we have identified during the audit.

### **Reporting**

Unless unanticipated difficulties are encountered, our report will be substantially in the following form. If we conclude that a modification to our opinion on the financial statements is necessary, we will discuss the reasons with you in advance.

#### **Independent Auditor's Report**

To the Council of the College of Denturists of Ontario

#### **Opinion**

We have audited the financial statements of the College of Denturists of Ontario (the "College"), which comprise the statement of financial position as at March 31, 2023, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the College as at March 31, 2023, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

College of Denturists of Ontario  
Toronto, Ontario  
June 5, 2023

## Reporting (continued)

### Independent Auditor's Report (continued)

#### Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the College in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Other Information

Management is responsible for the other information. The other information comprises the information, other than the financial statements and our auditor's report thereon, in the annual report.

Our opinion on the financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

The annual report is expected to be made available to us after the date of our auditor's report. If, based on the work we will perform on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact to those charged with governance.

#### Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the ability of the College to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the College or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the financial reporting process of the College.

#### Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

College of Denturists of Ontario  
Toronto, Ontario  
June 5, 2023

## Reporting (continued)

### Independent Auditor's Report (continued)

#### Auditor's Responsibilities for the Audit of the Financial Statements (continued)

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control of the College.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the College to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the College to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Toronto, Ontario  
Date

Chartered Professional Accountants  
Licensed Public Accountants

## Our Responsibilities

We will perform our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements present fairly, in all material respects, the financial position, operations, changes in net assets and cash flows of the College in accordance with Canadian accounting standards for not-for-profit organizations. Accordingly, we will plan and perform our audit to provide reasonable, but not absolute, assurance of detecting fraud and errors, including illegal acts, which have a material effect on the financial statements taken as a whole.

One of the underlying principles of the profession is a duty of confidentiality with respect to client affairs. Accordingly, except for information that is in or enters the public domain, we will not provide any third party with confidential information concerning the affairs of the College without the prior consent of the College, unless required to do so by legal authority, or the Chartered Professional Accountants of Ontario Code of Professional Conduct.

College of Denturists of Ontario  
Toronto, Ontario  
June 5, 2023

### **Our Responsibilities (continued)**

We have considered the relationships between us and the College (including related entities) that, in our professional judgment, may reasonably be thought to bear on our independence. We confirm our independence with respect to the College.

The objective of our audit is to obtain reasonable assurance that the financial statements are free of material misstatement. However, if we identify any of the following matters, they will be communicated to the appropriate level of management:

- (a) misstatements, resulting from error, other than trivial errors;
- (b) fraud or any information obtained that indicates that fraud may exist;
- (c) any evidence obtained that indicates that an illegal or possibly illegal act has occurred;
- (d) significant deficiencies in the design or implementation of internal control to prevent and detect fraud or error; and
- (e) related party transactions identified by us that are not in the normal course of operations and that involve significant judgments made by management concerning measurement or disclosure.

The matters communicated will be those that we identify during the course of our audit. Audits do not usually identify all matters that may be of interest to management in discharging its responsibilities. The type and significance of the matter to be communicated will determine the level of management to which the communication is directed.

We will consider the internal control of the College to identify types of potential misstatements, consider factors that affect the risks of material misstatement, and design the nature, timing and extent of audit procedures to be executed. This consideration will not be sufficient to enable us to render an opinion on the effectiveness of the internal control of the College.

### **Management's Responsibilities**

Our audit will be conducted on the basis that management acknowledges and understands that they are responsible for:

#### Financial statements

- (a) the preparation and fair presentation of the financial statements of the College in accordance with Canadian accounting standards for not-for-profit organizations;

#### Completeness of information

- (b) providing us with complete financial records and related data, and copies of all minutes of meetings of Council and committees of Council;
- (c) providing us with information relating to any known or probable instances of non-compliance with legislative or regulatory requirements, including financial reporting requirements;

## Management's Responsibilities (continued)

### Completeness of information (continued)

- (d) providing us with information relating to any illegal or possibly illegal acts, and all facts related thereto;
- (e) providing us with information regarding all related parties and related party transactions;
- (f) providing us with any additional information that we may request from management for the purpose of this audit;
- (g) providing us with unrestricted access to persons within the College from whom we determine it necessary to obtain audit evidence;

### Fraud and error

- (h) designing, implementing, and maintaining internal control that management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error;
- (i) providing us with an assessment of the risk that the financial statements may be materially misstated as a result of fraud;
- (j) providing us with information relating to fraud or suspected fraud affecting the College involving:
  - (i) management;
  - (ii) employees who have significant roles in internal control; or
  - (iii) others, where the fraud could have a non-trivial effect on the financial statements;
- (k) providing us with information relating to any allegations of fraud or suspected fraud affecting the financial statements of the College as communicated by employees, former employees, regulators or others;
- (l) communicating its belief that the effects of any uncorrected financial statement misstatements, including misstatements related to financial statement presentation and disclosure, aggregated during the audit are immaterial, both individually and in the aggregate, to the financial statements taken as a whole;

### Recognition, measurement and disclosure

- (m) providing us with its assessment of the reasonableness of significant assumptions underlying fair value measurements and disclosures in the financial statements;
- (n) providing us with details of any plans or intentions that may affect the carrying value or classification of assets or liabilities;
- (o) providing us with information relating to the measurement and disclosure of transactions with related parties;
- (p) providing us with an assessment of all areas of measurement uncertainty known to management that are required to be disclosed in accordance with Canadian accounting standards for not-for-profit organizations;

College of Denturists of Ontario  
Toronto, Ontario  
June 5, 2023

## **Management's Responsibilities (continued)**

### Recognition, measurement and disclosure (continued)

- (q) providing us with information relating to claims and possible claims, whether or not they have been discussed with legal counsel of the College;
- (r) providing us with information relating to other liabilities and contingent gains or losses, including those associated with guarantees, whether written or oral, under which the College is contingently liable;
- (s) providing us with information on whether the College has satisfactory title to assets, whether liens or encumbrances on assets exist, or whether assets are pledged as collateral;
- (t) providing us with information relating to compliance with aspects of contractual agreements that may affect the financial statements;
- (u) providing us with information concerning subsequent events; and

### Written confirmation of significant representations

- (v) providing us with written confirmation of significant representations communicated to us during the engagement on matters that are:
  - i) directly related to items that are material, either individually or in aggregate, to the financial statements;
  - ii) not directly related to items that are material to the financial statements but are significant, either individually or in aggregate, to the audit engagement; and
  - iii) relevant to your judgments or estimates that are material, either individually or in aggregate, to the financial statements.

If such representations are not provided in writing, management acknowledges and understands that we would be required to disclaim an audit opinion.

We will communicate any misstatements identified during the audit engagement other than those that are clearly trivial. We request that management correct all the misstatements communicated.

## **Terms and Conditions**

### Use of Personal Information

It is acknowledged that we will have access to all personal information in your custody that we require to complete our audit engagement. Our services are provided on the basis that:

1. You represent to us that management has obtained any required consents for the collection, use and disclosure to us of personal information required under applicable privacy legislation; and
2. We will hold all personal information in compliance with our Privacy Policy, which is viewable on our website at [www.hilbornca.com](http://www.hilbornca.com).

College of Denturists of Ontario  
Toronto, Ontario  
June 5, 2023

## **Terms and Conditions (continued)**

### Use and Distribution of Our Report

Our independent auditor's report on the financial statements will be issued solely for the use of the College and those to whom our independent auditor's report is specifically addressed by us. We make no representations of any kind to any third party in respect of the financial statements and we accept no responsibility for their use by any third party.

We ask that our name be used only with our consent and that any information to which we have attached a communication be issued with that communication, unless otherwise agreed to in writing by us.

### Reproduction of Our Report

If reproduction or publication of our independent auditor's report (or reference to our independent auditor's report) is planned in an annual report or other document, including electronic filings or posting of the annual report on a website, a copy of the entire document should be submitted to us in sufficient time for our review before the publication or posting process begins.

Management is responsible for the accurate reproduction of the financial statements, the independent auditor's report and other related information contained in an annual report or other public document (electronic or paper-based). This includes any incorporation by reference to either the full or summarized financial statements that we have audited.

We are not required to read the information contained in your website or to consider the consistency of other information on the electronic site with the audited financial statements.

### Working Papers

The working papers, files, other materials, reports and work created, developed or performed by our Firm during the course of the engagement are the property of our Firm, constitute confidential information and will be retained by us in accordance with our Firm's policies and procedures.

During the course of our work, we may provide, for your own use, certain software, spreadsheets and other intellectual property to assist with the provision of our services. Such software, spreadsheets and other intellectual property must not be copied, distributed or used for any other purpose. We also do not provide any warranties in relation to these items and will not be liable for any damage or loss incurred by you in connection with your use of them.

We retain all intellectual property rights in any original materials provided to you.

### File Inspections

In accordance with professional regulations and by Firm policy, our client files must periodically be reviewed by CPA Ontario practice inspectors and other file quality reviewers to ensure that we are adhering to professional and Firm standards. File reviewers are required to maintain confidentiality of client information.

College of Denturists of Ontario  
Toronto, Ontario  
June 5, 2023

## **Terms and Conditions (continued)**

### Accounting Advice

Except as outlined in this letter, this audit engagement does not contemplate the provision of specific accounting advice or opinions or the issuance of a written report on the application of accounting standards to specific transactions and to the facts and circumstances of the College. Such services, if requested, would be provided under a separate agreement.

### Other Services

In addition to the audit services referred to above, we may, as allowed by our provincial Code of Professional Conduct, provide other services (for example, preparation of special reports or other reporting services) as required. Management will provide the information necessary to complete these other services. Management is responsible for filing all reports with the appropriate authorities on a timely basis. We will discuss such services with you prior to undertaking any work and will establish an appropriate fee arrangement with you before incurring any costs.

### Governing Legislation

This Agreement is subject to and governed by the laws of the Province of Ontario. The Province of Ontario will have exclusive jurisdiction in relation to any claim, dispute or difference concerning this Agreement and any matter arising from it. Each party irrevocably waives any right it may have to object to any action being brought in those courts, to claim that the action has been brought in an inappropriate forum, or to claim that those courts do not have jurisdiction.

### Fees at Regular Billing Rates

Our fees for the audit engagement described above will be based on our regular billing rates plus direct out-of-pocket expenses and applicable HST and are due when invoices are rendered.

### Costs of Responding to Government Information Requests, etc.

If, with respect to this audit engagement or related services, we are required as a result of actions or demands placed upon or initiated by the College, government regulation, subpoena, or other legal process to produce our working papers, or to respond to information requests, such work will be outside the scope of this audit engagement. We will discuss such matters with you prior to undertaking any work and will establish an appropriate fee arrangement with you before incurring any costs.

### Communications

You agree that in connection with this audit engagement, we may communicate with you or others via telephone, facsimile, post, courier, email, and other means. As all communications may be intercepted or otherwise communicated to an unintended third party, or may not be delivered to each of the parties to whom they are directed and only to such parties, we cannot guarantee or warrant that communications from us will be properly delivered only to the addressee.

College of Denturists of Ontario  
Toronto, Ontario  
June 5, 2023

## **Terms and Conditions (continued)**

### Termination

Management acknowledges and understands that failure to fulfill its obligations as set out in this Agreement will result, upon written notice, in the termination of this Agreement.

Either party may terminate this Agreement for any reason upon providing written notice to the other party not less than 30 calendar days before the effective date of termination. If early termination takes place, the College shall be responsible for all time and expenses incurred up to the termination date.

If we are unable to complete the audit engagement or are unable to come to a conclusion on the financial statements, we may withdraw from the engagement before issuing our audit report, or we may issue a denial of assurance on the financial statements. If this occurs, we will communicate the reasons and provide details.

### **Other Matters**

Neither party to this Agreement will directly or indirectly agree to assign, transfer or sell to anyone any claim against the other party arising out of this Agreement, except that the College may assign its rights to any such claim to its insurer.

Hilborn LLP is a limited liability partnership. The individuals involved in the audit engagement and related services will be partners, employees and agents of the partnership. The total aggregate liability of Hilborn LLP and any of its partners, employees and agents for all claims, losses, liabilities and damages as a result of breach of contract, tort (including negligence), or otherwise, arising from any professional services performed or not performed by Hilborn LLP or by any of its partners, employees and agents for you, shall be limited to the amount of professional liability insurance available for your claim. You further acknowledge and agree that this provision may be pleaded as a complete estoppel to any claim by you for damages in excess of the foregoing amount.

Our liability shall be several and not joint and several. We shall only be liable for our proportionate share of any loss or damage, based on our contribution relative to the others' contributions. In addition, we will not be liable in any event for consequential, incidental, indirect, punitive, exemplary, aggravated or special damages, including any amount for loss of profit, data or goodwill, whether or not the likelihood of such loss or damage was contemplated.

We will use all reasonable efforts to complete the audit engagement as described in this Agreement within the agreed upon time frames. However, we shall not be liable for failures or delays in performance that arise from causes beyond our control, including the untimely performance by the College of its obligations.

### **Conclusion**

This Agreement reflects the entire agreement between the College and Hilborn LLP relating to the services described herein and supersedes any previous proposals, correspondence and understandings, whether written or oral. The agreements of the College and Hilborn LLP contained herein shall survive the completion or termination of this Agreement.

College of Denturists of Ontario  
Toronto, Ontario  
June 5, 2023

### Acknowledgement

Please confirm your agreement with the above terms by signing a copy of this Agreement in the space provided and return it to us.

We are pleased to have this opportunity to serve you and assure you that this audit engagement will be given our close attention.

Yours very truly,



Chartered Professional Accountants

I.B. MacKenzie/cj

The services and terms set out above are as agreed.

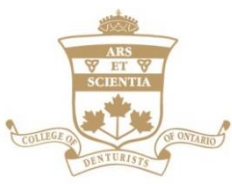
### College of Denturists of Ontario



Mr. Roderick Tom-Ying, Registrar and CEO



Ms. Lileath Claire, President



# Registrar's Updates

*Since the last open meeting of the Executive Committee on June 9<sup>th</sup> 2023, on behalf of Council:*

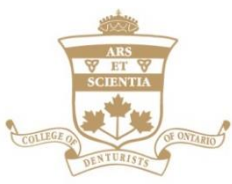
- As of August 31, 2023, the Emergency Class of Registration proclaimed into law
- COVID-19 guidance rescinded June 2023
- Annual Audit for FY ending March 31, 2023
  - Formal drafted audited financial statements and presentation slated for December 2023 Council meeting
- Strategic Plan – Action Plan, Key Performance Indicators - Next Steps



# Operational Activity

## From June – Sept 2023

- MCQ and OSCE Examination held June 2023
- Joint DEI training CDHO/CDO on Live Gender Diversity Basics, July 20, 2023
- OFC report submitted August 4, 2023
- Second Renewal Deadline Sept 15, 2023
- Ongoing member portal upgrade
- CNAR Regulatory Conference, Vancouver, October 2023
- November 2023:
  - CDO hosting national MCQ item writing workshop in Ottawa. Joined by Denturists and regulatory staff from Alberta, British Columbia, Manitoba, New Brunswick, & Saskatchewan
  - Peer Circles Ottawa
  - Peer Circles DGO Con Ed Event
  - Georgian College Visit/Tour



# Emergency Class of Registration Summary

- In effect as of August 31, 2023.
- Class of Registration opens when:
  - The Minister have requested that the College initiate registrations under this class based on the Minister's opinion that emergency circumstances call for it,
  - or the Council must have determined, after taking into account all of the relevant circumstances that impact the ability of applicants to meet the ordinary registration requirements, that there are emergency circumstances, and that it is in the public interest that the College issue Emergency certificates.
  - Member must only use the title Denturist (Emergency)
- The Member may only practise denturism under the supervision of the holder of a General certificate of registration that is not subject to any terms, conditions or limitations which restrict the member from engaging in direct patient care.
- The Member shall practise the profession a minimum of 250 hours during each 12-month period that they hold registration in the Emergency class.
- Certificate expires one year after it is issued unless it is renewed.
- Member can transfer from Emergency Class to General Class if the member:
  - Completes all the registration requirements identical to the General Class requirements except for the following:
  - Has completed the jurisprudence program no earlier than 12 months from the date of their application
  - Has practised in the Emergency Class for a minimum of two years as of the date of their application



# Registrar's Updates

Agenda Item 7.1

Questions?



---

## BRIEFING NOTE

To: **Council**  
From: **Roderick Tom-Ying, Registrar and CEO**  
Date: **September 29, 2023**  
Subject: **Financial Report: April 1, 2023 – August 31, 2023**

---

### 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. As part of this commitment, Council and the Executive Committee acting on behalf of Council, review the financials of the CDO on a quarterly basis.

### Statement of Operations for period April 1, 2023 – August 31, 2023

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). This report covers the first five month of the fiscal year, consequently, the anticipated expenses will be relatively underbudget 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 14. In keeping with the two-installment payment plan option instituted during the pandemic, the renewal period extended to September 15, 2023, 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, 2023. The statement of operations reported represents figures as of August 31, 2023, and therefore does not capture the revenue collected with the second installment.

As of August 31, 2023, the revenue received for Registration Fees represented 85% of our projected budget. Revenue received were higher than anticipated due to an increase in professional corporation fees collected and savings interest collected from CDO's general banking

accounts. Due to the increase in overnight lending rate as posted by the Bank of Canada, TD Bank, where CDO holds its savings accounts have seen an enormous increase in savings rate. This has exceeded the amount expected in the 2023-2024 budget. It will be a difficult exercise predicting what the interest rates will be for the savings accounts as the economy and overnight lending rates are in flux over the next couple of years.

On the expense side, there are two budget accounts that College Staff are closely monitoring, the Qualifying Examination and Complaints and Discipline. As noted to Council in earlier meetings, the qualifying examination is seeing a significantly reduced number of candidates attempting the exam in calendar year 2023 resulting in significantly reduced revenues. While previous direction from CDO management noted the anticipation of a large deficit with upwards of \$100,000, due to aggressive operational cost savings and the switch from a two-track to one-track OSCE examination, both the revenues and expenses budgeted for the February 2023 and June 2023 examinations were lower than expected. We are now reporting a more manageable deficit of under \$25,000. Please note that the College will be embarking on exam improvement workshops over the fall, and all related workshop and expenses will be assigned to the same qualifying examination budget line item. By year end, the deficit between the revenues collected and expenses will widen as reported in the statement of operations. This is not due to the administration of the examinations, but rather the hosting of exam improvement workshops.

The complaints and discipline budget account has already exceeded the 2023-2024 Budget due to extraordinarily complex complaints before the ICRC and greater than usual number of referrals to the Discipline Committee. College Staff continues to anticipate any excess expenses related to complaints and discipline will be funded by either efficiencies found in the operating budget throughout the year, or to be funded by the College's reserve funds dedicated to complaints and discipline. The current restricted reserve funds for Discipline case overflows are at \$360,000. This restricted reserve fund that is used for any unforeseen or unbudgeted costs related to discipline is in addition to the unrestricted general reserve fund of approximately \$967,227. Should the costs of ICRC or discipline cases exceed any operational efficiencies found in the operating budget, the College will tap into the restricted reserve funds.

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

### **Strategic Initiatives Budget for period April 1, 2023 – August 31, 2023**

The Strategic Initiatives Budget was first allocated with an initial amount of \$150,000 that came from excess unrestricted net reserves. Various strategic projects have been identified under this budget including the three phases of upgrades for the CDO database, governance improvements with an external governance consultant, the first year of leasing costs for HUB 601 (the second year onwards will be shifted over to the Operating Budget), and expenses related to CDO Council's Strategic Planning workshop.

Upcoming expenses will include governance projects 2 and 3 and the remaining 50% costs for Phase 2 of the member portal upgrade once the portal is ready to be launched.

There are no areas of variance or concern related to this budget. All items are within budget and in line with the estimates and invoices received that were previously agreed upon.

## College of Denturists of Ontario

Income Statement (April 1, 2023-August 31, 2023)

YTD Budget to Actual	2023-2024 BUDGET	August 31/23 YTD Totals	YTD as Percentage of Budget	Remainder or In Excess of Budgeted Amount*
<b>REVENUE</b>				
Professional Corporation Fees	\$ 67,000.00	\$ 74,150.00	111%	\$ 7,150.00*
Registration Fees	\$ 1,309,000.00	\$ 1,106,505.41	85%	\$ 202,494.59
Other Fees	\$ 4,500.00	\$ 6,113.75	136%	\$ 1,613.75*
Qualifying Examination Fees	\$ 203,750.00	\$ 76,100.00	37%	\$ 127,650.00
Other Income	\$ 15,000.00	\$ 33,999.95	227%	\$ 18,999.95*
<b>TOTAL REVENUE</b>	<b>\$ 1,599,250.00</b>	<b>\$ 1,296,869.11</b>	<b>81%</b>	<b>\$ 302,380.89</b>
<b>EXPENDITURES</b>				
Wages & Benefits	\$ 632,000.00	\$ 266,437.78	42%	\$ 365,562.22
Professional Development	\$ 40,000.00	\$ 10,774.93	27%	\$ 29,225.07
Professional Fees	\$ 150,000.00	\$ 67,844.77	45%	\$ 82,155.23
Office & General	\$ 155,000.00	\$ 93,700.16	60%	\$ 61,299.84
Rent	\$ 141,300.00	\$ 48,235.00	34%	\$ 93,065.00
Qualifying Examination	\$ 300,000.00	\$ 80,247.05	27%	\$ 219,752.95
Council and Committees	\$ 40,000.00	\$ 21,022.76	53%	\$ 18,977.24
Quality Assurance				
QA Panel A	\$ 10,000.00	\$ 1,044.00	10%	\$ 8,956.00
QA Panel B	\$ -	\$ -	0%	\$ -
QA Assessments	\$ 35,000.00	\$ 4,669.19	13%	\$ 30,330.81
Complaints & Discipline				
Complaints	\$ 30,000.00	\$ 64,728.45	216%	\$ 34,728.45*
Discipline	\$ 25,000.00	\$ 14,460.00	58%	\$ 10,540.00
Capital Expenditures	\$ 15,000.00	\$ 2,079.99	14%	\$ 12,920.01
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,573,300.00</b>	<b>\$ 675,244.08</b>	<b>43%</b>	<b>\$ 898,055.92</b>
<b>NET INCOME</b>	<b>\$ 25,950.00</b>	<b>\$ 621,625.03</b>		

**College of Denturists of Ontario**

Income Statement (April 1, 2023-August 31, 2023)

YTD Budget to Actual	2022-2023 BUDGET	Anticipated Costs	Prior Year Costs	August 31/23 YTD Totals	Remainder or In Excess of Budgeted Amount*
<b>STRATEGIC INITIATIVES</b>					
	\$ 150,000.00				
Phase 1: Member Portal Upgrade - 50% Upfront Costs		\$ 23,730.00	\$ 23,730.00	\$ -	\$ 126,270.00
Phase 2: Member Portal Upgrade - Remaining 50% Costs		\$ 23,730.00	\$ -	\$ -	\$ 126,270.00
Phase 3: Member Portal Upgrade - Compliance Centre		\$ 27,120.00	\$ -	\$ -	\$ 126,270.00
Governance - Project 1 & 2		\$ 8,475.00	\$ -	\$ 4,500.00	\$ 121,770.00
Strategy/Governance - Project 3		\$ 9,040.00	\$ -	\$ -	\$ 121,770.00
Regulatory Hub - 2023 Lease Costs		\$ 7,133.35	\$ -	\$ 4,166.65	\$ 117,603.35
Strategic Planning Workshop Expenses		\$ 10,000.00	\$ 480.68	\$ 13,088.85	\$ 104,033.82
<b>TOTAL STRATEGIC INITIATIVES</b>	<b>\$ 150,000.00</b>	<b>\$ 109,228.35</b>	<b>\$ 24,210.68</b>	<b>\$ 21,755.50</b>	<b>\$ 104,033.82</b>



## 2023-2025 Strategic Plan: Action Plan & Key Performance Indicators

Strategic Priority	Focus Area	Action Plan	Expected Outcomes	Key Performance Indicator	Results Achieved
Regulatory Effectiveness	Unremitting focus on Public Interest	<ul style="list-style-type: none"> <li>Find new ways to augment Council Member onboarding training with HPRO governance training opportunities and continue Council Mentor program.</li> <li>Rebranding CDO communication pieces including newsletters, published materials, website to reflect current terminology and wording that better encapsulates CDO's role in safeguarding the public interest.</li> <li>Document public interest considerations in Council minutes to reflect how Council's decision/action is made in the Public Interest.</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced public confidence and trust in the CDO</li> <li>Clarity on role of CDO as a public regulator</li> </ul>	<ul style="list-style-type: none"> <li>Updated Style Guide and roll out of rebranded communication pieces including:               <ul style="list-style-type: none"> <li>Public website</li> <li>Newsletter templates</li> <li>All forms and templates including application forms and letterheads</li> </ul> </li> <li>Minutes capture the public interest consideration to reflect Council's decision/action made in the Public Interest</li> </ul>	
	Supporting professional standards and multi-	<ul style="list-style-type: none"> <li>Continued progress on the accreditation of Denturism programs across Canada. College Staff lend support to the</li> </ul>	<ul style="list-style-type: none"> <li>Increased collaboration and support from CDO with its regulatory</li> </ul>	<ul style="list-style-type: none"> <li>The accreditation of all Ontario Denturism programs is completed with an initial determination of accreditation status made</li> </ul>	



Strategic Priority	Focus Area	Action Plan	Expected Outcomes	Key Performance Indicator	Results Achieved
	jurisdictional examination processes	<p>accreditation process by participating as accreditation surveyors.</p> <ul style="list-style-type: none"> <li>To provide administrative, strategic, and financial support to maintain national working groups (national examination committee, item writing group, standard setting group) in support of a multi-jurisdictional examination process.</li> <li>To continue the necessary developmental work required to standardize the OSCE portion of the Qualifying Examination on a multi-jurisdictional level.</li> <li>Quality Assurance Committee to launch the Self-Assessment Tool for Denturists as part of the Quality Assurance Program.</li> <li>To prepare for the potential implementation of revised Registration Regulation including necessary By-Law updates, enactment of supporting policies, processes, forms, and required database changes.</li> </ul>	<p>partners</p> <ul style="list-style-type: none"> <li>Increased transparency, consistency, defensibility, and portability of examination processes and results on a multi-jurisdictional level</li> <li>Competent and knowledgeable health care professionals</li> <li>Increased consistency in quality of care across multi-jurisdictions</li> </ul>	<ul style="list-style-type: none"> <li>Participation in multi-jurisdictional working groups to develop and standardize the OSCE examination. <ul style="list-style-type: none"> <li>Planning Working Group</li> <li>Exam Blueprint Workshop</li> <li>OSCE Item Bank Amalgamation</li> <li>OSCE Item Writing Workshop</li> <li>OSCE Standard Setting Workshop</li> </ul> </li> <li>Self-Assessment Tool launched for Denturists</li> <li>Deliverables completed in anticipation of a revised Registration Regulation: <ul style="list-style-type: none"> <li>Proposed amendments to the College By-Laws including Schedule 7 – Fee Schedule</li> <li>Development or updating of relevant policies related to Inactive Class of Registration</li> <li>Creation of application/registration forms for Emergency Class of Registration and Inactive Class of Registration</li> <li>Implement changes in database to reflect new classes of registration, fee schedule, and registration processes</li> </ul> </li> </ul>	



Strategic Priority	Focus Area	Action Plan	Expected Outcomes	Key Performance Indicator	Results Achieved
	Continually meet governmental expectations and standards	<ul style="list-style-type: none"> <li>Continue to meet and exceed or create a credible plan for achieving deliverables as documented in the CPMF Action Plan.</li> <li>Implement a Council third party assessment process, at a minimum once every three years, to evaluate governance effectiveness.</li> <li>Council commits to the implementation and publishing of its Annual Conflict of Interest and Confidentiality declarations publicly.</li> <li>Council commits to the development and implementation of competency profiles for Council and Committee Members.</li> <li>Collectively commit to following principles of good governance, evaluation, and accountability</li> </ul>	<ul style="list-style-type: none"> <li>Increased clarity on role of Council</li> <li>Robust governance structure</li> <li>Diverse set of decision makers with a wide variety of competencies</li> <li>Targeted competency improvements</li> </ul>	<ul style="list-style-type: none"> <li>Continual progress on achieving CPMF deliverables as documented in the CPMF Action Plan</li> <li>Council has developed and implemented a framework to regularly evaluate the effectiveness of 1. Council Meetings; and 2. Council</li> <li>Council develops and implements an annual conflict of interest and confidentiality declaration and publishes in transparently</li> <li>The role of a Council Member has a pre-defined competency profile</li> <li>The role of a Committee Member has a pre-defined competency profile</li> <li>Council demonstrates principles of good governance, evaluation, and accountability first by evaluating its performance, and then making meaningful improvements to be noted by the third-party evaluator.</li> </ul>	



Strategic Priority	Focus Area	Action Plan	Expected Outcomes	Key Performance Indicator	Results Achieved
	Reviewing and Mitigating Risks	<ul style="list-style-type: none"> <li>Explore creation of a risk register (adapted to the CDO) to identify internal and external risks that may impact strategic objectives and regulatory outcomes.</li> <li>Explore the inclusion of "Risk Considerations" in Council briefing notes and materials for approval.</li> <li>Document how an approved new standard of practice or policy is considered to address or mitigate identified risks (including risk of harm to patients)</li> </ul>	<ul style="list-style-type: none"> <li>Informed decision making based on data</li> <li>Greater focus on internal and external risk considerations when exploring new opportunities for integration, collaboration, amalgamation</li> </ul>	<ul style="list-style-type: none"> <li>Council explores the development of an organizational risk register adapted to the needs of the CDO               <ul style="list-style-type: none"> <li>College Staff to budget for the development and creation of a risk register.</li> <li>External consultant appointed to assist with the development.</li> </ul> </li> <li>Risk Considerations documented in Council briefing notes</li> <li>College Staff to identify risk considerations (addressing or mitigating risks) when introducing new standards of practice or policies</li> </ul>	
Effective Stakeholder Engagement	Ensuring necessary relationships are maintained and appropriate	<ul style="list-style-type: none"> <li>Gaining and maintaining necessary support from other provincial denturist regulators, educators, professional associations, and government in supporting CDO initiatives through regular update/checkpoint meetings throughout the year.</li> <li>Working to engage and find ways to collaborate with other stakeholders/regulatory partners not previously identified to the CDO by</li> </ul>	<ul style="list-style-type: none"> <li>Improved engagement from all identified stakeholders</li> <li>Tailored effective communications to registrants</li> <li>Increased awareness of CDO's mandate</li> </ul>	<ul style="list-style-type: none"> <li>Regularly scheduled meetings with regulatory stakeholders and provincial Denturism associations</li> <li>Commit to current collaborative initiatives with oral health regulators provincially and nationally</li> <li>Attendance at regulatory conferences to learn best practices and form new relationships with regulatory colleagues and organizations</li> </ul>	



Strategic Priority	Focus Area	Action Plan	Expected Outcomes	Key Performance Indicator	Results Achieved
		<p>reaching out to the regulatory network.</p> <ul style="list-style-type: none"> <li>• Commit to hosting in-person Peer Circles at association conferences and expanding access to Peer Circles.</li> <li>• Commit to continued collaboration with provincial health regulators at HPRO for joint initiatives such as DEI working groups.</li> <li>• Reconfirm importance of attendance at regulatory conferences for outreach, networking, and learning best practices.</li> </ul>	<p>and role</p> <ul style="list-style-type: none"> <li>• Reduction of complaints associated with communication/expectation issues between Patient and Denturists.</li> </ul>		
	<p>Demonstrate to the Public how the CDO and the profession work together to ensure they receive quality oral health care</p>	<ul style="list-style-type: none"> <li>• Set and communicate high(er) expectations for clearer and more effective communication between denturists and their patients, including ensuring message sent is received and proper record keeping is maintained.</li> <li>• Increase commitment to education and professional development for Council, Committees, and Denturists in Ontario.</li> <li>• Review current expectations for communication between Denturists and their patients with a view to improve</li> </ul>	<ul style="list-style-type: none"> <li>• Clear expectations for standards of practice especially communication competencies</li> <li>• Increased number of high-quality educational offerings for Denturists by CDO</li> <li>• Clear concise process guidelines for the</li> </ul>	<ul style="list-style-type: none"> <li>• Development of new webinars for Denturists including use of electronic communications/social media, methods and techniques for listening, de-escalating, and resolving various patient situations, and clear communications with patients</li> <li>• Development of joint complaints process guidelines with the Ontario oral health regulators</li> </ul>	



Strategic Priority	Focus Area	Action Plan	Expected Outcomes	Key Performance Indicator	Results Achieved
		<p>patient relations and patient care.</p> <ul style="list-style-type: none"> <li>Develop and update webinars and educational opportunities for Denturists regarding clear communications and expectations with patients.</li> <li>Develop joint complaints process guidelines and mandatory reporting guidelines with oral health regulators (RCDSO, CDHO, CDTO)</li> </ul>	<p>four oral health regulators in relation to complaints</p>		
<b>Ensuring Sustainability</b>	<p>Staying open to opportunities for greater collaboration, sharing, or integration</p>	<ul style="list-style-type: none"> <li>Council commits to keeping an open mind to other collaborative opportunities including greater integration and potentially amalgamation with like-minded organizations to ensure greater service delivery to the public.</li> <li>CDO continues to integrate into HUB 601 including change of office address, alignment of service providers, IT processes, and development of a HUB 601 office manual.</li> <li>Council commits to acknowledging HUB 601 as only an important first step towards greater collaboration.</li> </ul>	<ul style="list-style-type: none"> <li>Stronger collaboration between network of health regulators</li> <li>Streamlined operational processes due to sharing of service providers and IT infrastructure</li> <li>Significant cost savings in operational overhead</li> </ul>	<ul style="list-style-type: none"> <li>College Staff and Registrar to explore further areas for collaboration, resource-sharing, cost-sharing initiatives with HUB 601 regulators and HPRO regulators</li> <li>College to move into HUB 601 formally including change of address</li> </ul>	



Strategic Priority	Focus Area	Action Plan	Expected Outcomes	Key Performance Indicator	Results Achieved
			<ul style="list-style-type: none"> <li>Opportunity for CDO to evolve from "smaller" resource constrained regulator to beyond</li> </ul>		
	Maintaining or increasing capacity to stay nimble and effectively respond to change	<ul style="list-style-type: none"> <li>CDO continues to implement and support staff professional development on CDO's robust Records and Information Management program.</li> <li>Be transparent about reality of high(er) expectations and costs associated with self-regulation in communications with the profession and other stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Increased capacity of CDO staff to focus on strategic initiatives and longer-term projects</li> <li>Greater automation of administrative processes</li> <li>Cutting edge records and information management program that rivals the banking, finance, and government industry</li> </ul>	<ul style="list-style-type: none"> <li>Implementation and use of a Records and Information Management Program</li> <li>Quarterly review of financial reporting and fiscal reserves to determine sufficiency and ability to fund strategic initiatives</li> <li>Actively explore and leverage greater sharing opportunities and alignment with HUB 601 regulators in all operational aspects including professional development activities, records and information management knowledge sharing, operational process best practices, and IT systems to find new ways to increase capacity.</li> </ul>	



Strategic Priority	Focus Area	Action Plan	Expected Outcomes	Key Performance Indicator	Results Achieved
	Embracing new technologies	<ul style="list-style-type: none"> <li>• CDO continues to develop online applicant portal and modernize member portal to streamline application process and increase registration staff capacity.</li> <li>• Commit to the development of an “at-a-glance” dashboard with annual regulatory requirements and registrant’s progress on meeting those requirements.</li> <li>• Develop and implement an organizational wide Data and Technology Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Adoption of 21<sup>st</sup> century technology including clear, concise, easy to use member portal</li> <li>• Implementation of new technologies that rival or exceed larger organizations</li> <li>• Document and standardize the data and technology processes of the CDO</li> </ul>	<ul style="list-style-type: none"> <li>• College rolls-out brand-new member portal</li> <li>• College rolls-out and implements an online registration portal</li> <li>• College develops an at-a-glance dashboard for registrants found in the member portal</li> <li>• Council approves an organizational wide Data and Technology Plan</li> </ul>	
<b>Embracing Diversity, Equity, and Inclusion</b>	Increase commitment to education and training for Council, Committees, and Denturists in Ontario	<ul style="list-style-type: none"> <li>• Seek out cost-sharing opportunities for training opportunities, professional development, on-boarding training with other regulators (oral health, HUB 601 partners, HPRO)</li> <li>• CDO continues to work with HPRO’s DEI working group to explore the creation of a decision-making framework through the lens of DEI principles</li> </ul>	<ul style="list-style-type: none"> <li>• An inclusive and diverse Council informed by many perspectives</li> <li>• Reduce overhead costs for training opportunities through cost-sharing arrangements</li> </ul>	<ul style="list-style-type: none"> <li>• College Staff participates in HPRO’s DEI working group and adapts a decision-making framework that incorporates DEI principles</li> <li>• Seek out professional development training for Council and Staff aimed at reducing unconscious bias, promoting indigenous reconciliation, and fostering a diverse and inclusive environment</li> </ul>	



Strategic Priority	Focus Area	Action Plan	Expected Outcomes	Key Performance Indicator	Results Achieved
			<ul style="list-style-type: none"> <li>Increased number of professional development opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Seek out professional development and continuing education opportunities for Denturists</li> </ul>	
	<p>Demonstrate CDO's commitment to embracing DEI</p>	<ul style="list-style-type: none"> <li>Apply principles of DEI in all CDO programs and processes: Quality Assurance, Investigations, Complaints, Discipline, Registration.</li> <li>Use of appropriate pronouns and language by College Staff when interacting with members of the public, registrants, and stakeholders.</li> <li>CDO continually learns and finds new ways to do its part in national reconciliation efforts.</li> </ul>	<ul style="list-style-type: none"> <li>Promotion of the fair treatment and full participation of all peoples including those who have been historically underrepresented or subject to discrimination</li> <li>Fair, transparent, defensible examination and registration processes free of bias</li> </ul>	<ul style="list-style-type: none"> <li>Review and improve College processes through the lens of DEI</li> <li>Review and update (as necessary) College examination processes and examination cases through the lens of DEI</li> </ul>	



---

## MEMO

To: **Council**

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

Date: **September 29, 2023**

Subject: **Results of Elections**

---

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 2023 Council elections of representatives from the profession from Districts 1, 3, 4, 5, and 7.

### **Regular Election for Districts 3, 4 & 5, and By-election for District 7 – June 7, 2023**

One (1) nomination of candidacy for election to the College Council was received in District 5. The nomination period closed on April 21, 2023, and the deadline to submit notice of withdrawal of candidacy was May 3, 2023. The online election period for the election of a professional member of Council would have begun on May 8, 2023; however, since the seat was filled by acclamation, no election was required.

I declare and provide you notice that the following professional member was elected to the Council by acclamation:

District 5      Mr. Garnett A.D. Pryce

There were no nominations of candidacy received for District 3, 4 or 7. Pursuant to Article 14.02 of the College By-laws, "where there are no candidates for an electoral district who are eligible for election, the Registrar shall, as soon as possible call a by-election for that electoral district," by-elections were called for Districts 3, 4 and 7. A by-election for District 1 was also called as directed by the Executive

Memo: Results of Elections

September 29, 2023

Committee to fill the vacancy resulting from the resignation received from the Professional Member on Council in that district.

### **By-elections for members of Council for Districts 1, 3, 4, and 7 – September 21, 2023**

One (1) nomination of candidacy for election to the College Council was received in each of Districts 3, 4, and 7. The nomination period closed on August 7, 2023, and the deadline to submit notice of withdrawal of candidacy was August 17, 2023. The online polling period would have begun on August 22, 2023; however, since these seats were filled by acclamation, no elections were required.

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

District 3	Mr. Franklin Parada
District 4	Ms. Annie Chu
District 7	Mr. Majid Ahangaran

There were no nominations of candidacy received for District 1. Pursuant to Article 14.02 of the College By-laws, "where there are no candidates for an electoral district who are eligible for election, the Registrar shall, as soon as possible call a by-election for that electoral district," a by-election for District 1 will be called.

Included in the Council meeting materials for September 29, 2023, this notice shall constitute the record of the College for these elections.



---

## BRIEFING NOTE

To: **Council**

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

Date: **September 29, 2023**

Subject: **Ratification of Motions Approved by Executive Committee**

---

### 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, effective governance is achieved when the College Council effectively discharges its duties and statutory responsibilities. In its absence or in times of un-constitution, the Executive Committee can exercise those decision-making abilities on behalf of Council. Those decisions require formal ratification by Council once Council is properly reconstituted.

### Background

The College Council was formally declared un-constituted with the resignation of a professional Council member on May 23, 2023. As a result, the Executive Committee met publicly on June 9, 2023, in lieu of a public Council meeting. All members of Council were invited to attend the public Executive Committee meeting but only members of the Executive Committee were able to vote on motions presented.

At the meeting, various motions were presented and approved by the Executive Committee on behalf of Council. As such, these formal motions must be formally ratified by Council upon its eventual constitution.

As of August 18, 2023, the CDO Council was fully constituted with the acclamation of three professional members from Districts 3, 4, and 7 through the by-elections for Districts 1, 3, 4, & 7.

## Risk Considerations

Decisions made by the Executive Committee on behalf of Council must be formally ratified especially in the situation where Council was not properly constituted. Should Council choose not to ratify the motions, the motions would be unsuccessful, and the decision will be reversed.

## Motions for Ratification

### 1. Annual Declarations for Council Members (New Forms)

Rebecca Durcan, College Counsel, introduced new annual declaration forms on confidentiality and conflict of interest for Council members, committee members, and volunteers. It was noted that, if approved, the forms would be used to develop an annual survey to be completed electronically, the results of which would be used to prepare a register to be appended to each Council or committee meeting package.

**MOTION:** *To approve both annual declaration forms for Conflict of Interest and Confidentiality as presented for immediate implementation.*

**MOVED:** A. Azzouz

**SECONDED:** K. Bailey

**CARRIED**

### 2. Elections and By-elections

The Registrar reported on the results of elections in Districts 3, 4, 5, and 7. Mr. Garnett Pryce was elected to the Council by acclamation from District 5. There were no nominations of candidacy received for District 3, 4 or 7.

**MOTION:** *That the Registrar be directed to hold By-Elections for Districts 1, 3, 4, and 7 in accordance with the CDO By-Laws.*

**MOVED:** E. Gorham-Matthews

**SECONDED:** A. Azzouz

**CARRIED**

### 3. 2023-2025 Strategic Plan

Deanna Williams, Dundee Consulting Group Ltd., presented a summary of the Strategic Planning Workshop held on April 15, 2023. The Registrar presented the draft 2023-2025 Strategic Plan including the Key Priorities, Focus Areas, and Action Plan.

**MOTION:** *To approve the 2023-2025 Strategic Plan as presented.*

**MOVED:** A. Azzouz

**SECONDED:** *E. Gorham-Matthews*  
**CARRIED**

### **Options**

1. **Ratify** the motions approved by the Executive Committee at its June 9, 2023, meeting.
2. **Do not ratify** the motions approved by the Executive Committee at its June 9, 2023, meeting.
3. Other.



---

## BRIEFING NOTE

To: **Council**

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

Date: **September 29, 2023**

Subject: **Patient Relations Committee Eligibility Requirements**

---

### 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. Under the [\*Regulated Health Professions Act, 1991 \(RHPA\)\*](#) each College is required to establish and maintain a program to provide funding for therapy and counselling for a person who, while a patient, was sexually abused by a member. The College has a responsibility to protect the privacy of the patient and process any applications for funding in a timely manner, with sensitivity and the utmost confidentiality.

### Background

At the Patient Relations Committee meeting on September 5, 2023, the Committee discussed the issue of conflict of interests as it relates to the operational process of administering the funding through the Patient Relations program and members concurrently serving on the Inquiries, Complaints and Reports Committee (ICRC).

In certain instances where College Staff must forward an application for funding for therapy due to potential sexual abuse from a registrant, members of the Patient Relations Committee would review the application and render a decision. In specific circumstances, members of the Patient Relations Committee who also serves on the ICRC may be in a conflict-of-interest position as they are aware of the circumstances of the case file and situation including knowledge of the applicant for therapy funding who may also be a complainant.

In order to mitigate any potential actual or perceived conflicts of interest, the Patient Relations Committee made the following motions at its September 5, 2023 meeting:

**MOTION #1:** To allow College Staff to review, process, and approve applications for funding for therapy without the need to bring the application to the PRC.

**MOTION #2:** To recommend to Council that a new conflict of interest provision be created that would bar committee members from serving on both the ICRC and PRC committees simultaneously.

Currently, there are three members serving on both Committees that will have to be replaced from the Patient Relations Committee. They are aware of the current situation and have indicated they would resign from the Patient Relations Committee.

### **Risk Considerations**

Conflict of Interest: there may be a high risk of conflict of interest (actual and/or perceived) when the Committee is asked to review and render a funding decision for therapy for an applicant who may also be a complainant in a current case before the ICRC. While the College has robust conflict of interest provisions and declaration processes in place, a structural change in modifying the eligibility requirements for serving on the Patient Relations Committee may further alleviate future instances of conflicts of interest.

### **Proposal**

In order to mitigate the potential risk, College Staff are proposing that the three members who serve on both committees be removed from the Patient Relations Committee and replaced with the following 2 public members, and one professional member:

1. Avneet Bhatia – to act as Chair of the Patient Relations Committee
2. Aisha Hasan
3. Franklin Parada

In addition, and in keeping with the motion carried at the September 5, 2023, Committee meeting, the Committee is requesting that Council create a conflict-of-interest provision prohibiting members from serving on both the ICRC and the PRC simultaneously.

### **Options**

1. **Approve** the modification of eligibility requirements for the Patient Relations Committee and the Inquiries, Complaints and Reports Committee (ICRC).

*Note: the appointment of new members to the PRC will occur on the next Council agenda item.*

2. **Not Approve** the modification of eligibility requirements for the Patient Relations Committee and the Inquiries, Complaints and Reports Committee (ICRC).
3. Other.



# College Committees

Council and Non-Council Members

## Statutory Committees

### A. Inquiries, Complaints and Reports Committee (ICRC)

The ICRC investigates complaints about the conduct or practice of College members, and renders decisions based on the documentation before it.

- Requires at least 1 or more non-Council members.
- Meets 6 to 8 times a year.
- [Exclusions: Members of the Patient Relations Committee](#)

### B. Registration Committee

The Registration Committee renders decisions regarding registration applications as directed by the Health Professions Procedural Code. The Committee also develops policies in accordance with fair registration practices.

- Requires at least 1 or more non-Council members.
- Meets 5 to 6 times a year.
- Exclusions: Members of Qualifying Examination Committee, Qualifying Examination Appeals Committee, Peer Assessors, and Exam Assessors.

### C. Quality Assurance (QAC)

The Quality Assurance Committee facilitates the monitoring and maintenance of College members' competencies, develops elements of the Quality Assurance program standards and guidelines for the profession. The QA Committee meets in two panels.

- Requires at least 2 or more non-Council members.
- Meets 4 to 5 times a year.

### D. Discipline Committee

The Discipline Committee holds hearings to consider allegations of professional misconduct or incompetence.

- Requires at least 1 or more non-Council members.
- Meets as required.

### E. Fitness to Practise

The Fitness to Practise Committee considers matters related to mental or physical incapacity and applications for restoration of Certificates of Registration that have been revoked or suspended for reasons of member incapacity.

- Requires at least 1 or more non-Council members.
- Meets as required.

### F. Patient Relations

The Patient Relations Committee establishes protocols for preventing and dealing with sexual abuse/harassment and boundary violations of patients by the profession and develops educational requirements and guidelines for the conduct of members with their patients.

- Requires at least 1 or more non-Council member.
- Meets as required.
- [Exclusions: Members of the Inquiries, Complaints and Reports Committee \(ICRC\)](#)

## Non-Statutory Committees

### G. Qualifying Examination Committee

The Qualifying Examination Committee recommends improvements to the Qualifying Examination (QE); selects the items for the QE, review and develops the examination processes and policies.

- Requires at least 1 or more non-Council members.
- Meets 4 to 6 times a year.
- Exclusions: Members of Qualifying Examination Appeals Committee, Peer Assessors, Exam Assessors, Faculty members, and any relationship with current or potential examination candidates.

### H. Qualifying Examination Appeals Committee (QEAC)

The QEAC considers Qualifying Examination appeal requests.

- Requires at least 1 or more non-Council members.
- Meets as required.
- Exclusions: Members of Qualifying Examination Committee, Peer Assessors, Exam Assessors, Faculty members, and any relationship with current or potential examination candidates.



---

## BRIEFING NOTE

To: **Council**

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

Date: **September 29, 2023**

Subject: **By-Law Amendments – Two-Year Terms for Committee Appointments & Approval of 2023-2025 Committee Slate**

---

### 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, Council must demonstrate responsible stewardship of its human resources and implement governance best practices to achieve its statutory objectives and regulatory mandate. This can be achieved by regularly reviewing its By-Laws and making any necessary updates to ensure harmony with overarching legislation.

### Background

Currently, the term period for all committee appointments is for a one-year term. In June of each year, committees of the College are dissolved and reconstituted on the appointment of new committee members for a one-year term. In advance of this yearly exercise, the College calls for all interested persons to resubmit a new application each year before College staff review applications for eligibility requirements and for Council to formally appoint members to committee assignments.

This yearly exercise is required for all Public Members of Council, Professional Members of Council, and Non-Council Committee Members. At the same meeting, the election of officers also occurs to elect members to the Executive Committee and for the positions of President and Vice-President.

At the March 2023 Council Meeting, Council amended the By-Laws to specify a two-year term limit for the position of President and Vice-President. As it currently stands, all committee appointees including the three other members of the Executive Committee are appointed on a one-year term limit. The

proposal put before Council today seeks alignment with all appointed persons to specify a 2-year term limit, and to harmonize the time periods to begin and end at the same time two years from 2023.

## **Proposal**

In an effort to reduce administrative burden, College Staff are proposing to amend the By-Laws to allow for two-year Committee term limits. This would apply to members of the Executive Committee including the President and Vice-President, and all statutory and non-statutory Committees of the College.

Should Council proceed with this motion, Council is also asked to vote on a motion to approve the draft 2023-2025 Committee Slate so that all recent appointees are appointed for a two-year term. Currently, during the June 9, 2023, open meeting of the Executive Committee, the Executive Committee approved the Committee Slate on behalf of Council due to its un-constitution. This previous approval of the Committee Slate was only for a one-year term for all Committee members. The new motion before Council for approval for a two-year term for all Committee members will ensure alignment with the Election of Officers, President, Vice-President, and all Committee appointments.

## **Notes:**

- New Committee appointments can also occur throughout the year if the need arises or if new prospective applicants wish to serve on CDO committees.
- College Staff received legal guidance that a 60-day public and stakeholder consultation is not required for Council to amend the by-laws for term limits.

## **Benefits:**

- Reduce administrative burden – remove the need to reapply each year.
- Promote greater stability by increasing the longevity of appointed persons terms.
- Decrease initial training, orientation, and onboarding costs.
- Strengthens collective knowledge of the Committees due to less changes in personnel year over year.
- Alignment between the new two-year term limits of the President and Vice-President.

**Risk Considerations:**

- Theoretical risk of not providing annual opportunities for new or prospective committee members.
- Not canvassing or marketing committee appointments on an annual basis to registrants.
- Review of eligibility requirements will be done on a two-year basis rather than a one-year basis.

**By-Law Amendments Required:****5.02 Term of Office**

The term of office for each officer, ~~with the exception of the President and Vice-President~~, of the College shall commence immediately following their election as an officer and shall continue for approximately ~~one~~ two (1 2) years until the next election for officers.

**~~5.02.01 Term of Office for the President and Vice-President~~**

~~The term of office for the position of President and Vice-President of the College shall commence immediately following their election as an officer and shall continue for approximately two (2) years College of Denturists of Ontario 6 until the next election for President and Vice-President.~~

**6.02 Election Procedure**

Every two years, at the first regular Council meeting after the elections for Council members, Council shall elect by secret ballot from among those members of Council eligible for election the President, Vice-President and any other officer positions, in accordance with this by-law and the "Process for Election of Officers" set out in Schedule 1.

**24.10 Terms of Office of Committee Members**

The term of office of a Committee member shall commence immediately after the appointment and shall continue for approximately ~~one~~ two (1 2) years.

**SCHEDULE 1 – Process for Election of Officers**

...Every two years, before the first regular meeting of the newly elected Council each year or any other Council meeting designated for the purpose by Council resolution,

## Options

1. **Approve** the By-Law amendments as presented for two-year committee appointment terms with immediate implementation.
  - a. **Second Motion:** Approve the Committee Slate as presented for a two-year committee appointment.
2. **Not Approve** the By-Law amendments as presented for harmonizing the registration renewal year end with the fiscal year end.
3. Other.

## Attachments

1. Draft By-Law Amendments
2. Proposed 2023-2025 Committee Slate



COLLEGE OF  
DENTURISTS  
OF ONTARIO

# BY-LAWS OF THE COLLEGE OF DENTURISTS OF ONTARIO

- 1. INTERPRETATION..... 2
- 2. GENERAL ..... 3
- 3. EXECUTION OF CONTRACTS AND OTHER DOCUMENTS ..... 3
- 4. BANKING AND FINANCE ..... 4
- 5. OFFICERS – GENERAL ..... 5
- 6. ELECTION OF OFFICERS ..... 6
- 7. DUTIES OF OFFICERS ..... 7
- 8. THE REGISTRAR ..... 7
- 9. COUNCIL – GENERAL..... 8
- 10. ELECTION OF COUNCIL MEMBERS..... 8
- 11. TERM OF OFFICE ..... 10
- 12. ELIGIBILITY TO VOTE ..... 10
- 13. NOMINATIONS ..... 10
- 14. ACCLAMATION ..... 12
- 15. ADMINISTRATION..... 12
- 16. VOTING ..... 13
- 17. COUNTING VOTES ..... 13
- 18. DOCUMENTATION..... 13
- 19. RECOUNTS..... 14
- 20. INQUIRY..... 14
- 21. VACANCIES..... 15
- 22. COUNCIL MEETINGS..... 16
- 23. COMMITTEES – GENERAL ..... 18
- 24. SPECIFIC COMPOSITION AND SELECTION OF COMMITTEES..... 18
- 25. COMMITTEE MEETINGS ..... 20
- 26. DUTIES OF COUNCIL AND COMMITTEE MEMBERS ..... 21
- 27. CONFLICTS OF INTEREST ..... 22
- 28. CONFIDENTIALITY ..... 24
- 29. COMMUNICATIONS ..... 25
- 30. HONORARIA..... 26
- 31. FEES..... 26
- 32. PROFESSIONAL LIABILITY INSURANCE ..... 27
- 33. THE REGISTER ..... 28
- 34. PROFESSIONAL CORPORATIONS..... 33
- 35. FUNDING FOR THERAPY AND COUNSELLING FOR SEXUAL ABUSE ..... 33
- 36. CODE OF ETHICS ..... 34
- 37. BY-LAWS AND AMENDMENT..... 35
- 38. RETIRED MEMBERS..... 35
- SCHEDULE 1 TO THE BY-LAWS ..... 36
- Process for Election of Officers..... 36
- SCHEDULE 2 TO THE BY-LAWS ..... 38
- Rules of Order of the Council..... 38
- SCHEDULE 3 TO THE BY-LAWS ..... 40
- Code of Ethics ..... 40
- SCHEDULE 4 TO THE BY-LAWS ..... 41
- Code of Conduct for the College and College Representatives ..... 41
- SCHEDULE 5 TO THE BY-LAWS..... 43
- Honoraria Paid by the College to Professional Members, and Public Members who are not appointed pursuant to s.6(1)(b) of the *Denturism Act, 1991*, of Council and Committees..... 43
- SCHEDULE 6 TO THE BY-LAWS..... 44
- Common Valid Expenses ..... 44
- SCHEDULE 7 TO THE BY-LAWS..... 45
- Fee Schedule ..... 45

## 1. INTERPRETATION

### 1.01 Definitions

In these by-laws, unless otherwise defined or required by the context,

“Act”	means the <i>Denturism Act, 1991</i> and includes the regulations made under it;
“Auditor”	means the chartered accountant or firm of chartered accountants appointed by Council under article 4.12;
“Code”	means the <i>Health Professions Procedural Code</i> , being Schedule 2 to the <i>Regulated Health Professions Act, 1991</i> ;
“College”	means the College of Denturists of Ontario;
“Committee”	means a committee of the College and includes statutory, standing and ad hoc committees and any committee established by Council under these by- laws;
“Council”	means the Council established under subsection 6(1) of the Act;
“Member”	means a person registered with the College;
“Professional Association”	means an organized group of Members who promote and advocate for the interests of the profession, but does not include a school whose sole purpose is to educate;
“Public Member”	means a person described in clause 6(1)(b) of the Act;
“Registrar”	means the person appointed by Council as Registrar for the College. The “Registrar” includes any person appointed as an Interim, Deputy, Assistant or Acting Registrar; and
“RHPA”	means the <i>Regulated Health Professions Act, 1991</i> and includes the regulations made under it.

### 1.02 Singular and Plural / Masculine and Feminine

In these and all by-laws of the College, the singular shall include the plural, the plural shall include the singular, the masculine shall include the feminine and the feminine shall include the masculine

### 1.03 Legislative References

Any reference in these and all by-laws of the College to a statute, a regulation or a section of a statute or regulation shall be deemed to apply to any re-enactment or amendment of that statute, regulation or section, as the case may be.

### 1.04 Consistency with RHPA and Act

All provisions of these and all by-laws of the College shall be interpreted in a manner consistent with the RHPA and the Act and where any inconsistency is found to exist, the inconsistent provision

shall, where practical, be severed from the by-law.

### **1.05 Calculating Time**

A reference to the number of days between two events means calendar days and excludes the day on which the first event happens and includes the day on which the second event happens.

### **1.06 Holidays**

A time limit that would otherwise expire on a holiday or a weekend is extended to include the next day that is not a holiday or a weekend

## **2. GENERAL**

### **2.01 Head Office**

The head office of the College shall be in the Province of Ontario, at such place as Council may determine from time to time.

### **2.02 Forms**

Certificates of registration and other documentation issued by the College shall be in such form as the Registrar shall provide, from time to time.

## **3. EXECUTION OF CONTRACTS AND OTHER DOCUMENTS**

### **3.01 General Signing Authority**

Documents requiring execution by the College, such as a contract, may be signed by the Registrar together with one of the President, Vice-President or other such person as Council may designate, and all documents so signed are binding upon the College without further authorization or formality

### **3.02 Other Signing Authority**

Instead of, or in addition to, the persons specified in article 3.01, Council may appoint from time to time, any one or more officers or other persons to sign contracts, documents and instruments in writing on behalf of the College, whether generally or in relation to specific contracts, documents or instruments in writing.

### **3.03 Seal**

The seal, an impression of which is depicted below, shall be the seal of the College.



### **3.04 Use of Seal**

The seal of the College shall be affixed to any document that requires the College seal by a person authorized to sign the document on behalf of the College.

## 4. BANKING AND FINANCE

### 4.01 Fiscal Year

The fiscal year of the College shall commence on the first day of April and conclude on the last day of March the following year.

### 4.02 Appointed Bank

Council shall appoint, from time to time, one or more Canadian banks chartered under the *Bank Act* (Canada) for the use of the College.

### 4.03 Authorized Signatories for Amounts Less than \$5,000

Subject to article 3.02, all cheques, drafts, notes, or orders for payment of money and all notes and acceptances and bills of exchange in an amount less than \$5,000 may be signed by the Registrar.

### 4.04 Authorized Signatories for Amounts of \$5,000 or More

Subject to article 3.02, all cheques, drafts, notes, or orders for payment of money and all notes and acceptances and bills of exchange in an amount of \$5,000 or more shall be signed by the Registrar or a staff person designated by the Registrar and one of the President, Vice-President or such other person as Council may designate.

### 4.05 Borrowing

Subject to any limitation set out in these or any other by-laws of the College, Council may, by resolution,

- (i) borrow money on the credit of the College;
- (ii) limit or increase the amount or amounts that may be borrowed;
- (iii) issue, sell or pledge debt obligations of the College, including, but not limited to, bonds, debentures, notes or other liabilities, whether secured or unsecured; and
- (iv) charge, mortgage, hypothecate or pledge all or any of the real or personal property of the College, including book debts, rights, powers, franchises and undertakings, to secure any such securities or any money borrowed, or other debt, or any other obligation or liability of the College.

### 4.06 Budget

Council shall approve annually,

- (i) an operating expense and revenue budget for the College for each fiscal year; and
- (ii) a capital budget for the College for each fiscal year.

### 4.07 Expenses

The President, Vice-President and the Registrar may approve purchases or leasing of goods and acquisition of services in accordance with the following,

- (i) the Registrar may authorize expenses not exceeding \$25,000 if the expenditure has previously been approved as an item in the College budget;
- (ii) the Registrar and one of the President, or Vice-President may authorize expenses in excess of \$25,000 if the expenditure has previously been approved as an item in the College budget;
- (iii) the Registrar may authorize expenses not exceeding \$10,000 if the expenditure has not previously been approved as an item in the College budget if the Registrar believes that the expenditure is necessary for the operations of the College; and
- (iv) the Executive Committee shall review any proposed expense exceeding \$10,000 if the item is not an expenditure in the College budget and make recommendations to Council for approval. If immediate action is required, the Executive Committee may approve the expenditure.

### 4.08 Grants

The Executive Committee may negotiate the obtaining of a grant on behalf of the College but such agreements shall be approved by Council before they are finalized.

**4.09 Investments**

Funds not immediately required by the College may be invested by the College in accordance with policies established by Council.

**4.10 Safekeeping**

Securities and other financial documents will be held for safekeeping in the name of the College at its bank.

**4.11 Indemnification**

Every Council member, Committee member and officer or employee or appointee of the College, including assessors, investigators and inspectors, and each of his or her heirs, executors and administrators and estate, respectively, shall from time to time and at all times be indemnified and saved harmless out of the funds of the College from and against,

- (i) all costs, charges, expenses, awards and damages whatsoever that he or she sustains or incurs in any action, suit or proceeding that is brought, commenced or prosecuted against him or her in respect of any act, deed, matter or thing whatsoever made, done or permitted by him or her in or about the execution of the duties of his or her office; and
- (ii) all other reasonable costs, charges, expenses, awards and damages that he or she sustains or incurs in or about or in relation to the affairs of the College;

except such costs, charges, expenses, awards or damages as are occasioned by his or her own willful neglect or default. Where the person is a commercial service provider (e.g., a private investigator hired to conduct an investigation), the College has discretion as to whether or not to provide indemnity.

**4.12 Appointment of Auditor**

Council shall appoint a chartered accountant or a firm of chartered accountants to audit the accounts of the College and to prepare financial statements for each fiscal year.

**4.13 Term of Office**

The Auditor shall remain in office until removed by Council.

**4.14 Audited Financial Statements and Report**

The audited financial statements of the College, together with a signed and certified copy of the Auditor's report, shall be presented annually to Council.

**4.15 Deadline for Report**

The report of the Auditor shall be prepared within one hundred and twenty (120) days of the close of the fiscal year for presentation to Council.

**5. OFFICERS – GENERAL****5.01 Officers of the College**

The officers of the College shall be the President, Vice-President, and such other officers as Council may determine from time-to-time.

**5.02 Term of Office**

The term of office for each officer, with the exception of the President and Vice-President, of the College shall commence immediately following their election as an officer and shall continue for approximately one (1) year until the next election for officers.

**PROPOSED: 5.02 Term of Office**

The term of office for each officer, ~~with the exception of the President and Vice-President,~~ of the College shall commence immediately following their election as an officer and shall continue for approximately ~~one~~ two (~~± 2~~) years until the next election for officers.

**PROPOSED – Removal of 5.02.01****~~5.02.01 Term of Office for the President and Vice-President~~**

~~The term of office for the position of President and Vice-President of the College shall commence immediately following their election as an officer and shall continue for approximately two (2) years College of Denturists of Ontario 6 until the next election for President and Vice-President.~~

**5.02.01 Term of Office for the President and Vice-President**

The term of office for the position of President and Vice-President of the College shall commence immediately following their election as an officer and shall continue for approximately two (2) years until the next election for President and Vice-President.

**5.03 Maximum Term**

The maximum term in one office is two (2) consecutive terms.

**6. ELECTION OF OFFICERS****6.01 Eligibility for Nomination**

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.

**6.02 Election Procedure**

At the first regular Council meeting after the elections for Council members, Council shall elect by secret ballot from among those members of Council eligible for election the President, Vice-President and any other officer positions, in accordance with this by-law and the “Process for Election of Officers” set out in Schedule 1.

**PROPOSED: 6.02 Election Procedure**

Every two years, at the first regular Council meeting after the elections for Council members, Council shall elect by secret ballot from among those members of Council eligible for election the President, Vice- President, and any other officer positions, in accordance with this by-law and the “Process for Election of Officers” set out in Schedule 1.

**6.03 Filling Vacancies (President)**

In the event that the President is removed from office, resigns or dies or the position of President becomes vacant for any reason, the Vice-President shall become the President for the remaining term of the office and the office of the Vice-President shall become vacant.

**6.04 Filling Vacancies (Vice-President)**

In the event that the Vice-President is removed from office, resigns or dies or the position of Vice-President becomes vacant for any reason, Council may elect a new Vice-President to hold office for the remainder of the term.

**6.05 Removal of President or Vice-President**

In addition to the provisions of article 21.01 and 26.02, Council may remove the President or the Vice-President from office by a two-thirds vote of those present and voting where the President or Vice-President has lost the confidence of the Council.

**7. DUTIES OF OFFICERS****7.01 Duties of the President**

The President shall,

- (i) if present, preside as Chair at all meetings of the Council unless the Council designates an alternate Chair, including persons not on Council who would act as a non-voting Chair, for all or any portion of the meeting;
- (ii) serve as Chair of the Executive Committee;
- (iii) perform those duties assigned to the President in the by-laws;
- (iv) perform other duties and responsibilities as may be decided by Council; and
- (v) report to Council at each Council meeting on all material actions taken since the President's last report.

**7.02 Duties of the Vice-President**

The Vice-President shall,

- (i) perform the duties of the President in the event that the President is unable to perform those duties;
- (ii) perform those duties assigned to the Vice-President in the by-laws;
- (iii) serve on the Executive Committee; and
- (iv) perform all duties and responsibilities as may be decided by Council.

**8. THE REGISTRAR****8.01 Appointment of the Registrar**

The Registrar shall be appointed by Council and, despite subsection 12(1) of the Code, the Executive Committee shall not exercise the authority of Council under this article. Where a supervisor is appointed under section 5.0.1, the supervisor is the Registrar unless the appointment of the supervisor or a direction of the supervisor provides otherwise.

**8.02 Duties of the Registrar**

The Registrar shall be the Chief Executive Officer of the College and shall have such duties and responsibilities as are conferred by the Act, the RHPA, the by-laws and the policies of the College as well as such duties and responsibilities assigned to the position by Council.

**8.03 Acting Registrar**

If a vacancy occurs in the office of the Registrar, the Executive Committee or Council shall appoint an Acting Registrar until a Registrar is appointed, and during extended absences, the Registrar may appoint, in writing, a senior staff member to serve as the Acting Registrar during the Registrar's absence.

#### **8.04 Annual Performance Appraisal of Registrar**

Council shall develop a process for evaluating the performance of the Registrar annually. The process may include, among other things, soliciting feedback from Council members, staff members and stakeholders.

### **9. COUNCIL – GENERAL**

#### **9.01 Authority of Council**

Council shall perform the functions assigned to it under the Act and the Code.

#### **9.02 Composition of Council**

Council shall be composed of eight (8) Members and as many Public Members as are appointed by Lieutenant Governor in Council in accordance with subsection 6(1) of the Act. Despite this provision, Council remains properly constituted despite any vacancy that leaves only seven (7) Members on the Council.

#### **9.03 Term of Office**

The term of office of an elected member of Council shall commence at the first Council meeting immediately after the election and shall continue for approximately three (3) years until his or her successor takes office in accordance with these by-laws, or until he or she resigns his or her office or is removed from Council, or until such other time designated by Council, whichever occurs first.

### **10. ELECTION OF COUNCIL MEMBERS**

#### **10.01 Definitions**

In this article, "election" means an election of a Member to the Council for an electoral district and includes a regular election and a by-election, and "elected" has a corresponding meaning.

For the purposes of this article, a Member becomes "the subject of proceedings" when a Committee makes a referral for a hearing in respect of the Member.

#### **10.02 Electoral Districts**

The following electoral districts are established for the purpose of the election of Members to the Council. The Registrar may assign any new or missing postal codes to the district he or she believes is most appropriate.

**Electoral district 1**, composed of the south western Ontario communities served by the postal codes: N0J, N0K, N0L, N0M, N0N, N0P, N0R, N4G, N4S, N4T, N4V, N4X, N4Z, N5A, N5C, N5H, N5L, N5P, N5R, N5V, N5W, N5X, N5Y, N5Z, N6A, N6B, N6C, N6E, N6G, N6H, N6J, N6K, N6L, N6M, N6N, N6P, N7A, N7G, N7L, N7M, N7S, N7T, N7V, N7W, N7X, N8A, N8H, N8M, N8N, N8P, N8R, N8S, N8T, N8V, N8W, N8X, N8Y, N9A, N9B, N9C, N9E, N9G, N9H, N9J, N9K, N9V and N9Y;

**Electoral district 2**, composed of the south western Ontario communities served by the postal codes: L0R, L0S, L2A, L2E, L2G, L2H, L2J, L2M, L2N, L2P, L2R, L2S, L2T, L2V, L2W, L3B, L3C, L3K, L3M, L8B, L8E, L8G, L8H, L8J, L8K, L8L, L8M, L8N, L8P, L8R, L8S, L8T, L8V, L8W, L9A, L9B, L9C, L9G, L9H, L9K, N0A, N0E, N0S, N1A, N3L, N3P, N3R, N3S, N3T, N3V, N3W, N3Y and N4B;

**Electoral district 3**, composed of the central western communities served by the postal codes: L0N, L0P, L4T, L4V, L4W, L4X, L4Y, L4Z, L5A, L5B, L5C, L5E, L5G, L5H, L5J, L5K, L5L, L5M, L5N, L5P, L5R, L5S, L5T, L5V, L5W, L6H, L6J, L6K, L6L, L6M, L6P, L6R, L6S, L6T, L6V, L6W, L6X, L6Y, L6Z, L7A, L7C, L7E, L7G, L7J, L7K, L7L, L7M, L7N, L7P, L7R, L7S, L7T, L9E, L9T, L9V, L9W, N0B,

N0C, N0G, N0H, N1C, N1E, N1G, N1H, N1K, N1L, N1M, N1P, N1R, N1S, N1T, N2A, N2B, N2C, N2E, N2G, N2H, N2J, N2K, N2L, N2M, N2N, N2P, N2R, N2T, N2V, N2Z, N3A, N3B, N3C, N3E, N3H, N4K, N4L, N4N and N4W;

**Electoral district 4**, composed of the portions of greater Toronto area communities served by the postal codes: L0J, L4C, L4H, L4K, L4L, L6A, M3J, M3L, M3M, M3N, M6H, M6J, M6K, M6L, M6M, M6N, M6P, M6R, M6S, M8V, M8W, M8X, M8Y, M8Z, M9A, M9B, M9C, M9L, M9M, M9N, M9P, M9R, M9V and M9W;

**Electoral district 5**, composed of the portions of greater Toronto area communities served by the postal codes: L3T, L4J, M2M, M2N, M2P, M2R, M3H, M3K, M4N, M4R, M4T, M4V, M4W, M4X, M4Y, M5A, M5B, M5C, M5E, M5G, M5H, M5J, M5K, M5L, M5M, M5N, M5P, M5R, M5S, M5T, M5V, M5W, M5X, M6A, M6B, M6C, M6E and M6G;

**Electoral district 6**, composed of the portions of greater Toronto area served by the postal codes: L3P, L3R, L3S, L4B, L6B, L6C, L6E, L6G, M1B, M1C, M1E, M1G, M1H, M1J, M1K, M1L, M1M, M1N, M1P, M1R, M1S, M1T, M1V, M1W, M1X, M2H, M2J, M2K, M2L, M3A, M3B, M3C, M4A, M4B, M4C, M4E, M4G, M4H, M4J, M4K, M4L, M4M, M4P and M4S;

**Electoral district 7**, composed of the eastern Ontario communities served by the postal codes: K0A, K0B, K0C, K0E, K0G, K0H, K0J, K0K, K0L, K0M, K1B, K1C, K1E, K1G, K1H, K1J, K1K, K1L, K1M, K1N, K1P, K1R, K1S, K1T, K1V, K1W, K1X, K1Y, K1Z, K2A, K2B, K2C, K2E, K2G, K2H, K2J, K2K, K2L, K2M, K2P, K2R, K2S, K2T, K2V, K2W, K4A, K4B, K4C, K4K, K4M, K4P, K4R, K6A, K6H, K6J, K6K, K6T, K6V, K7A, K7C, K7G, K7H, K7K, K7L, K7M, K7N, K7P, K7R, K7S, K7V, K8A, K8B, K8H, K8N, K8P, K8R, K8V, K9A, K9H, K9J, K9K, K9L, K9V, L0A, L0B, L0C, L0H, L1A, L1B, L1C, L1E, L1G, L1H, L1J, L1K, L1L, L1M, L1N, L1P, L1R, L1S, L1T, L1V, L1W, L1X, L1Y, L1Z, L9L and L9P; and

**Electoral district 8**, composed of the central and northern Ontario communities served by the postal codes: L0E, L0G, L0K, L0L, L0M, L3V, L3X, L3Y, L3Z, L4A, L4E, L4G, L4M, L4N, L4P, L4R, L4S, L7B, L9J, L9M, L9N, L9R, L9S, L9X, L9Y, L9Z, N4P, P0A, P0B, P0C, P0E, P0G, P0H, P0J, P0K, P0L, P0M, P0N, P0P, P0R, P0S, P0T, P0V, P0W, P0X, P0Y, P1A, P1B, P1C, P1H, P1L, P1P, P2A, P2B, P2N, P3A, P3B, P3C, P3E, P3G, P3L, P3N, P3P, P3Y, P4N, P4P, P4R, P5A, P5E, P5N, P6A, P6B, P6C, P7A, P7B, P7C, P7E, P7G, P7J, P7K, P7L, P8N, P8T, P9A and P9N.

### **10.03 Number of Members per Electoral District**

One Member shall be elected to the Council for each electoral district.

### **10.04 When Elections are Held**

There shall be a regular election:

- (i) for electoral districts 1 and 2, in 2013 and every third year after;
- (ii) for electoral districts 3, 4 and 5, in 2011 and every third year after; and
- (iii) for electoral districts 6, 7 and 8, in 2012 and every third year after.

### **10.05 Election Dates**

Except as otherwise provided in this By-Law, a regular election shall be held on the first Wednesday in June but, if the first Wednesday in June is a holiday, the election shall be held on the first day afterwards that is not a holiday.

### **10.06 Interruptions of Mail Service**

If there is an interruption in mail service during the nomination or election process, the Registrar may extend the holding of nominations and the election for such period of time as the Registrar considers necessary to compensate for the interruption.

## 11. TERM OF OFFICE

### 11.01 Term of Office

The term of office of a Member elected at a regular election is approximately three (3) years, commencing with the first regular meeting of the Council after the election and expiring, subject to article 11.02, at the first regular meeting of the Council after the regular election three (3) years later.

### 11.02 Expiry of Term of Office

The term of office of a Member elected at a regular election held after the date required by article 10.05 expires as if he or she had been elected on the required date.

### 11.03 Expiry of Term of Office due to Disqualification

The term of office of a Member whose office becomes vacant by reason of the Member's disqualification expires upon the declaration of the vacancy and the term of office of a Member elected in a by-election or appointed to replace a Member whose office is vacant expires when his or her predecessor's office would have expired under article 11.01.

## 12. ELIGIBILITY TO VOTE

### 12.01 Eligibility to Vote

A Member is entitled to vote in an election if,

- (i) on election day, the Member is a registered Member of the College;
- (ii) on the one hundred and twentieth day immediately preceding the election,
  - (a) the Member practices or resides in Ontario, and
  - (b) the Member's registered address is in the electoral district for which the election is being held; and
- (iii) no fees are owing by the Member to the College on the day that the ballots (or equivalent if voting is done electronically) are distributed.

### 12.02 Disputes

Disputes as to whether a Member is entitled to vote in an election shall be determined by the Registrar.

## 13. NOMINATIONS

### 13.01 Eligibility to Run for Election

A Member is eligible to run for election to the Council for an electoral district if,

- (i) the Member is entitled to vote in the election;
- (ii) at all times between the one hundred and twentieth day immediately preceding the election and the election;
  - (a) the Member's registered address continues to be in the electoral district, for which the election is being held,
  - (b) the Member is not in default of any obligation to the College under a regulation or the by-Laws,
  - (c) the Member is not the subject of proceedings for incompetence, professional misconduct or incapacity,
  - (d) the Member's certificate of registration is not subject to a term, condition or limitation other than one prescribed by regulation,
  - (e) the Member is not bankrupt or a subject of a consumer proposal, and has not

declared bankruptcy or made a consumer proposal over the past five (5) years,

- (f) the Member is not, and has not for a period of at least one (1) year been, a director, officer or employee of any Professional Association relating to denturism,
- (g) where the Member has not been disqualified from sitting on the council under article 21.01 during the previous six (6) years;
- (iii) the Member's certificate of registration has not been revoked or suspended at any time in the six (6) years immediately preceding the election; and
- (iv) if the Member has previously served as an elected Council member for nine (9) consecutive years, at least three (3) years have passed.

### **13.02 Disputes**

Disputes as to whether a Member is eligible to run for election shall be determined by the Elections Committee. If an Elections Committee has not been appointed, the Registrar shall determine disputes.

### **13.03 Notice of Election and Nominations**

At least ninety (90) days before the date of an election, the Registrar shall notify every Member of the date of the election and of the nomination procedure, including the deadline for submitting nominations to the College.

### **13.04 Nomination Deadline**

The nomination of a candidate for election as a member of Council shall be in writing and shall be received by the Registrar at least forty-five (45) days before the date of the election.

### **13.05 Signed Nominations**

The nomination shall be signed by at least three (3) Members who are entitled to vote in the election and who support the nomination, and shall also be signed by the nominee as a signal of his or her consent to the nomination.

### **13.06 Candidate Must Advise if Becomes Ineligible to Run for Election**

A candidate for election to the Council shall advise the Registrar immediately in the event that he or she becomes ineligible to run for election.

### **13.07 Completing Declaration**

The Registrar shall request every nominee to complete and return a declaration form which, among other things, sets out that the nominee:

- (a) understands the public protection mandate of the College,
- (b) is not aware of any potential conflict of interest, and
- (c) agrees to campaign only in accordance with the public interest objects of the College as set out in the Code.

Any nominee who fails to complete and return the declaration by the deadline set by the Registrar and in a form acceptable to the Elections Committee shall not be eligible for election.

### **13.08 Personal Statement**

The Registrar shall invite every nominee to provide a biography and personal statement by the deadline established by the Registrar, and any biography and personal statement that is not submitted by the deadline set by the Registrar and in the form acceptable to the Elections Committee, shall not be included with the materials sent to Members under article 16.01.

### **13.09 Withdrawal of Candidacy**

A candidate in an election may withdraw his or her candidacy by notifying the Registrar of the withdrawal in writing. If the notice in writing is received at least thirty-five (35) days before the date of the election, the candidate's name shall not be placed on the ballot (or equivalent if voting is done electronically). In all other cases, the Registrar shall make reasonable efforts to notify Members eligible to vote that the candidate has withdrawn from the election.

### **13.10 Conduct**

Each candidate shall conduct themselves during the election with honour and dignity. No candidate shall engage in conduct during the electoral process that would tend to bring the profession into disrepute or would tend to taint the electoral process. No candidate shall make verbal or written election statements that are inappropriate or unprofessional.

### **13.11 Consequences for Inappropriate Conduct**

If it appears to the Elections Committee, after appropriate investigation, that a candidate is not conducting himself or herself appropriately during the election, the Elections Committee may take action that it deems appropriate to ensure that the election is as fair as possible, including warning the candidate about his or her conduct and notifying Members entitled to vote about apparently incorrect or inappropriate statements that may have been made. However, the Elections Committee is not required to take corrective measures.

## **14. ACCLAMATION**

### **14.01 Declaration of Acclamation**

If there is only one candidate for an electoral district who is eligible for election, the Registrar shall inform the President in writing and the Registrar shall declare the candidate elected to the Council by acclamation for that electoral district.

### **14.02 Where There Are No Candidates**

If there are no candidates for an electoral district who are eligible for election, the Registrar shall, as soon as possible call a by-election for that electoral district.

## **15. ADMINISTRATION**

### **15.01 Chief Returning Officer**

The Registrar shall be the chief returning officer for the election.

### **15.02 Duties of Registrar**

The Registrar shall supervise and administer the election of candidates and, without limiting the generality of the above, the Registrar may, subject to these by-laws,

- (i) appoint returning officers and scrutineers;
- (ii) establish procedures and any necessary deadlines including procedures and deadlines relating to the receipt of nominations, biographies and personal statements and ballots (or equivalent if voting is done electronically);
- (iii) retain third party service providers to assist with administering the election;
- (iv) ensure electronic communications and voting processes are reliable and secure;
- (v) establish procedures for the opening and counting of ballots (or equivalent if voting is done electronically);
- (vi) provide for the notification of the results of the election to all candidates and members;
- (vii) provide for the destruction of ballots (or equivalent if voting is done electronically) following an election; and
- (viii) do anything else that the Registrar deems necessary and appropriate to ensure that

## 16. VOTING

### 16.01 Ballots

No later than thirty (30) days before the date of an election, the Registrar shall send every Member eligible to vote in the election a list of the eligible candidates, the biography and/or personal statement of every eligible candidate who has submitted one by the deadline established by the Registrar, a ballot (or equivalent if voting is done electronically) and an explanation of the voting process.

### 16.02 Contents of Ballots

Each ballot (or equivalent if voting is done electronically) shall contain, in alphabetical order of surname, the name of each candidate, and any other information entered in the register that the Registrar directs be included to identify the candidates.

### 16.03 Voting Secret

Voting shall be secret and conducted so that no person knows for whom any Member voted.

### 16.04 Proxy Voting

A Member cannot vote in an election by means of a proxy.

### 16.05 Number of Votes Cast

A Member may cast as many votes on a ballot (or equivalent if voting is done electronically) in an election of Members to Council as there are Members to be elected from that electoral district, but shall not cast more than one (1) vote for any candidate.

### 16.06 Ballot Verification

Ballots (or equivalent if voting is done electronically) must be received in the manner specified at or before the date and time specified for the election in order to be counted in the vote.

## 17. COUNTING VOTES

### 17.01 Ties

If two (2) or more candidates receive the same number of votes in an election, the Registrar shall select one of the candidates by lot who shall be deemed to have received the greatest number of votes in the election.

### 17.02 Decisions by Registrar

All questions arising in the counting of ballots (or equivalent if voting is done electronically), the recording of results or the determination of the result shall be decided by the Registrar who shall record the reason for any decision made with respect to those questions.

### 17.03 Candidate Entitled to be Present

A candidate is entitled, in person or by an agent appointed for the purpose by the candidate in writing, to be present and see the Registrar discharge his or her duties on election day.

## 18. DOCUMENTATION

### 18.01 Election Results

As soon as practicable after the ballots (or equivalent if voting is done electronically) have been counted, the Registrar shall advise Council and the membership of the results of the election, and

shall advise each eligible candidate of the results of the election, the number of votes he or she received and the candidate's right to request a recount in accordance with article 19.

### **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.

### **18.03 Destruction of Ballots**

Unless a candidate has requested a recount or otherwise challenged an election or its results, the Registrar shall, thirty-one (31) days after the return of an election destroy all ballots (or equivalent if voting is done electronically) and other material from the election.

## **19. RECOUNTS**

### **19.01 Requesting Recount within Thirty (30) Days**

Upon written direction to the Registrar received within thirty (30) days after the date of the return and payment to the College as prescribed by these by-laws, a candidate may require a recount.

### **19.02 Recount Process**

The Registrar shall hold a recount no more than fifteen (15) days after receiving a written request and the recount shall be conducted in as transparent a manner as the voting system reasonably permits.

### **19.03 Results of Recount**

If the result of the recount is that the candidate who required the recount is declared elected to the Council for the electoral district, the candidate is entitled to repayment without interest of the required recount fee described in article 19.01.

### **19.04 Registrar's Report to Council**

The Registrar shall report to the Council at its first meeting following any recount the procedures and results of the recount.

## **20. INQUIRY**

### **20.01 Referral of Disputes to Elections Committee**

If the Council is of the opinion that there is a reasonable ground for doubt or dispute as to the validity of the election of any member of the Council, it shall direct the Elections Committee to initiate an inquiry.

### **20.02 Report and Recommendations of Elections Committee**

Where the Elections Committee initiates an inquiry under article 20.01, it shall hold an inquiry into the validity of the election of the member of Council in question and, following the inquiry, shall make a report and recommendation to Council.

### **20.03 Options Available to Council**

Council may, after reviewing the report and recommendation of the Elections Committee and subject to article 19.02, do one of the following:

- (i) declare the election result in question to be valid; or
- (ii) declare the election result in question to be invalid; and either
  - (a) declare another candidate to have been elected; or

(b) direct that another election be held.

#### **20.04 Minor Irregularities Not Fatal**

Council shall not declare an election result to be invalid solely on the basis of a minor irregularity regarding the requirements of these by-laws or a procedure established by the Registrar or the Elections Committee.

### **21. VACANCIES**

#### **21.01 Disqualification of Elected Members**

Council shall disqualify an elected member of Council, if the member,

- (i) resigns from Council or otherwise ceases to hold a certificate of registration;
- (ii) ceases to have a registered address in the electoral district for which the member was elected and there is more than one (1) year left in the person's term;
- (iii) is in default of payment of any fee prescribed by College by-law for a period of more than sixty (60) days;
- (iv) is found to have committed professional misconduct or to be incompetent by a panel of the Discipline Committee;
- (v) is found to be incapacitated by a panel of the Fitness to Practice Committee;
- (vi) retains or obtains a responsible position such as director, owner, board member or officer or retains employment or becomes an employee of any Professional Association relating to denturism;
- (vii) becomes a member of a council of any other college regulated under the RHPA;
- (viii) fails, without reasonable cause, to attend three (3) meetings of Council in a calendar year, three (3) meetings of any Committee on which he or she serves in a calendar year or one (1) hearing or a review by a panel to which he or she has been appointed;
- (ix) is convicted of a criminal offence which, in the opinion of Council, is of a nature that warrants disqualification;
- (x) acts in a manner inconsistent with a provision of this by-law applicable to Council or Committee members;
- (xi) advocates or makes a public statement (other than at a Council meeting) against a position taken by the Council;
- (xii) initiates or joins a legal proceeding against the College or any Committee or representative of the College; or
- (xiii) fails, in the opinion of Council, to discharge properly or honestly any office to which he or she has been elected or appointed.

#### **21.02 Registrar's Receipt of Information**

If the Registrar receives information which suggests that an elected member of Council meets one or more of the criteria for disqualification set out in article 21.01, the Registrar shall follow the procedure set out in article 26.02. Where the Registrar has reasonable and probable grounds to believe that a member of Council meets the criteria for disqualification and no one else has made a complaint, the Registrar shall make a complaint in writing.

#### **21.03 Effect of Disqualification**

An elected Council member who is disqualified by Council ceases to be a member of Council in accordance with article 11.03 and ceases to be a member of any Committee or working group of which he or she is a member.

#### **21.04 Eligibility following Disqualification**

Where an elected Member of the Council has been disqualified from sitting on the Council under article 21.01, the Member shall not be eligible to run for election for six (6) years.

### **21.05 Filling Vacancies**

If the seat of an elected Council member becomes vacant less than twelve (12) months before the expiry of the member's term of office, Council may,

- (i) leave the seat vacant;
- (ii) appoint as an elected Council member a Member who meets the criteria for eligibility for election set out in article 13.01; or
- (iii) direct the Registrar to hold a by-election in accordance with this by-law.

### **21.06 By-Election**

If the seat of an elected Council member becomes vacant more than twelve (12) months before the expiry of the member's term of office, Council shall direct the Registrar to hold a by-election in accordance with this by-law.

### **21.07 Manner of Holding By-Elections**

A by-election ordered by Council shall be held in the same manner and shall be subject to the same criteria and processes as a regular election, subject to any necessary modifications.

## **22. COUNCIL MEETINGS**

### **22.01 Location and Frequency of Meetings**

A Council meeting shall, wherever possible, be held at a place and on a date set in advance and shall occur at regular intervals and at such frequency as necessary for Council to conduct its business but shall, in any event, occur at least three (3) times per year.

### **22.02 Notice of Meetings**

The Registrar shall notify Council members of the meeting, setting out the date, time and place of the meeting and the general nature of the business to be transacted at least ten (10) days before the date of the meeting.

### **22.03 Waiver of Notice**

A Council member may, at any time, waive the requirement for notice of a meeting to that Council member.

### **22.04 Business at Meetings**

Council may only consider or transact at a regular meeting,

- (i) matters on the agenda;
- (ii) matters brought by the Executive Committee or the Registrar;
- (iii) reports from the Registrar and the President;
- (iv) recommendations and reports by Committees;
- (v) matters for which notice was given by a member of Council at the preceding meeting or where written notice has been given at least thirty (30) days in advance of the meeting; and
- (vi) such other matters, not included on the agenda, as the majority of members in attendance agree to be of an urgent nature that cannot wait a reasonable time for background information to be prepared.

### **22.05 Secretary**

The Registrar serves as the Secretary of Council or appoints someone to act as the Secretary of Council.

**22.06 Chair**

The President acts as Chair of Council unless the Council has designated an alternate Chair, including a person not on Council who would act as a non-voting Chair, for all or any portion of the meeting. In the event that the President is absent and has not designated an alternate Chair, the Vice-President acts as the Chair of Council, failing which Council shall elect, from amongst their number, a Council member to serve as Chair at that meeting.

**22.07 Manner of Meeting**

Any meeting of Council, other than a hearing that must be held in person, may be conducted by means of teleconference or any other means that permits all persons participating in the meeting to communicate with each other simultaneously and instantaneously (including audio or video conferencing), and persons participating in the meeting by such means are deemed to be present at the meeting.

**22.08 Quorum**

Unless specifically provided for otherwise under the Act, the RHPA or the by-laws, a simple majority of Council members shall constitute a quorum for the purpose of a meeting.

**22.09 Simple Majority**

Unless specifically provided for otherwise under the Act, the RHPA or the by-laws, every motion which properly comes before Council shall be decided by a simple majority of the votes cast at the meeting by the Council members present.

**22.10 Chair Votes**

If the Chair is a member of Council, he or she may participate in the discussion of a matter before Council but shall not vote unless there is a tie vote and the Chair's vote would break the tie, unless the Chair wishes to vote against a motion and the Chair's vote would create a tie that would defeat the motion, or unless there is a roll call vote (e.g., to enact a regulation).

**22.11 Tie Votes**

In the event of a tie vote, the motion is defeated.

**22.12 Unanimous By-laws**

A resolution approving a new or amended by-law, signed by all members of Council, including a resolution where all or some of the members have signed by facsimile or email, is valid and effective as if passed at a meeting of Council held for the purpose.

**22.13 Rules**

Except where inconsistent with the RHPA, the Act or the by-laws, the rules of order for meetings of Council are set out in Schedule 2.

**22.14 Minutes**

The Registrar shall ensure that accurate minutes of all Council meetings are recorded, approved and maintained at the College office.

**22.15 Adjournments**

Whether or not a quorum is present, the presiding Chair may, from time to time, with the consent of the majority of Council members present and voting, adjourn any properly called meeting to a fixed time and place, and any matter brought before the original meeting may be considered and transacted at a reconvened meeting provided that a quorum is present.

**22.16 Calling Special Meetings**

The President may call and convene a special meeting of Council,

- (i) where the President and the Registrar agree there is a need to consider a matter that cannot await the next scheduled Council meeting;

- (ii) upon receipt of the written request of any six (6) members of Council; or
- (iii) if a request is received from the Executive Committee under article 26.02.

### **22.17 Notice of Special Meetings**

Subject to article 22.18, the Registrar shall notify Council members of the special meeting, setting out the date, time and place of the meeting and the general nature of the business to be transacted, at least five (5) days prior to the date of the meeting. Council may only consider or transact at a special meeting those items of business contained in the notice.

### **22.18 Special Meetings Without Notice**

A special meeting may also be held without notice at any date, time and place provided that all members of Council are present in person or in a manner that allows them to participate in discussion simultaneously and instantaneously, including audio or video conferencing, or if all the absent Council members have consented, in writing or electronically, to the holding of such a special meeting.

## **23. COMMITTEES – GENERAL**

### **23.01 Duties and Responsibilities**

The duties and responsibilities of each Committee shall be those set out in the RHPA, the Act, the by-laws and the terms of reference for that Committee, as approved by Council, where applicable.

### **23.02 Non-Statutory Committees**

In addition to the statutory Committees required by the Code, the Council may establish and maintain any additional Committee or working groups deemed necessary for the efficient functioning of the College including an Elections Committee and a Nominating Committee. Unless Council directs otherwise, the Nominating Committee will consist of the Past President, the Vice-President and a Public Member.

### **23.03 Composition of Committees**

Unless stated otherwise in the Code or the by-laws, every Committee of the College shall be composed of at least three (3) persons and shall include at least one (1) member of Council who is also a Member and at least one (1) Public Member.

### **23.04 Vacancies**

Despite anything in these by-laws, a Committee is properly constituted despite any vacancy so long as there are sufficient Members to form a quorum of the Committee or a panel of the Committee.

### **23.05 Quorum**

The quorum of any Committee is three (3) members unless otherwise provided in the Act or unless the Committee is composed of only three (3) members, in which case, the quorum for such a Committee shall be two (2) members.

### **23.06 Panels**

A committee may meet in panels selected by the Chair of the Committee.

## **24. SPECIFIC COMPOSITION AND SELECTION OF COMMITTEES**

### **24.01 Executive Committee**

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. However, where a supervisor is appointed under section 5.0.1 of the RHPA, the supervisor shall

perform the functions of the Executive Committee unless the appointment of the supervisor or a direction of the supervisor provides otherwise.

#### **24.02 Registration Committee**

The Registration Committee shall be composed of,

- (i) at least two (2) Members who are members of Council;
- (ii) at least one (1) Public Member who is a member of Council; and
- (iii) one (1) or more Members, or persons, who are not members of Council where Council so wishes.

#### **24.03 Inquiries, Complaints and Reports Committee**

The Inquiries, Complaints and Reports Committee shall be composed of,

- (i) at least two (2) Members who are members of Council;
- (ii) at least two (2) Public Members who are members of Council; and
- (iii) one (1) or more Members, or persons, who are not members of Council where Council so wishes.

#### **24.04 Discipline Committee**

The Discipline Committee shall be composed of every member of Council and one (1) or more Members who are not members of Council where Council so wishes.

#### **24.05 Fitness to Practise Committee**

The Fitness to Practise Committee shall be comprised of every member of Council and one (1) or more Members who are not members of Council where Council so wishes.

#### **24.06 Quality Assurance Committee**

The Quality Assurance Committee shall be composed of,

- (i) at least two (2) Members who are members of Council;
- (ii) at least one (1) Public Member who is a member of Council;
- (iii) at least two (2) or more Members who are not members of Council; and
- (iv) one (1) or more persons, who are not members of Council where Council so wishes.

#### **24.07 Patient Relations Committee**

The Patient Relations Committee shall be composed of,

- (i) at least two (2) Members who are members of Council;
- (ii) at least two (2) Public Members who are members of Council; and
- (iii) one (1) or more Members, or persons, who are not members of Council where Council so wishes.

#### **24.08 Appointment of Committee Members and Members of Working Groups**

Unless otherwise stated in the by-laws or the Code, the Nominating Committee shall put forward to Council for approval a proposed slate of every Committee member and every member of a working group, including persons and Members who are not members of Council with the exception of the Executive Committee, whose members shall be elected to office.

#### **24.09 Appointment of Non-Council Members**

Subject to any specific composition requirements in these by-laws or the Code, the Executive Committee may, where vacancies arise during the Council year, appoint Members, including members of Council, and persons, to any Committee or working group and report such appointment(s) to Council.

#### **24.10 Terms of Office of Committee Members**

The term of office of a Committee member shall commence immediately after the appointment and shall continue for approximately one (1) year.

**PROPOSED: 24.10 Terms of Office of Committee Members**

The term of office of a Committee member shall commence immediately after the appointment and shall continue for approximately one two (1 2) years.

**24.11 Chairs**

Unless stated otherwise in these by-laws, the Chair or Chairs of each Statutory and Non-Statutory Committee shall be appointed by the Council.

**24.12 Decisions Regarding Appointments**

In making an appointment under article 24.08 or 24.09, Council and the Executive Committee shall take into consideration the location of practice, if applicable, as well as the experience, expertise, availability and other qualifications and characteristics of the Member or other person, in order to complement the attributes of the other Committee members or members of the working group.

**24.13 Eligibility for Appointment**

A Member is eligible for appointment to a Committee or a working group if, on the date of the appointment,

- (i) the Member holds a certificate of registration;
- (ii) the Member is not in default of payment of any fees prescribed by College by-law;
- (iii) the Member is not the subject of any disciplinary or incapacity proceeding;
- (iv) the Member has not been the subject of any professional misconduct, incompetence or incapacity finding in the preceding three (3) years;
- (v) the Member's certificate of registration has not been revoked or suspended in the preceding six (6) years for any reason other than non-payment of fees;
- (vi) the Member's certificate of registration is not subject to a term, condition, or limitation imposed by either the Discipline Committee or the Fitness to Practise Committee;
- (vii) the Member is not holding, and has not for a period of at least one (1) year held, a responsible position, such as director, owner, board member, officer or employee, with any Professional Association relating to denturism;
- (viii) the Member has not been disqualified from Council or a Committee within the preceding six (6) years;
- (ix) the Member is not a member of a council of any other college regulated under the RHPA;
- (x) the Member is not an employee of the College; and
- (xi) the Member is not in any default of returning any required form or information to the College.

**25. COMMITTEE MEETINGS****25.01 Location and Frequency of Meetings**

Committee meetings shall, wherever possible, be held at a place and on a date set in advance and shall occur at regular intervals and at such frequency as necessary for the Committee to conduct its business.

**25.02 Manner of Meeting**

Any meeting of a Committee, other than a hearing that must be held in person, may be conducted by means of teleconference or any other means that permit all persons participating in the meeting to communicate with each other simultaneously and instantaneously (including audio or video

conferencing), and persons participating in the meeting by such means are deemed to be present at the meeting.

### **25.03 Chair**

In the event that the Chair of the Committee is unable or unwilling to preside at the meeting, the Committee members shall select, from amongst their number, a Committee member to serve as Chair for the purposes of that meeting, which event shall be recorded in the minutes.

### **25.04 Minutes**

The Chair of each Committee shall ensure that accurate minutes of all Committee meetings and proceedings are recorded, approved and maintained at the College office.

### **25.05 Simple Majority**

Unless specifically provided for otherwise under the Code or the by-laws, every motion which properly comes before a Committee shall be decided by a simple majority of the votes cast at the meeting by the Committee members present.

### **25.06 Chair Votes**

The Chair of the Committee may participate in discussion of a matter before the Committee but shall not vote unless there is a tie vote and the Chair's vote would break the tie, the Chair wishes to vote against a motion and the Chair's vote would create a tie that would defeat the motion, the Committee is conducting a hearing, or there is a roll call vote.

### **25.07 Tie Votes**

In the event of a tie vote, the motion is defeated.

## **26. DUTIES OF COUNCIL AND COMMITTEE MEMBERS**

### **26.01 Expectations and Duties**

Every member of Council and every Committee member shall, in the performance of his or her duties:

- (i) familiarize himself or herself with the Act, the RHPA, the by-laws and any policies of the College;
- (ii) familiarize himself or herself with any other records, documents and guidelines that may be necessary for the performance of his or her duties;
- (iii) comply with the provisions of the Act, the RHPA, the by-laws, any policies of the College and rules that are adopted by Council, from time to time;
- (iv) regularly attend meetings on time and participate constructively in discussions;
- (v) ensure that confidential matters coming to his or her attention as a member of Council or as a member of a Committee or working group are not disclosed by him or her, except as required for the performance of his or her duties or as permitted by the RHPA;
- (vi) conduct himself or herself in an appropriate manner with College staff, other members of Council or members of the Committees, Members and members of the public;
- (vii) comply with the College's Code of Conduct, as set out in the College's governance policies established by Council;
- (viii) avoid, or where that is not possible, declare all conflicts of interest in the manner set out in the by-law;
- (ix) step down from his or her position as Council and / or Committee member and / or working group member in the event that allegations regarding his or her conduct,

competence or capacity are referred to the Discipline Committee or Fitness to Practise Committee until such time as the matter has been finally disposed of; and

- (x) perform the duties associated with his or her position conscientiously and with integrity and diligence in a manner that serves and protects the public interest.

## **26.02 Removal of Council or Committee Member**

The following procedure shall be followed in the event that a Council or Committee member is alleged to have contravened the duties of a Council or Committee member or meets the criteria for disqualification set out in article 21.01:

- (i) a written complaint shall be filed with the Registrar. A complaint can be made by a member of the public, a Member of the College, a Council or Committee member or the Registrar. If a member of Council or a Committee receives such a complaint, he or she shall immediately file it with the Registrar;
- (ii) the Registrar shall report the complaint to the Executive Committee if he or she believes that the complaint may warrant formal action;
- (iii) if the Executive Committee, after any investigation it deems appropriate, believes that the complaint warrants formal action, it shall request a meeting of the Council. Council shall determine whether there has been a breach of duties or whether the criteria for disqualification have been met and, if so, impose the appropriate sanction. The appropriate sanction can include one or more of the following:
  - (a) censure of the member verbally or in writing,
  - (b) removal of the member from any Committee and / or working group on which he or she serves, or
  - (c) disqualification of an elected member of Council from the Council, or a report requesting removal of the member concerned from the Council to the Public Appointments Secretariat;
- (iv) a decision finding that there has been a breach of duties or that a Council or Committee member meets the criteria for disqualification set out in article 21.01, and a decision to impose a particular sanction must be approved by a majority affirmative vote of the Council members present and voting; and
- (v) the Council or Committee member whose conduct is the subject of concern shall not take part in the deliberation or vote, however, he or she will be given a reasonable opportunity to respond to the allegation prior to deliberation or vote.

## **27. CONFLICTS OF INTEREST**

### **27.01 Duty to Avoid Conflicts of Interest**

All Council and Committee members have a duty to carry out their responsibilities in a manner that serves and protects the interest of the public. As such, they must not engage in any activities or in decision-making concerning any matters where they have a direct or indirect personal or financial interest. All Council and Committee members have a duty to uphold and further the intent of the Act to regulate the practice and profession of denturism in Ontario, and not to represent the views of advocacy or special interest groups.

### **27.02 Recognition of Conflict**

Council and Committee members recognize that a conflict of interest or an appearance of a conflict of interest by a member of Council or its Committees,

- (i) could bring discredit to the College;
- (ii) could amount to a breach of the fiduciary obligation of the person to the College; and
- (iii) could create liability for either the College and / or the person involved.

### **27.03 Conflicts Relating to Involvement with a Professional Association**

A member of Council or a Committee member shall be perceived to have conflict of interest in a matter and should not serve on Council or its Committees at all if he or she holds a responsible position such as director, owner, board member or officer in or is an employee of any Professional Association relating to denturism.

### **27.04 Conflicts Relating to Position in Other Organizations**

A member of Council or a Committee member would be perceived to have a conflict of interest in a matter and should refrain from participating in any discussion or voting if he or she holds a responsible position such as director, owner, board member or officer in, or is an employee of, another organization where his or her duties may be seen by a reasonable person as influencing his or her judgment in the matter under consideration by the Council or its Committees. For example, an educator in a school should not participate in any decisions relating to the status of that school, its program(s) or the acceptability for registration of graduates from that school.

### **27.05 Declaration Forms**

Upon appointment or election, and annually thereafter if requested, every Council and Committee member and every member of a working group shall fully complete and deliver to the Registrar a form, available from the Registrar, declaring his or her current and recent affiliations with Professional Associations and other organizations to facilitate compliance with the above provisions.

### **27.06 Litigation Against College**

A Council or Committee member shall resign from all positions with the College before initiating or joining a legal proceeding against the College or any Committee or representative of the College.

### **27.07 Interests of Related Persons**

For the purposes of this by-law, the direct or indirect personal or financial interests of a parent, spouse, child or sibling of a Council or Committee member are interpreted to be the interests of the Council or Committee member. Here, the term "spouse" includes a common-law spouse and a same-sex partner of the person.

### **27.08 Where a Conflict May Exist**

Where a Council or Committee member believes that he or she may have a conflict of interest in any matter which is the subject of deliberation or action by the Council or its Committees, he or she shall,

- (i) consult, as needed, with the President, the Chair of the Committee, the Registrar and / or legal counsel;
- (ii) if there is any doubt about whether he or she may have or be perceived to have a conflict, prior to any consideration of the matter, declare the potential conflict to the Council or the Committee and accept the President's or Chair of the Committee's ruling as to whether there is an appearance of a conflict, subject to any appeal or reconsideration by the Council or the Committee itself;
- (iii) where there appears to be a conflict of interest, not take part in the discussion of, or vote on, any question in respect of the matter;
- (iv) where there appears to be a conflict of interest, leave the room for the portion of any meeting relating to the matter;

- (v) where there appears to be a conflict of interest, not attempt in any way to influence the voting or do anything that might be perceived as attempting to influence the decision of other members on the matter; and
- (vi) upon returning to the room, be informed of the outcome of the vote but no further details of the discussion or the details of the vote.

### **27.09 Conflicts Recorded in Minutes**

Every declaration of a conflict of interest shall be recorded in the minutes of the meeting together with a description of the nature of the conflict.

### **27.10 Use of College Information or Property**

A member of Council or a Committee member shall not use College property or information of any kind to advance his or her own interests, direct or indirect.

### **27.11 Staff or Other Positions**

A member of Council or a Committee member may not hold any other employment or appointment with the College while serving as a member of Council or its Committees. This includes, but is not limited to, positions as peer assessor, investigator, inspector, examiner or staff. Where a member of Council or a Committee wishes to be considered for any such position or appointment, he or she must first resign their position and agree to an undertaking not to seek election to Council or appointment to a Committee for a period of one (1) year after they cease to be employed or appointed by the College or one (1) year from the date they are informed in the event that they are unsuccessful in their application for employment or appointment by the College. Despite this provision, a member of a Committee who is not on the Council or who is not the Chair of a Committee may serve as an examiner so long as the person does not serve on a Committee that is involved in the examination or registration process.

## **28. CONFIDENTIALITY**

### **28.01 Duty of Confidentiality**

Members of the Council and Committees, staff and persons retained or appointed by the College are required to maintain confidentiality of information that comes before them in the course of discharging their duties unless disclosure is authorized by the Council or is otherwise permitted under subsection 36(1) of the RHPA.

### **28.02 Subsection 36(1) of the RHPA**

Subsection 36(1) of the RHPA states, in part, as follows,

36. (1) Every person employed, retained or appointed for the purposes of the administration of this Act, a health profession Act or the *Drug and Pharmacies Regulation Act* and every Member of a Council or committee of a College shall keep confidential all information that comes to his or her knowledge in the course of his or her duties and shall not communicate any information to any other person ....

### **28.03 Disclosure Under the RHPA**

Subsection 36(1) of the RHPA permits disclosure in a number of specific circumstances. Members of the Council and Committees, staff and persons retained or appointed by the College are expected to understand when those exceptions apply and seek advice if they are in doubt.

### **28.04 Confidentiality Agreement**

Council and Committee members, staff and persons retained or appointed by the College are required to sign, annually, the confidentiality or fiduciary agreement approved by Council.

## 29. COMMUNICATIONS

### 29.01 Media Contacts

All media contact shall be channelled and coordinated through the Registrar's office. Any Council or Committee member or any member of a working group being asked by media representatives to provide interviews, respond to inquiries or to comment on issues concerning the regulation of the profession or the operation of the College shall not provide any such communication and shall instead refer them to the Registrar's office.

### 29.02 College Communications

The Registrar, the President or, in the absence of the President, the Vice-President,

- (i) are the authorized spokespersons of the College but either of them may request a member of Council or staff to perform this function, as appropriate, under the circumstances; and
- (ii) may communicate with the media to provide interviews, respond to inquiries or comment on issues concerning regulation of the profession or the operation of the College. A member of Council or a Committee member shall not perform such Communications unless authorized by the Registrar, the President or, in the absence of the President, the Vice-President.

### 29.03 Consistent Messaging

All messages to the media and to the public must be consistent with the approved policies and positions of the College. Any member of Council or Committee member shall resign all positions with the Council and its Committees prior to expressing public disagreement with a decision, policy or position of the College or its Committees and even then, shall only do so in a manner consistent with his or her ongoing fiduciary duties towards the College.

### 29.04 Invitations for Speaking Engagements

All requests inviting the President, the Registrar or members of Council, Committees or working groups to speak in his or her capacity as a representative of the College must be submitted, in writing, to the Registrar's office with details of the date, time and place of the speaking engagement as well as the topic and anticipated length of the presentation.

### 29.05 Acceptance of Invitations for Speaking Engagements

The Registrar, in consultation with the President, where possible, will review all requests inviting Council, Committee or working group members to speak and shall determine whether to accept the invitation and the appropriate representative to address the topic. Other than as described above, no member of Council, a Committee or working group shall accept any request to make representations or speak on behalf of the College or in his or her capacity as a representative of the College.

### 29.06 Presentation Content

The content of every presentation must be consistent with the approved policies and positions of the College and shall be submitted at least five (5) days before the date of the presentation to the Registrar or a person designated by the Registrar for approval.

### 29.07 No Compensation

No person speaking in his or her capacity as a representative of the College shall receive any payment or benefit related to the presentation or, if the payment or gift cannot in the circumstances be gracefully declined, it shall immediately be turned over to the Registrar. However, mementoes of nominal value (\$50.00 or less) may be accepted and retained.

## 30. HONORARIA

### 30.01 Application

This section applies to members of the College who are Councillors or Committee members. It does not apply to Councillors or Committee members appointed by the Lieutenant Governor in Council.

### 30.02 Purpose of Honoraria

The honoraria set out in this article are not intended as re-imbusement of the professional income that could be earned. Members of Council, Committees and working groups are essentially volunteers.

### 30.03 Honoraria Amounts

The honorarium and payable expenses for attending a Council or Committee meeting are set out in Schedule 5 and Schedule 6 to these by-Laws.

### 30.04 Payment of Honoraria

The following principles apply to the payment of honoraria:

- (i) except as set out below, only actual attendance time may be claimed for an honorarium for attendance at a meeting;
- (ii) a maximum of one (1) Full Day honorarium may be claimed for a calendar day despite the number or length of meetings held that day;
- (iii) honoraria may be claimed for an in-person meeting where the meeting is cancelled with less than two (2) business days' notice;
- (iv) where a meeting does not take the scheduled time, the member may claim the honoraria for the scheduled length of the meeting so long as the member arrived on time and did not leave early;
- (v) all claims must be recorded on the forms established by the College and must be submitted within sixty (60) days of the meeting date or the claim will be forfeited; and
- (vi) any disputes about a claim for an honorarium and any request for special consideration shall be determined by the Registrar in consultation with the President.

## 31. FEES

### 31.01 Registration Year

The registration year for Members shall be from April 15<sup>th</sup> to April 14<sup>th</sup> of the following year.

**Proposed:** The registration year for Members shall be from April 1<sup>st</sup> to March 31<sup>st</sup> of the following year.

### 31.02 Renewal Process

The annual registration is due on or before April 14<sup>th</sup> of each year. At least forty-five (45) days before the annual fees are due, the Registrar shall send to each Member a notice stating that the annual fees are due, setting out the amount of the annual fee for each category of registration and a request for information required under the regulations and the by-laws of the College. The obligation to pay the annual fee continues even if the Registrar fails to provide the notice or the Member fails to receive such notice.

### 31.03 Fee Amounts

Schedule 7, as the same may be amended from time to time, sets out the applicable fees and penalties that a Member or person shall pay to the College. Where no fee has been set out in the

Schedule, a Member or person shall pay to the College the fee set by the Registrar for anything that the Registrar is required or authorized to do.

#### **31.04 Payment of Fees set by Registrar**

The late payment fee for the late renewal of a certificate of registration becomes payable at 12:01 a.m. on the day after the renewal fee is due to be paid to the College.

#### **31.05 Fee Increases**

Each year each fee described in Schedule 7 shall be increased by the percentage increase in the Consumer Price Index for goods and services in Canada as published by Statistics Canada or any successor organization unless Council decides to waive a fee increase for that year.

## **32. PROFESSIONAL LIABILITY INSURANCE**

### **32.01 Mandatory Insurance Coverage**

- 1) A member, other than an Inactive member who has purchased any run-off coverage (sometimes called enduring or tail coverage) contemplated by these by-laws, must carry professional liability insurance with the following characteristics:
  - (i) a minimum of no less than \$1,000,000 per occurrence;
  - (ii) annual aggregate coverage of no less than \$5,000,000;
  - (iii) a deductible of no more than \$1,000 per occurrence;
  - (iv) run-off coverage (sometimes called enduring or tail coverage) for a minimum of three (3) years; and
  - (v) provided by an insurer licensed with the Financial Services Commission of Ontario, the office of the Superintendent of Financial Institutions Canada or a body outside of Ontario that the Registrar considers substantially equivalent to the Financial Services Commission of Ontario.
  
- 2) An Inactive Member who has practised in Ontario within the previous two years must carry professional liability run off coverage (sometimes called enduring or tail coverage) for a minimum of three (3) years since the Member last practised in Ontario provided by an insurer licensed with the Financial Services Commission of Ontario, the office of the Superintendent of Financial Institutions Canada or a body outside of Ontario that the Registrar considers substantially equivalent to the Financial Services Commission of Ontario.

### **32.02 Proof of Insurance**

A practising Member must, upon request, provide to the College proof of professional liability insurance in a form acceptable to the Registrar which must include the following information:

- (i) policy number;
- (ii) name of the insured that matches the name of the Member;
- (iii) address of the insured;
- (iv) policy period; and
- (v) coverage details.

### **32.03 Declaration of Eligibility of Insurance**

An applicant for registration must provide a declaration that he or she is eligible for professional liability insurance coverage and that he or she shall submit proof of insurance to the Registrar no less than 30 days after his or her registration is approved. The Registrar shall not issue the certificate of registration until actual proof of coverage is received.

### **32.04 Relying on Employer's Insurance Coverage**

A member may rely on the insurance coverage provided by his or her employer so long as the insurance coverage complies with the requirements of these by-laws including the ability to provide proof of coverage of the Member by the Member's name.

## **33. THE REGISTER**

### **33.01 Name in Register**

Subject to article 33.02 a Member's name in the register shall be the full name indicated on the document used to support the Member's initial registration with the College.

### **33.02 Change of Name**

The Registrar may enter a name other than the name referred to in article 33.01 in the register if the Registrar,

- (i) has received a written request from the Member;
- (ii) is satisfied that the Member has legally changed his or her name; and
- (iii) is satisfied that the name change is not for any improper purpose.

### **33.03 Business Address**

A Member's primary business address in the register shall be,

- (i) the address of the location in Ontario where the Member is employed or self-employed as a Denturist;
- (ii) in the event that the Member is employed or self-employed as a Denturist in more than one location in Ontario, the location where the Member generally works, or anticipates to work, the most hours; and
- (iii) in the event that the Member is not employed or self-employed in Ontario as a Denturist, the location designated by the Member or any other address approved by the Registrar.

### **33.04 Business Telephone Number**

A Member's business telephone number shall be,

- (i) the telephone number of the location in Ontario where the Member is employed or self-employed as a Denturist;
- (ii) in the event that the Member is employed or self-employed as a Denturist in more than one location in Ontario, the telephone number of the Member's primary business address; and
- (iii) in the event that the Member is not employed or self-employed in Ontario as a Denturist, the telephone number designated by the Member or any other telephone number approved by the Registrar.

### **33.05 Duty of Registrar**

The Registrar shall maintain a register in accordance with section 23 of the Code.

### **33.06 Additional Information**

In addition to the information set out in subsection 23(2) of the Code, the register shall contain the following information, which is designated as public information, with respect to each Member:

- (i) names other than the proper legal name of the Member including any nicknames or abbreviations that the Member uses in any place of practice;
- (ii) the name, address and telephone number of every employer for whom the Member is employed as a Denturist and, if the Member is self-employed as a Denturist the address and telephone number of the locations where the Member practises other than addresses of individual clients; In the event that the Member has not indicated

- a business address, the Registrar shall enter as the Member's business address any other location for the Member known by the College which could include the Member's home address. Members who have a current certificate of registration for Inactive class will not require an address for the register;
- (iii) if there have been any changes to the Member's name since the date of the member's initial application for registration, the former names of the Member;
  - (iv) the Member's registration number;
  - (v) if the Member ceased to be a Member, a notation specifying the reason for the termination of membership and the date upon which the Member ceased to be a Member;
  - (vi) where, on or after September 23, 2016, a panel of the Inquiries, Complaints and Reports Committee requires a Member to appear before a panel of the Committee to be cautioned,
    - (a) a notation of that fact;
    - (b) a summary of the caution;
    - (c) the date of the panel's decision; and
    - (d) if applicable, a notation that the panel's decision is subject to a review and therefore not yet final, which notation shall be removed and the review and any reconsideration by the Committee is finally disposed of.
  - (vii) where, on or after September 23, 2016, a panel of the Inquiries, Complaints and Reports Committee requires a Member to complete a specified continuing education or remediation program (SCERP),
    - (a) a notation of that fact;
    - (b) a summary of the specified continuing education or remediation program;
    - (c) the date of the panel's decision; and
    - (d) if applicable, a notation that the panel's decision is subject to a review and therefore not yet final, which notation shall be removed and the review and any reconsideration by the Committee is finally disposed of.
  - (viii) notwithstanding paragraphs (vii and viii), where after a review, the Inquiries, Complaints and Reports Committee has been required to remove or vary the appearance for a caution or a specified continuing education or remediation program, may be removed once the Committee makes its new decision. Where the original requirement to appear for a caution or to complete a specified continuing education or remediation program has been varied, the Registrar may enter a summary of the process leading up to and the results of the variation.
  - (ix) where a decision of the Discipline Committee has been published by the College with the Member's name or former name included:
    - (a) a notation of that fact; and
    - (b) identification of the specific publication of the College which contains the information;
  - (x) where the Member's certificate of registration is subject to an interim order:
    - (a) notation of that fact;
    - (b) the nature of the order; and
    - (c) the date that the order took effect;
  - (xi) where the Member's certificate of registration is subject to a suspension for failure to pay a fee, the reason for the suspension and the date of the suspension in addition

- to the fact of that suspension;
- (xii) for every matter that has been referred by the Inquiries, Complaints and Reports Committee to the Discipline Committee under section 26 of the Code and has not been finally resolved, until the matter has been resolved:
    - (a) a notation of that fact, including the date of the referral;
    - (b) a summary of each specified allegation;
    - (c) a copy of the notice of hearing;
    - (d) any hearing dates, including dates for the continuation of the hearing; and
    - (e) if the hearing of evidence and arguments is completed and the parties are awaiting a decision of the panel of the Discipline Committee, a statement of that fact;
  - (xiii) a notation, including the date of the referral, for every matter that has been referred by the Inquiries, Complaints and Reports Committee to the Fitness to Practise Committee under section 61 of the Code and has not been finally resolved, until the matter has been resolved;
  - (xiv) any information jointly agreed to be placed on the register by the College and the Member;
  - (xv) in addition to the name of every health profession corporation of which the Member is a shareholder, the business address, business telephone number, business e-mail address, if there is one, and any operating names of the health profession corporation(s);
  - (xvi) where the College is aware that a member is or was registered or licensed to practise a profession inside or outside of Ontario, a notation of that fact;
  - (xvii) the date of the Member's initial registration with the College;
  - (xviii) where the College is aware that a finding of professional misconduct or incompetence or similar finding has been made against the Member by a body that governs a profession, inside or outside of Ontario, and that finding has not been reversed on appeal and the Registrar believes that it is relevant to the Member's suitability to practise:
    - (a) a notation of that fact;
    - (b) the name of the governing body that made the finding;
    - (c) the date the finding was made, if available;
    - (d) a brief summary of the facts on which the finding was made, if available; and
    - (e) information regarding any appeals of the finding or order, if available;
  - (xix) where the College is aware that a finding of incapacity or similar finding has been made against a Member registered or licensed to practise a profession inside or outside of Ontario, and that finding has not been reversed on appeal and the Registrar believes it is relevant to the Member's suitability to practise,
    - (a) a notation of the finding;
    - (b) the name of the governing body that made the finding;
    - (c) the date the finding was made if available;
    - (d) a summary of any order made if available; and
    - (e) information regarding any appeals of the finding or order if available;
  - (xx) where the College is aware that a pending allegation of professional misconduct or incompetence or a similar allegation has been referred to a discipline type of hearing

against a Member registered or licensed to practise a profession inside or outside of Ontario and the Registrar believes that it is relevant to the Member's suitability to practise,

- (a) a notation of that fact;
  - (b) the name of the governing body that made the referral;
  - (c) the date of the referral if available;
  - (d) a brief summary of each allegation if available; and
  - (e) the notice of hearing if available.
- (xxi) a summary (including date, place, fact and content) of any currently existing charges against a Member, of which the College is aware, in respect of a federal, provincial or other offence, which the Registrar believes is relevant to the Member's suitability to practice unless the charge is pursuant to the Criminal Code of Canada or the Controlled Drug and Substance Act in which case it shall be posted.
- The information placed on the register as a result of section 33.06 (xxi) shall be removed once the charges are no longer outstanding;
- (xxii) a summary of any currently existing conditions, terms, orders, directions or agreements relating to the custody or release of the member in respect of provincial or federal offence processes of which the College is aware and that the Registrar believes is relevant to the member's suitability to practise;
- (xxiii) a summary of any findings of guilt of which the College is aware if made by a court or other lawful authority, in respect of a federal or provincial offence and the person against whom the finding was made was a member at the time of the finding that the Registrar believes is relevant to the Member's suitability to practise, unless the charge is pursuant to the Criminal Code of Canada or the Controlled Drug and Substance Act in which case it shall be posted, including,
- (a) the date of and a summary of the finding;
  - (b) the date of and the sentence imposed, if any; and
  - (c) where a finding is under appeal, a notation to that effect;
- (xxiv) for every application to the Discipline Committee or the Fitness to Practice Committee for reinstatement that has not been finally resolved, until that matter has been resolved,
- (a) a notation of that fact, including the date of the application;
  - (b) a copy of the notice of hearing notice;
  - (c) the anticipated date of the, if the hearing date has been set or the next scheduled dated for the continuation of the hearing if the hearing has commenced;
  - (d) if the hearing has been adjourned and no future date has been set, the fact of that adjournment, and;
  - (e) if the decision is under reserve, that fact; and
- (xxv) if an application for reinstatement has been decided by a panel of the Discipline Committee, or the Fitness to Practice Committee, the outcome of the hearing including the date of the decision and any order made.

### **33.07 Information Requests from College**

If requested, a Member shall immediately provide the College with the following information, in the form requested by the College:

- (i) information required to be maintained in the register in accordance with subsection

- 23(2) of the Code and article 33.06 of these by-laws;
- (ii) information for the purpose of compiling statistical data;
  - (iii) information establishing the Member's electoral district, for the purposes of elections to the Council;
  - (iv) the Member's areas of practice, including but not necessarily limited to the categories of clients seen;
  - (v) the Member's previous employers and previous practice locations;
  - (vi) the Member's email address;
  - (vii) information pertaining to the Member's professional liability insurance coverage;
  - (viii) the Member's date of birth and languages in which they provide services; and
  - (ix) information pertaining to the Member's compliance with the College's Quality Assurance program.

### **33.08 Automatic Notification of the College**

The Member shall notify the College, in writing, of any changes to the following information within thirty (30) days of the effective date of the change,

- (i) the Member's name;
- (ii) any nicknames or abbreviations that the Member uses in any place of practice;
- (iii) the address and telephone number of the Member's primary residence in Ontario and, if the Member does not reside in Ontario, the address and telephone number of the Member's primary residence;
- (iv) the Member's email addresses;
- (v) the Member's electoral district, for the purposes of elections to the Council;
- (vi) information regarding the Member's employment, including:
  - (a) the Member's title and position;
  - (b) a description of the Member's role, duties and responsibilities; and
  - (c) the Member's employment category and status;
- (vii) information about the Member's registration with any other body that governs a profession, whether inside or outside of Ontario, including the name of the governing body, the Member's registration or licence number and the date the Member first became registered;
- (viii) the Member's business address or business telephone number;
- (ix) the name, address or telephone number of any employer for whom the Member is employed as a Denturist and, if the Member is self-employed as a Denturist, any changes to the address or telephone number of the location where the Member practises other than addresses of individual clients;
- (x) the name of the educational institution where the Member obtained any certificates, diplomas or degrees in denturism, the type of certificates, diplomas or degrees obtained and the date each was issued; and
- (xi) the names of any graduates of denturist training that the Member supervises as part of his or her practice.

#### **33.08.01 Immediate Notification of the College**

Notwithstanding Article 33.08, a Member shall immediately provide the particulars of any information required under sections 33.06(xix) and (xx).

- (i) information about any finding of professional misconduct or incompetence or similar finding that has been made against the Member by a body that governs a profession, inside or outside of Ontario, where that finding has not been reversed on appeal, including:
  - (a) the finding;
  - (b) the name of the governing body that made the finding;
  - (c) a brief summary of the facts on which the finding was based;
  - (d) the penalty and any other orders made relative to the finding;
  - (e) the date the finding was made; and

- (f) information regarding any appeals of the finding;
- (ii) information about any finding of incapacity or similar finding that has been made against the Member by a body that governs a profession, inside or outside of Ontario, where that finding has not been reversed on appeal, including:
  - (a) the finding;
  - (b) the name of the governing body that made the finding;
  - (c) the date the finding was made;
  - (d) a summary of any order made; and
  - (e) information regarding any appeals of the finding;

### **33.09 Safety Concerns**

All of the information in the register is information designated to be withheld from the public pursuant to subsection 23(6) of the Code such that the Registrar may refuse to disclose to an individual or post on the College's website any or all of that information if the Registrar has reasonable grounds to believe that disclosure of that information may jeopardize the safety of an individual.

## **34. PROFESSIONAL CORPORATIONS**

### **34.01 Duty to Provide Information**

Every Member shall, for every professional corporation of which the Member is a shareholder, provide in writing the following information on the application and annual renewal forms for a Certificate of Authorization, upon the written request of the Registrar, within thirty (30) days and upon any change in the information within thirty (30) days of the change:

- (i) the name of the professional corporation as registered with the Ministry of Government Services;
- (ii) any business names used by the professional corporation;
- (iii) the name, as set out in the register, business address and business telephone number and registration number of each shareholder of the professional corporation;
- (iv) the name, as set out in the register, of each officer and director of the professional corporation, and the title or office held by each officer and director;
- (v) the principal practice address, telephone number, facsimile number and email address of the professional corporation;
- (vi) the address and telephone number of all other locations, other than residences of clients, at which the professional services offered by the professional corporation are provided; and
- (vii) a brief description of the professional activities carried out by the professional corporation.

## **35. FUNDING FOR THERAPY AND COUNSELLING FOR SEXUAL ABUSE**

### **35.01 Therapist/Counsellor Confirmation**

The College shall require a therapist or counsellor who is providing therapy or counselling that is funded through the Patient Relations Program under section 85.7 of the Code to provide a written statement signed by him/her containing details of his/her training and experience and confirming that the therapy or counselling is being provided and that the funds received are being devoted only to that purpose.

### **35.02 Patient Acknowledgment**

The College shall require a person who is receiving therapy or counselling that is funded through the Patient Relations Program under section 85.7 of the Code to provide a written statement signed by him/her acknowledging that he/she is aware of the details of the training and experience of the

therapist or counsellor and confirming that the therapy or counselling is being provided and that the funds received are being devoted only to that purpose.

## 36. CODE OF ETHICS

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

### 36.01 Preamble

Denturists are self-regulated professionals. This status obliges them to act competently and ethically in the practice of their profession. They shall maintain recognized standards of care while observing professional values.

Denturists are valuable members of the oral-health team who uphold high standards of ethical behaviours when working with team members, colleagues and members of the public. Denturists value self-governance and recognize the importance of maintaining public trust and respect through engagement in ethical practice.

### 36.02 Core Values

Core values are principles that form the foundation for ethical practice. They guide denturists' decision-making and conduct and are characteristics that define the profession.

The profession's core values are: accountability, beneficence, transparency, dignity, integrity, professionalism, and respect. Each principle is defined below.

**(i) Accountability**

Taking responsibility for own actions and services and intervening when patient safety and competent and/or ethical care is at risk. Maintaining professional obligations by adhering to legislation, regulations and standards of practice; and meeting registration and quality assurance program requirements.

**(ii) Beneficence**

Maximizing benefits and minimizing harm for the welfare of the patient.

**(iii) Transparency**

Sharing current and accurate information, professional opinions, professional title, limitations, risks, benefits, and scope of practice in a way that is meaningful and enables informed decision-making.

**(iv) Dignity**

Acting with compassion, empathy, respect and understanding for the patient's quality of life, wishes and right to make an informed decision.

**(v) Integrity**

Demonstrating honesty and reliability in all professional relations, communications and business practices.

**(vi) Professionalism**

Maintaining a professional image in all interactions with the public, colleagues and peers.

**(vii) Respect**

Demonstrating respect for the patient's choice, time, financial resources, privacy and right to confidentiality, as well as respect for colleagues and peers.

## 37. BY-LAWS AND AMENDMENT

### 37.01 Effective Date

These by-laws shall become effective as soon as they have been approved by Council.

### 37.02 Amendments

The by-laws of the College or any section thereof may be enacted, amended, or revoked by a two-thirds majority of the Council members present and voting at a meeting of Council called for that purpose.

## 38. RETIRED MEMBERS

### 38.01 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.

### 38.02 Entitlements of Retired Members

A Retired Member is entitled to,

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

### 38.03 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) acts in a manner that is inconsistent with an ongoing association with the College.

## SCHEDULE 1 TO THE BY-LAWS

### Process for Election of Officers

The elections will be supervised by the Registrar. The Registrar may be assisted by scrutineers.

Before the first regular meeting of the newly elected Council each year or any other Council meeting designated for the purpose by Council resolution, the Registrar shall send an invitation to all Council members requesting any person wishing to stand for election to the offices of the President, Vice-President (if applicable) and Executive Committee members at large to indicate so, in writing, to the Registrar.

#### **PROPOSED:**

Every two years, before the first regular meeting of the newly elected Council each year or any other Council meeting designated for the purpose by Council resolution, the Registrar shall send an invitation to all Council members requesting any person wishing to stand for election to the offices of the President, Vice-President (if applicable) and Executive Committee members at large to indicate so, in writing, to the Registrar.

A Member's written intent must be returned to the Registrar no later than 4:00 p.m. on the day before the meeting of Council when the election of officers shall take place. However, nominations can still be made from the floor even if the written intent has not been returned to the Registrar.

At the meeting of Council when the election of officers shall take place, the Registrar shall present the names of eligible candidates who have indicated their interest for the position of President.

Where there is only one nominee for a position, that person shall be elected by acclamation. In the event that there is more than one candidate for the office, the voting will be conducted by ballot, with the result being tabulated and then recorded and reported by the Registrar. Before the vote, candidates shall be given the opportunity to speak briefly (order to be determined alphabetically by last name). The election of a candidate shall be confirmed by a majority vote of those present and voting. Where no candidate receives a majority vote, the candidate receiving the fewest votes shall be disqualified and Council shall, by ballot, vote on the remaining candidates until one candidate receives a majority vote.

Where no candidate is nominated for a position or, in the case of Executive Committee members at large, where there are insufficient nominations for the number of positions available, nominations from the floor will be permitted.

In the event of a tie, a second ballot will take place. Candidates will have an opportunity to speak briefly before the vote. If the second ballot also results in a tie, the winning candidate will be determined by lot.

The results of each election will be tabulated by the scrutineers and reported by the Registrar, with

the number of votes accorded to each candidate to remain confidential.

Each officer will be elected in the manner described above.

Once the election is completed, the Registrar shall call for a motion to destroy the ballots. The elected members of the Executive Committee may then speak briefly.

## **SCHEDULE 2 TO THE BY-LAWS**

### **Rules of Order of the Council**

1. In this Schedule, "Member" means a Member of the Council.
2. The presiding officer will ask for each agenda topic to be introduced briefly by the person or Committee Chair or other representative raising it. Members may ask questions of clarification, then the person introducing the matter shall make a motion and another Member must second the motion before it can be debated.
3. When any Member wishes to speak, he or she shall so indicate by raising his or her hand and, after being invited to do so by the presiding officer, shall address the presiding officer and confine himself or herself to the matter under discussion.
4. Staff persons and consultants with expertise in a matter may be permitted by the presiding officer to answer specific questions about the matter.
5. Observers at a Council meeting are not allowed to speak to address Council unless such address has previously been approved.
6. A Member may not speak again on the debate of a matter until every other Member who wishes to speak to it has been given an opportunity to do so. The only exception is that the person introducing the matter or a staff person may answer questions about the matter. Members will not speak to a matter more than twice without the permission of the presiding officer.
7. No Member may speak longer than five (5) minutes upon any motion except with the permission of Council.
8. When a motion is under debate, no other motion can be made except to amend it, to postpone it, to put the motion to a vote, to adjourn the debate or the Council meeting or to refer the motion to a Committee.
9. A motion to amend the motion then under debate shall be disposed of first. Only one motion to amend the motion under debate can be made at a time.
10. When it appears to the presiding officer that the debate on a matter has concluded, when Council has passed a motion to vote on the motion or when the time allocated to the debate on the matter has concluded, the presiding officer shall put the motion to a vote.
11. When a matter is being voted on, no Member shall enter or leave the Council room, and no further debate is permitted.
12. No Member is entitled to vote upon any motion in which he or she has a conflict of interest, and the vote of any Member so interested will be disallowed.
13. Any motion decided by the Council shall not be re-introduced during the same meeting except by a two-thirds vote of the Members then present.

14. Whenever the presiding officer is of the opinion that a motion offered to the Council is contrary to these rules or the by-laws, he or she shall rule the motion out of order and give his or her reasons for doing so.
15. The presiding officer shall preserve order and decorum, and shall decide questions of order, subject to an appeal to the Council without debate.
16. The above rules may be relaxed by the presiding officer if it appears that greater informality is beneficial in the particular circumstances, unless the Council requires strict adherence.
17. Members are not permitted to discuss a matter with observers while it is being debated.
18. Members shall turn off electronic devices during Council meetings and, except during a break in the meeting, shall not use any electronic device, including a laptop except to review materials related to the matter under debate (e.g., electronic copies of background documents) and to make personal notes of the debate.
19. Members are to be silent while others are speaking.
20. In all cases not provided for in these rules or by other rules of Council, the current edition of Robert's Rules of Order shall be followed so far as it may be applicable.
21. These Rules shall apply, with necessary modifications, to meetings conducted by teleconference or any other electronic means permitted by the by-laws, including audio or video conferencing.

## SCHEDULE 3 TO THE BY-LAWS

### Code of Ethics

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

#### **Preamble**

Denturists are self-regulated professionals. This status obliges them to act competently and ethically in the practice of their profession. They shall maintain recognized standards of care while observing professional values.

Denturists are valuable members of the oral-health team who uphold high standards of ethical behaviours when working with team members, colleagues and members of the public. Denturists value self-governance and recognize the importance of maintaining public trust and respect through engagement in ethical practice.

#### **Core Values**

Core values are principles that form the foundation for ethical practice. They guide denturists' decision-making and conduct and are characteristics that define the profession.

The profession's core values are: accountability, beneficence, transparency, dignity, integrity, professionalism, and respect. Each principle is defined below.

#### ***(i) Accountability***

Taking responsibility for own actions and services and intervening when patient safety and competent and/or ethical care is at risk. Maintaining professional obligations by adhering to legislation, regulations and standards of practice; and meeting registration and quality assurance program requirements.

#### ***(ii) Beneficence***

Maximizing benefits and minimizing harm for the welfare of the patient.

#### ***(iii) Transparency***

Sharing current and accurate information, professional opinions, professional title, limitations, risks, benefits, and scope of practice in a way that is meaningful and enables informed decision-making.

#### ***(iv) Dignity***

Acting with compassion, empathy, respect and understanding for the patient's quality of life, wishes and right to make an informed decision.

#### ***(v) Integrity***

Demonstrating honesty and reliability in all professional relations, communications and business practices.

#### ***(vi) Professionalism***

Maintaining a professional image in all interactions with the public, colleagues and peers.

#### ***(vii) Respect***

Demonstrating respect for the patient's choice, time, financial resources, privacy and right to confidentiality, as well as respect for colleagues and peers.

## SCHEDULE 4 TO THE BY-LAWS

### Code of Conduct for the College and College Representatives

1. This Schedule applies to members of Council and members of all committees of the College.
2. Council and committee members must, at all times, maintain high standards of integrity, honesty and loyalty when discharging their College duties. They must act in the best interest of the College. They shall:
  - (i) be familiar and comply with the provisions of the Regulated Health Professions Act, 1991 and its regulations, the Health Professions Procedural Code, the Denturism Act, 1991 and its regulations, and the by-laws and policies of the College;
  - (ii) Be prepared to participate in Council meetings and committee work, including reading background materials and briefing documents;
  - (iii) Diligently take part in committee work and actively serve on committees as appointed by the Council;
  - (iv) Regularly attend meetings on time (including not missing three (3) or more consecutive meetings without reasonable cause) and participate constructively in discussions;
  - (v) Offer opinions and express views on matters before the College, Council and committee, when appropriate;
  - (vi) Participate in all deliberations in a respectful and courteous manner, recognizing the diverse background, skills and experience of Council and committee members;
  - (vii) uphold the decisions made by a majority of Council and committees, regardless of prior individual disagreement;
  - (viii) place the interests of the College, Council and committee above all other interests;
  - (ix) avoid and, where that is not possible, declare any appearance of or actual conflicts of interest;
  - (x) refrain from including or referencing Council or committee titles or positions held at the College in any personal or business promotional materials, advertisements and business cards (although referencing one's titles or positions held at the College in one's curriculum vitae is acceptable so long as the curriculum vitae is not overtly used in a promotional manner);
  - (xi) preserve confidentiality of all information before Council or committee unless disclosure has been authorized by Council or is otherwise exempted under s. 36(1) of the RHPA;

- (xii) refrain from attempting to influence a statutory decision unless one is a member of the panel or, where there is no panel, of the committee dealing with the matter;
- (xiii) respect the boundaries of staff whose role is not to report to or work for individual Council or committee members including not contacting staff members directly, except on matters where the staff member has been assigned to provide administrative support to that committee or the Council or where otherwise appropriate; and
- (xiv) be respectful of others and not engage in behaviour that might reasonably be perceived as verbal, physical or sexual abuse or harassment.

## SCHEDULE 5 TO THE BY-LAWS

### Honoraria Paid by the College to Professional Members, and Public Members who are not appointed pursuant to s.6(1)(b) of the *Denturism Act, 1991*, of Council and Committees

ACTIVITY	AMOUNT
Meeting attendance: President	\$200.00
Meeting attendance: Committee Chair & Executive meeting	\$150.00
Meeting attendance: Council or Committee member	\$150.00

Teleconference meetings \$1.00 per minute to a maximum of a full day honorarium

## SCHEDULE 6 TO THE BY-LAWS

### Common Valid Expenses

ACTIVITY	AMOUNT/CRITERIA
Air travel (requires prior college approval)	Best economy class fare for the most direct route.
Train or bus travel	Coach class (Via 1 included).
Automobile travel	55 cents per km <sup>1</sup>  Self-parking expenses included.
Accommodation	The amount available through the HPRO negotiated rate at the time or an amount up to a maximum rate of \$250.00 per night (excluding taxes and fees). \$60 per night for private accommodation*  *Cannot be claimed if event is held within your city of residence
Breakfast expense	\$40 maximum up to daily maximum of \$90 for all meals.
Lunch expense	\$40 maximum up to daily maximum of \$90 for all meals.
Dinner expense	\$50 maximum up to daily maximum of \$90 for all meals.
Telephone calls	Actual cost of call related to College business (e.g., not proportional cost of monthly flat fee)
Other expenses	Actual cost if related directly to College business

All expenses must be supported by original receipts and must be reasonable in the circumstances. Alcohol cannot be claimed.

Meal expenses cannot be claimed where the College provides the meal for those participating in the meeting.

---

<sup>1</sup> Alternatively, the Registrar may approve reimbursement of expenses for a rental car and gas in situations where (1) the person claiming reimbursement requests it and (2) the overall cost to the College would be less than if the person claiming reimbursement had sought reimbursement on the basis of mileage.

## SCHEDULE 7 TO THE BY-LAWS

Agenda Item 11.2

### Fee Schedule

Fee Item	Fee	H.S.T. 13% <i>(Harmonized Sales Tax)</i>	Total Fee
<b>Fees Relating to Qualifying Examination</b>			
Initial Application Fee	\$75.00	\$9.75	\$84.75
First Attempt at Qualifying Examination	\$4,000.00	\$520.00	\$4,520.00
Subsequent Additional Attempts: Part 1- Multiple Choice Examination (MCQ)	\$800.00	\$104.00	\$904.00
Subsequent Additional Attempts: Part II - Clinical Examination (OSCE)	\$3,200.00	\$416.00	\$3,616.00
Administrative Fee (for late withdrawal of any attempt)	\$100.00	\$13.00	\$113.00
<b>Fees Relating to Applications for Initial Registration for General Class</b>			
Initial Application Fee	\$100.00	\$13.00	\$113.00
Initial Registration Fee (first year of registration pro-rated by quarter in which registered)			
<del>April 15 – July 14</del> April 1 – June 30	\$1,900.00	\$247.00	\$2,147.00
<del>July 15 – October 14</del> July 1 – September 30	\$1,425.00	\$185.25	\$1,610.25
<del>October 15 – January 14</del> October 1 – December 31	\$950.00	\$123.50	\$1,073.50
<del>January 15 – April 14</del> January 1 – March 31	\$475.00	\$61.75	\$536.75
<b>Fees Relating to Renewal of a Certificate of Registration for General Class</b>			
Annual Registration Fee	\$1,900.00	\$247.00	\$2,147.00
Late Payment Fee	\$150.00	Not applicable	\$150.00
Reinstatement Fee	\$500.00	\$65.00	\$565.00
<b>Fees Relating to a Certificate of Registration for Inactive Class</b>			
Certificate of Registration for Inactive Class (application fee and annual renewal fee)	\$665.00	\$86.45	\$751.45
Late Payment Fee	\$75.00	Not applicable	\$75.00
Reinstatement Fee	\$250.00	\$32.50	\$282.50
<b>Pro-rated Fees of Transferring back to General Class before Renewal</b>			
<del>April 15 – July 14</del> April 1 – June 30	<del>\$1,401.25</del> \$1,235.00	<del>\$182.46</del> \$160.00	<del>\$1,583.41</del> \$1,395.00
<del>July 15 – October 14</del> July 1 – September 30	<del>\$1,092.50</del> \$760.00	<del>\$142.03</del> \$120.41	<del>\$1,234.53</del> \$1,046.66
<del>October 15 – January 14</del> October 1 – December 31	<del>\$783.75</del> \$285.00	<del>\$101.89</del> \$80.28	<del>\$885.64</del> \$697.78
<del>January 15 – April 14</del> January 1 – March 31	<del>\$475.00</del> \$0.00	<del>\$61.75</del> Not applicable	<del>\$536.75</del> \$0.00

Fee Item	Fee	H.S.T. 13% (Harmonized Sales Tax)	Total Fee
<b>*New* Fees Relating to Applications for Initial Registration for Emergency Class</b>			
Initial Application Fee	\$100.00	\$13.00	\$113.00
Initial Registration Fee	\$0.00	Not applicable	\$0.00
<b>*New* Fees Relating to Renewal of a Certificate of Registration for Emergency Class</b>			
Annual Registration Fee	\$0.00	Not applicable	\$0.00
Late Payment Fee	\$150.00	Not applicable	\$150.00
<b>Fees Relating to a Certificate of Registration for Temporary Class</b>			
Initial Application Fee	\$100.00	\$13.00	\$113.00
Registration for a Certificate of Registration for Temporary Class	\$475.00	\$61.75	\$536.75
<b>Fees Relating to a Certificate of Registration for Provisional Class</b>			
Initial Application Fee	\$100.00	\$13.00	\$113.00
Initial Registration Fee (first year of registration pro-rated by quarter in which registered)			
<del>April 15 – July 14</del> April 1 – June 30	\$950.00	\$123.50	\$1,073.50
<del>July 15 – October 14</del> July 1 – September 30	\$712.50	\$92.63	\$805.13
<del>October 15 – January 14</del> October 1 – December 31	\$475.00	\$61.75	\$536.75
<del>January 15 – April 14</del> January 1 – March 31	\$237.50	\$30.88	\$268.38
Annual Renewal of a Certificate of Registration for Provisional Class	\$950.00	\$123.50	\$1,073.50
Late Payment Fee	\$75.00	Not applicable	\$75.00
Reinstatement Fee	\$250.00	\$32.50	\$282.50
<b>Pro-rated Fees of applying to General Class before Renewal</b>			
<del>April 15 – July 14</del> April 1 – June 30	\$1,187.50	\$154.38	\$1,341.88
<del>July 15 – October 14</del> July 1 – September 30	\$950.00	\$123.50	\$1,073.50
<del>October 15 – January 14</del> October 1 – December 31	\$712.50	\$92.63	\$805.13
<del>January 15 – April 14</del> January 1 – March 31	\$475.00	\$61.75	\$536.75
<b>Fees Relating to Professional Corporations and Certificates of Authorization</b>			
Initial Registration of a Certificate of Authorization	\$1,000.00	\$130.00	\$1,130.00
Annual Renewal of a Certificate of Authorization	\$350.00	\$45.50	\$395.50
Late Payment Fee	\$150.00	Not applicable	\$150.00
<b>Other Fees</b>			
Jurisprudence Program	\$100.00	\$13.00	\$113.00
Transfer to different Class Fee	\$100.00	\$13.00	\$113.00
QAC Ordered Assessment Fee	\$750.00	\$97.50	\$847.50

Fee Item	Fee	H.S.T. 13% <i>(Harmonized Sales Tax)</i>	Total Fee
Election Recount Fee	\$500.00	\$65.00	\$565.00
Service Charge for declined payments	\$45.00	Not applicable	\$45.00
Duplicate Certificate	\$50.00	\$6.50	\$56.50
Letter of Standing	\$44.25	\$5.75	\$50.00
Clinic Name Registration	\$25.00	\$3.25	\$28.25
Retired Status Application	\$50.00	\$6.50	\$56.50
Retired Status Renewal	\$50.00	\$6.50	\$56.50
<b>Administration Fees for Notices</b> – this fee shall be applied when a notice is sent to a member who has failed to comply with a request to which the member must comply (i.e. updating insurance and CPD credits by the deadline).			
Administration Fee for Notices (First Notice)	\$50.00	\$6.50	\$56.50
Administration Fee for Notices (Subsequent Notices)	\$100.00	\$13.00	\$113.00

# College of Denturists of Ontario

## Draft Slate for Statutory and Non-Statutory Committees for 2023-2025

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
<b>Kristine Bailey</b>	<b>Elizabeth Gorham-Mathews</b>	<b>Abdelatif (Latif) Azzouz</b>	<b>Avneet Bhatia</b>	<b>Elizabeth Gorham-Mathews</b>	<b>Norbert Gieger</b>
Majid Ahangaran	Kristine Bailey	Cindy Abramovici-Rotman	Cindy Abramovici-Rotman	Majid Ahangaran	Cindy Abramovici-Rotman
Michael Bakshy	Annie Chu	Michael Bakshy	Danielle Arseneault	Abdelatif (Latif) Azzouz	Majid Ahangaran
Annie Chu	Norbert Gieger	Avneet Bhatia	Aisha Hasan	Kristine Bailey	Abdelatif (Latif) Azzouz
Norbert Gieger	Gaganjot Singh	Aisha Hasan	Elizabeth Gorham-Mathews	Michael Bakshy	Kristine Bailey
Jae Won (Eric) Kim	Taifi Umbareen	Deepak Naik	Deepak Naik	Avneet Bhatia	Michael Bakshy
Emilio Leuzzi	Carlo Zanon	Vy Nguyen	Vy Nguyen	Annie Chu	Avneet Bhatia
Karla Mendez-Guzman		Garnett Pryce	Franklin Parada	Lileath Claire	Annie Chu
Minh Quoc (Quoc) Nguyen		Gaganjot Singh	Rachael Smith	Eugene Cohen	Lileath Claire
Garnett Pryce		Taifi Umbareen	Majd Zaitouni	Norbert Gieger	Eugene Cohen
Gaganjot Singh		Majd Zaitouni		Aisha Hasan	Elizabeth Gorham-Mathews
				Jae Won (Eric) Kim	Aisha Hasan
				Emilio Leuzzi	Karla Mendez-Guzman
				Karla Mendez-Guzman	Vy Nguyen
				Franklin Parada	Franklin Parada
				Garnett Pryce	Garnett Pryce
				Bruce Selinger	Gaganjot Singh
				Gaganjot Singh	

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
<b>Abdelatif (Latif) Azzouz</b>	<b>Gaganjot Singh</b>
Avneet Bhatia	Danielle Arseneault
Emilio Leuzzi	Norbert Gieger
Milania Shahata,	Aisha Hasan
Carlo Zanon	Emilio Leuzzi
	Taifi Umbareen

Statutory Committee Chairs	
ICRC	Kristine Bailey
Registration	Elizabeth Gorham-Mathews
Quality Assurance	Abdelatif (Latif) Azzouz
Patient Relations	Avneet Bhatia
Discipline	Elizabeth Gorham-Mathews
Fitness to Practise	Norbert Gieger
Non-Statutory Committee Chairs	
Qualifying Examination	Abdelatif (Latif) Azzouz
Qualifying Exam Appeals	Gaganjot Singh

	Aisha Hasan	Elizabeth Gorham-Mathews
	Jae Won (Eric) Kim	Aisha Hasan
	Emilio Leuzzi	Karla Mendez-Guzman
	Karla Mendez-Guzman	Vy Nguyen
	Franklin Parada	Franklin Parada
	Garnett Pryce	Garnett Pryce
	Bruce Selinger	Gaganjot Singh
	Gaganjot Singh	

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



---

## BRIEFING NOTE

To: **Council**

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

Date: **September 29, 2023**

Subject: **By-Law Amendments – Registration Year End**

---

### 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, Council must demonstrate responsible stewardship of its human resources and implement governance best practices to achieve its statutory objectives and regulatory mandate. This can be achieved by regularly reviewing its By-Laws and making any necessary updates to ensure harmony with overarching legislation.

### Background

At the last Council meeting on March 10, 2023, Council approved for 60-day public and stakeholder consultation the alignment of the annual renewal registration year end with the College's fiscal year end. The alignment would require moving the registration year end up by 2-weeks with both year ends coinciding on March 31<sup>st</sup> of each year.

The consultation period has ended on May 9, 2023, and the feedback received are compiled for Council's review.

Upon completion of the 2022 Annual Audit, the College's independent third-party auditors (Hilborn LLP) routinely provides CDO management with a debrief of their findings and provide any post-audit commentary.

It was suggested that the CDO should consider aligning its registration year end – the annual renewal cycle for Denturists with the CDO's fiscal year end. This was also mentioned by Hilborn LLP at the

December 2022 Council meeting when Council approved the drafted audited financial statements for the 2022 fiscal year end.

**Current Registration Year** – From April 15<sup>th</sup> to April 14<sup>th</sup> of the following year. Denturists must renew their Certificate of Registration (license) by April 14<sup>th</sup> of each year.

**Fiscal Year** – From April 1<sup>st</sup> to March 31<sup>st</sup> of the following year.

**Proposed Registration Year** – From April 1<sup>st</sup> to March 31<sup>st</sup> of the following year.

## Benefits

Alignment between the registration year and fiscal year will provide the following benefits:

- Harmony and increased clarity between the two important dates.
- Less complex accounting processes and greater streamlined efficiencies due to simplification of liabilities (deferred registration fees).
  - Renewal fees collected between fiscal year end of March 31<sup>st</sup> with renewal year end of April 14<sup>th</sup> must be recorded as a liability and accounted for on the CDO's balance sheet.
  - While it is a moderately simple accounting task to record liabilities from deferred registration fees due to the size of CDO membership, it would be considered best practice for alignment to occur.
- Alignment with Registration Regulation amendments that specify a March 31<sup>st</sup> renewal deadline for Certificates of Registration issued under the Emergency Class. It would add complexity if there is misalignment between the various classes of certificates and their renewal deadlines.

## Implications

The alignment between the registration year and fiscal year requires moving the registration renewal year up by two weeks or 14 days. Based on College Staff's analysis, the implications for Denturists would be moving their renewal deadline up by 14 days. Annual renewal opens March 1<sup>st</sup> each year and Denturists have until April 14<sup>th</sup> to renew their Certificates of Registration (license).

Renewal consists of signing on to their online profiles, updating their contact information, completing the online application form, and submitting payments by either credit card or cheques.

To mitigate the shortened renewal period, the College is proposing the following:

- Implementing the change in renewal period for 2024 onwards – to begin in 2024.
- Opening renewal earlier by two weeks to account for the loss of two weeks.
- Provide advance notice of the changes through a publication campaign of various reminders and newsletters.

- Waiving late renewal fees for the 2024 renewal period up to April 14, 2024. This grace period would cover up to the previous renewal year end. Any late fee decisions after April 14, 2024, would continue to be on a case-by-case basis.

### Consultation Feedback Received

- Public and Stakeholder consultation period opened March 10, 2023, and closed May 9, 2023 (60-day consultation period).
- CDO received 5 responses to the consultation, all of which were from Registered Denturists.
- None of the feedback received has been edited and the full responses are listed below.

The anonymized feedback received are listed below:

1. *"The year fiscal year issue doesn't really matter. My accountant never had a problem with it. I prefer the 2-payment system, I would think it would be easier for most denturists to budget. The DAO cost is heavy as well. Today's market is tough still. A little breathing room helps. Just my thought."*
2. *"That is fine with me."*
3. *"This is to confirm my compliance with the CDO proposal to move back the registration dead time by two weeks."*
4. *"Hello, Hope everyone is doing well, my feedback is I prefer April 15 - April 14 as its beneficial for me, I am used to this cycle, its easy to follow and its a peace of mind that its not in the beginning as it allows me to arrange the payment from the beginning of april til 14th. Thank you."*
5. *"I think that sounds good to me!"*

### Amendements Required:

#### 31.01 Registration Year

The registration year for Members shall be from April 15<sup>th</sup> to April 14<sup>th</sup> of the following year.

**Proposed:** The registration year for Members shall be from April 1<sup>st</sup> to March 31<sup>st</sup> of the following year.

## Risk Considerations

College Staff have noted that the risk considerations and its impact on operations and governance may be minimal. The proposal to harmonize the two year-ends is considered a house-keeping item. There may be an increase of late registrants for the 2024 renewal year due to the change in deadlines.

## Options

1. **Approve** the By-Law amendments as presented for harmonizing the registration renewal year end with the fiscal year end with immediate implementation.
2. **Not Approve** the By-Law amendments as presented for harmonizing the registration renewal year end with the fiscal year end.
3. Other.



---

## BRIEFING NOTE

To: **Council**

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

Date: **September 29, 2023**

Subject: **By-Law Amendments – Updating By-Laws Schedule 7 – Fee Schedule**

---

### 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, Council must demonstrate responsible stewardship of its human resources and implement governance best practices to achieve its statutory objectives and regulatory mandate. This can be achieved by regularly reviewing its By-Laws and making any necessary updates to ensure harmony with overarching legislation.

### Background

Due to the approved amendments to the Registration Regulation as it relates to the creation of the Emergency Class of Registration and potentially the Inactive Class of Registration, Schedule 7 of the By-Laws containing the fee schedule needs to be updated to reflect the application fees, registration fees, and renewal fees for these classes of registration.

As this is an update to the Fee Schedule of the By-Laws, the College must circulate the proposed amendments for Public and Stakeholder Consultation for 60-days.

### ***Schedule 7 – Fee Schedule – Proposed Updates***

The following fee schedule is proposed for both the Emergency Class of Registration and the Inactive Class of Registration.

Please note, the range of dates proposed considers Council's potential decision to harmonize the fiscal

year end dates with the registration year end dates. As such, the dates listed below along with the proposed by-law amendments found in the accompanying attachment uses the harmonized dates.

### **Fees Relating to Applications for Initial Registration for Emergency Class and Annual Renewal**

The College proposes that the fees for the Emergency Class of Registration be zero dollars, an initial application fee of \$100.00 excluding HST, and a late fee of \$150.00 excluding HST.

The College believes that the Emergency Class of Registration pathway mirrors the policy objectives of its current supervision policy entitled: Clinical Supervision of Students, Examination Candidates, and Potential Examination Candidates. The policy goal of the Supervision Policy is to permit persons who have enrolled or completed an approved or accredited Denturism program to participate in the Denturism profession under the supervision of a Registered Denturist.

The difference between the two pathways is that holders of the Emergency Class of Registration must have completed a Denturism program while the supervision policy permits current Denturism students enrolled in a Denturism program. As well, holders of the Emergency Class of Registration have a transfer provision to the General Class of Registration while those under the supervision policy do not.

As there are no costs associated with persons under the supervision policy, College Staff also recommend that there are no registration costs associated with the Emergency Class of Registration.

In recognition of the increased administrative workload associated with processing an Emergency Class of Registration application (same registration process and application process as the General Class of Registration), College Staff proposes an initial application fee of \$100.00 excluding HST, identical to the initial application fee of the General Class of Registration. This initial application fee would not be charged again should the Emergency Class holder transfer over to the General Class.

A late fee of \$150.00 excluding HST is also contemplated for holders of the Emergency Class for those who renew late. Because the registration process and subsequent annual renewal (if applicable) is identical to the General Class, College Staff proposes the contemplation of a late fee for late renewals in recognition of the additional administrative burden required to inform and guide a registrant for late renewals. To be clear, the renewal fee will be zero dollars, but holders of the Emergency Class have the responsibility to renew by the renewal deadline.

Should holders of the Emergency Class of Registration wish to transfer over to the General Class, and upon meeting all transfer requirements as specified in the Registration Regulation, they would then be required to remit the pro-rated fee of the General Class depending on date of registration.

College Staff believes that this proposed fee schedule for holders of the Emergency Class of Registration is equitable for all pathways of registration; General Class, Emergency Class, and those

working under clinical supervision of a Denturist as per the Supervision Policy. In that all applicants from all three pathways would reach the same end goal of registration in the General Class eventually and remit the same fees that they would have otherwise in any pathway they choose.

<b>*New* Fees Relating to Applications for Initial Registration for Emergency Class</b>			
<b>Fee Item</b>	<b>Fee</b>	<b>H.S.T. 13% (Harmonized Sales Tax)</b>	<b>Total Fee</b>
Initial Application Fee	\$100.00	\$13.00	\$113.00
Initial Registration Fee	\$0.00	Not applicable	\$0.00
<b>*New* Fees Relating to Renewal of a Certificate of Registration for Emergency Class</b>			
Annual Registration Fee	\$0.00	Not applicable	\$0.00
Late Payment Fee	\$150.00	Not applicable	\$150.00

**Fees Relating to a Certificate of Registration for Inactive Class**

When determining the fee schedule related to the Inactive Class of Registration, College Staff used the principals of fairness and equality in its decision-making framework. This was evident in the pro-rated fees proposed for transferring back to the General Class of Registration prior to renewal for registrants in the Inactive Class.

Firstly, College Staff proposes that holders of the Inactive Class of Registration be able to transfer back to the General Class of Registration throughout the registration year. While this is not the case for some other health regulators, the College believes that it should support oral health care professionals return to the work force and therefore be able to assist patients if their personal circumstances permit their return to practice.

However, to ensure an orderly, simplified, and less cumbersome administrative process, a registrant can only transfer from the General Class of Registration into the Inactive Class of Registration during the renewal period (February/March of each year). This would drastically reduce the administrative burden placed on College Staff as the transfer process would be timed with renewal, clear delineation in the membership renewal year in the database, and clear delineation on fees contemplated. This also reduces accidental incidences of practising while under the Inactive Class due to clear delineation of when the registrant is in the Inactive Class vs. General Class as it would be timed with the registration year end. We believe that this would also provide confidence to insurance companies who routinely audit compliance with Denturist practices to ensure they are permitted to practice as a member of the General Class.

The application fee and subsequent annual renewal fee (if applicable) is set at 35% of the General Class of Registration fee. Currently in the By-Laws, the General Class fee is \$1900.00, and therefore the Inactive Class of Registration fee is set as \$665.00 excluding HST. Please note that the College currently has a Fee Program in place where Council is monitoring the renewal fees on an annual basis and its affect on the Operating Budget since the COVID-19 pandemic began in 2020. Any actual fees charged would take into consideration this Fee Program.

The pro-rated fees proposed for when an Inactive member wishes to transfer back to the General Class is set that when added with the application/renewal fee of \$665.00 would equal the fee they would have remitted otherwise as a member of the General Class. College Staff believes that an Inactive registrant should not be charged more than a General Class registrant should they wish to return to practice. The fees for returning would be proportionally equal to what they would have been asked to remit as a General Class registrant.

The only instance where an Inactive Class registrant would pay more than a General Class registrant, upon their return, is if they wish to return during the January 1- March 31 time period within the registration year. This is because the pro-rated fee for this time period for a new applicant of the General Class would remit \$475.00 or 25% of the full year fee while an Inactive Class registrant would have paid an initial application fee of \$665.00. As such, College Staff proposes no fees for the return of an Inactive Class registrant during this time period. The difference would be used to cover the administrative costs associated with processing the return of the registrant.

<b>Fees Relating to a Certificate of Registration for Inactive Class</b>			
<b>Fee Item</b>	<b>Fee</b>	<b>H.S.T. 13%</b> <i>(Harmonized Sales Tax)</i>	<b>Total Fee</b>
Certificate of Registration for Inactive Class (application fee and annual renewal fee)	\$665.00	\$86.45	\$751.45
Late Payment Fee	\$75.00	Not applicable	\$75.00
Reinstatement Fee	\$250.00	\$32.50	\$282.50
<b>Pro-rated Fees of Transferring back to General Class before Renewal</b>			
<del>April 15—July 14</del> <del>April 1 – June 30</del>	<del>\$1,401.25</del> <b>\$1,235.00</b>	<del>\$182.16</del> <b>\$160.00</b>	<del>\$1,583.41</del> <b>\$1,395.00</b>
<del>July 15—October 14</del> <del>July 1 – September 30</del>	<del>\$1,092.50</del> <b>\$760.00</b>	<del>\$142.03</del> <b>\$120.41</b>	<del>\$1,234.53</del> <b>\$1,046.66</b>
<del>October 15—January 14</del> <del>October 1 – December 31</del>	<del>\$783.75</del> <b>\$285.00</b>	<del>\$101.89</del> <b>\$80.28</b>	<del>\$885.64</del> <b>\$697.78</b>
<del>January 15—April 14</del> <del>January 1 – March 31</del>	<del>\$475.00</del> <b>\$0.00</b>	<del>\$61.75</del> <b>Not applicable</b>	<del>\$536.75</del> <b>\$0.00</b>

## Risk Considerations

**For the Emergency Class of Registration:** there will be fiscal and governance risks associated should Council choose not to set fees for the Emergency Class of Registration. As this new class of registration is now in effect as of August 31, 2023, registrations may be initiated at any time. There may be risks associated with the College being unprepared for opening registration when asked upon by the Ontario Minister of Health.

**For the Inactive Class of Registration:** there will be minimal risks associated should Council choose not to set fees for the Inactive Class of Registration as this class of registration is not yet formalized with the Ministry. The work and fees noted above are a proactive measure by the College in anticipation of this class of registration coming into effect in the future.

## Options

1. **Approve** the By-Law amendments as **presented** for updating Schedule 7 – Fee Schedule for 60-day public and stakeholder consultation.
2. **Approve** the By-Law amendments as **amended** for updating Schedule 7 – Fee Schedule for 60-day public and stakeholder consultation.
3. **Not Approve** the By-Law amendments as presented for updating Schedule 7 – Fee Schedule for 60-day public and stakeholder consultation.
4. Other.

## Attachments

1. Schedule 7 to the By-Laws – Fee Schedule

## SCHEDULE 7 TO THE BY-LAWS

Agenda Item 13.2

### Fee Schedule

Fee Item	Fee	H.S.T. 13% <i>(Harmonized Sales Tax)</i>	Total Fee
<b>Fees Relating to Qualifying Examination</b>			
Initial Application Fee	\$75.00	\$9.75	\$84.75
First Attempt at Qualifying Examination	\$4,000.00	\$520.00	\$4,520.00
Subsequent Additional Attempts: Part 1- Multiple Choice Examination (MCQ)	\$800.00	\$104.00	\$904.00
Subsequent Additional Attempts: Part II - Clinical Examination (OSCE)	\$3,200.00	\$416.00	\$3,616.00
Administrative Fee (for late withdrawal of any attempt)	\$100.00	\$13.00	\$113.00
<b>Fees Relating to Applications for Initial Registration for General Class</b>			
Initial Application Fee	\$100.00	\$13.00	\$113.00
Initial Registration Fee (first year of registration pro-rated by quarter in which registered)			
<del>April 15 – July 14</del> April 1 – June 30	\$1,900.00	\$247.00	\$2,147.00
<del>July 15 – October 14</del> July 1 – September 30	\$1,425.00	\$185.25	\$1,610.25
<del>October 15 – January 14</del> October 1 – December 31	\$950.00	\$123.50	\$1,073.50
<del>January 15 – April 14</del> January 1 – March 31	\$475.00	\$61.75	\$536.75
<b>Fees Relating to Renewal of a Certificate of Registration for General Class</b>			
Annual Registration Fee	\$1,900.00	\$247.00	\$2,147.00
Late Payment Fee	\$150.00	Not applicable	\$150.00
Reinstatement Fee	\$500.00	\$65.00	\$565.00
<b>Fees Relating to a Certificate of Registration for Inactive Class</b>			
Certificate of Registration for Inactive Class (application fee and annual renewal fee)	\$665.00	\$86.45	\$751.45
Late Payment Fee	\$75.00	Not applicable	\$75.00
Reinstatement Fee	\$250.00	\$32.50	\$282.50
<b>Pro-rated Fees of Transferring back to General Class before Renewal</b>			
<del>April 15 – July 14</del> April 1 – June 30	\$1,401.25 <del>\$1,235.00</del>	\$182.46 <del>\$160.00</del>	\$1,583.41 <del>\$1,395.00</del>
<del>July 15 – October 14</del> July 1 – September 30	\$1,092.50 <del>\$760.00</del>	\$142.03 <del>\$120.41</del>	\$1,234.53 <del>\$1,046.66</del>
<del>October 15 – January 14</del> October 1 – December 31	\$783.75 <del>\$285.00</del>	\$101.89 <del>\$80.28</del>	\$885.64 <del>\$697.78</del>
<del>January 15 – April 14</del> January 1 – March 31	\$475.00 <del>\$0.00</del>	\$61.75 <del>Not applicable</del>	\$536.75 <del>\$0.00</del>

Fee Item	Fee	H.S.T. 13% (Harmonized Sales Tax)	Total Fee
<b>*New* Fees Relating to Applications for Initial Registration for Emergency Class</b>			
Initial Application Fee	\$100.00	\$13.00	\$113.00
Initial Registration Fee	\$0.00	Not applicable	\$0.00
<b>*New* Fees Relating to Renewal of a Certificate of Registration for Emergency Class</b>			
Annual Registration Fee	\$0.00	Not applicable	\$0.00
Late Payment Fee	\$150.00	Not applicable	\$150.00
<b>Fees Relating to a Certificate of Registration for Temporary Class</b>			
Initial Application Fee	\$100.00	\$13.00	\$113.00
Registration for a Certificate of Registration for Temporary Class	\$475.00	\$61.75	\$536.75
<b>Fees Relating to a Certificate of Registration for Provisional Class</b>			
Initial Application Fee	\$100.00	\$13.00	\$113.00
Initial Registration Fee (first year of registration pro-rated by quarter in which registered)			
<del>April 15 – July 14</del> April 1 – June 30	\$950.00	\$123.50	\$1,073.50
<del>July 15 – October 14</del> July 1 – September 30	\$712.50	\$92.63	\$805.13
<del>October 15 – January 14</del> October 1 – December 31	\$475.00	\$61.75	\$536.75
<del>January 15 – April 14</del> January 1 – March 31	\$237.50	\$30.88	\$268.38
Annual Renewal of a Certificate of Registration for Provisional Class	\$950.00	\$123.50	\$1,073.50
Late Payment Fee	\$75.00	Not applicable	\$75.00
Reinstatement Fee	\$250.00	\$32.50	\$282.50
<b>Pro-rated Fees of applying to General Class before Renewal</b>			
<del>April 15 – July 14</del> April 1 – June 30	\$1,187.50	\$154.38	\$1,341.88
<del>July 15 – October 14</del> July 1 – September 30	\$950.00	\$123.50	\$1,073.50
<del>October 15 – January 14</del> October 1 – December 31	\$712.50	\$92.63	\$805.13
<del>January 15 – April 14</del> January 1 – March 31	\$475.00	\$61.75	\$536.75
<b>Fees Relating to Professional Corporations and Certificates of Authorization</b>			
Initial Registration of a Certificate of Authorization	\$1,000.00	\$130.00	\$1,130.00
Annual Renewal of a Certificate of Authorization	\$350.00	\$45.50	\$395.50
Late Payment Fee	\$150.00	Not applicable	\$150.00
<b>Other Fees</b>			
Jurisprudence Program	\$100.00	\$13.00	\$113.00
Transfer to different Class Fee	\$100.00	\$13.00	\$113.00
QAC Ordered Assessment Fee	\$750.00	\$97.50	\$847.50

<b>Fee Item</b>	<b>Fee</b>	<b>H.S.T. 13%</b> <i>(Harmonized Sales Tax)</i>	<b>Total Fee</b>
Election Recount Fee	\$500.00	\$65.00	\$565.00
Service Charge for declined payments	\$45.00	Not applicable	\$45.00
Duplicate Certificate	\$50.00	\$6.50	\$56.50
Letter of Standing	\$44.25	\$5.75	\$50.00
Clinic Name Registration	\$25.00	\$3.25	\$28.25
Retired Status Application	\$50.00	\$6.50	\$56.50
Retired Status Renewal	\$50.00	\$6.50	\$56.50
<b>Administration Fees for Notices</b> – this fee shall be applied when a notice is sent to a member who has failed to comply with a request to which the member must comply (i.e. updating insurance and CPD credits by the deadline).			
Administration Fee for Notices (First Notice)	\$50.00	\$6.50	\$56.50
Administration Fee for Notices (Subsequent Notices)	\$100.00	\$13.00	\$113.00



---

## BRIEFING NOTE

To: **COUNCIL**

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

Date: **September 29, 2023**

Subject: **Chief Examiner Selection**

---

### 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. The College currently hosts the Qualifying Examination twice a year for both portions of the examination – MCQ and OSCE. The OSCE portion of the examination is an in-person clinical examination that is overseen by College Staff and the Chief Examiner. Responsible for supervising and assisting with all aspects of the examination process, it is prudent for the selection and appointment of the Chief Examiner to occur in a transparent, fair, and defensible manner. The process laid out below describes the formal process used to select the College's Chief Examiner.

### Background

In November of 2020, Mr. Robert Velensky was selected to serve as the Chief Examiner for a three-year period ending with the Winter 2024 Qualifying Examinations. Mr. Velensky's term as the Chief Examiner ends after the February 2024 examination. The College will now be undertaking a selection process to search for and appoint the next Chief Examiner for a 3-year term.

A draft document entitled: Chief Examiner Selection Process, has been attached for Council's consideration and approval. The document outlines the process Council will undertake in its search for the next Chief Examiner, including the composition of the selection committee that will interview and recommend a final candidate for appointment. The draft documents have been updated from the previous approved versions to reflect the Multi-jurisdictional Multiple Choice Exam.

## **Risk Considerations**

***For non-appointment situation:*** the College's Qualifying Examination process may be significantly disrupted due to a vacancy in the Chief Examiner position. Council may have to meet outside of its regularly scheduled meetings to appoint the current Chief Examiner to serve as interim Chief Examiner until the selection process can be finalized.

***For re-appointment situation:*** The candidacy and performance of the current Chief Examiner will have to be examined and scrutinized by the Selection Committee before a final candidate is selected for appointment. The current Chief Examiner has most recently served a 3-year term beginning in November 2020. Prior to that, the Chief Examiner served on an interim basis for two consecutive years from 2018. The current Chief Examiner has expressed interest in continuing in the role and will reapply for the position. Succession planning was discussed during the last meeting of the Selection Committee and will need to be discussed thoroughly to ensure the College has a transition plan or succession plan in place.

## **Options**

After review and discussion of the "Roles and Responsibilities and Eligibility Requirements" and the draft "Chief Examiner Selection Process" documents, Council may:

1. Adopt a motion to approve the documents and approve the creation of a selection committee.
2. Revise the documents and approve the creation of a selection committee.
3. Other.

## **Attachments:**

1. Chief Examiner Roles and Responsibilities
2. Chief Examiner Selection Process



## CHIEF EXAMINER 3-Year Term

### Position Overview

The Chief Examiner oversees the Qualifying Examination to ensure that each candidate is afforded a fair and optimal standardized assessment and that the examination is valid, objective and defensible. The College of Denturists of Ontario is currently seeking applicants for the Chief Examiner role.

### ROLE AND RESPONSIBILITIES

1. Is familiar with all examination policies, procedures, and protocols.
2. Oversee and assist with all aspects of the examination process.
3. Lead and supervise item writing, standard setting working groups throughout the year.
4. Establish and maintain a safe and respectful examination culture that includes attention to expected professional boundaries and ethics.
5. **Multi-Jurisdictional Multiple Choice Question (MCQ) Examination:**
  - Monitors and supervises the online examination and is available to assist with any inconsistencies or candidate matters.
6. **Objective Structured Clinical Examination (OSCE):**
  - a) Is familiar with the OSCE cases, materials and checklists before exam administration.
  - b) Participate in assessor training with attention to:
    - a thorough orientation for all assessors to the requirement for fair, equitable, confidential, safe and consistent treatment of ALL candidates;
    - the goals of the examination process;
    - the procedures to be followed during the examination;
    - the process and requirements for recording a candidate's performance; and
    - the process for completing an Incident Report.
  - c) Act as the liaison with the Standardized Patient Program (SPP) in the provision of clarification and guidance in the training of standardized patients.

- d) Assist in the evaluation of the OSCE assessment process.
  - Provide feedback regarding the assessment content, format, procedures, scenarios, ratings, and processes.
7. Prepare the Chief Examiner's Summary Report.
8. Attend the QEC item analysis meetings following the exam administration.
9. Lead and participate in the candidate orientation session
10. Liaise with the Registrar on matters of legislation and College policies that relate to the examination process.

## REQUIREMENTS AND ELIGIBILITY

### Desirable

Experience in the development, administration, and oversight of the College Qualifying Examination Process. Such experience may be gained as a member of a College Qualifying Examination Working Group, a Qualifying Examination Assessor, or a member of the College Qualifying Examination Committee.

### Required

The successful candidate will have a strong commitment to transparency, accountability, and fairness and an appreciation for and attention to the risk of real or perceived bias in the administration of the College's Qualifying Examination.

At the time of application:

- The applicant must be a denturist registered with the College of Denturists of Ontario;
- The applicant must have been registered in a Canadian jurisdiction in the general, active class, or equivalent, for at least ten (10) years;
- The applicant must not be in default of payment of any fees prescribed by the College By-laws;
- The applicant is not in any default of returning any required form or information to the College;
- The applicant must not be the subject of any disciplinary or incapacity proceedings;
- The applicant must not have been the subject of any findings related to professional misconduct, incompetence, or incapacity in the preceding five (5) years;
- The applicant's Certificate of Registration must not have been revoked or suspended in the preceding five (5) years for any reason other than non-payment of fees;
- The applicant's Certificate of Registration is not currently subject to any terms, conditions, or limitations imposed by either the Discipline or Fitness to Practise Committees;

- The applicant does not hold or has not held in the preceding five (5) years, a position, such as director, owner, board member, officer or employee, with any provincial or national Professional Association whose business is directed toward the profession of denturism;
- The applicant is not currently or has not been in the preceding five (5) years involved in teaching denturism in an academic setting or bridging program or the training and/or assessment of professional skills of groups of students or candidates (e.g., professional practice labs, or other small group sessions involving the use of standardized patients, role-playing scenarios or simulations);
- The applicant is not currently or has not been in the preceding five (5) years involved in denturism program curriculum development;
- The applicant is not currently a member of the College Council, the Registration, Qualifying Examination, or Qualifying Examination Appeals Committee;
- The applicant has not been disqualified from Council or a Committee within the preceding five (5) years;
- The applicant is not a member of a council of any other College regulated under the RHPA;
- The applicant is not currently or has not been in the preceding five (5) years an employee of the College; and
- The applicant must not have an immediate family member or a close associate who is likely to be a Qualifying Examination candidate during their appointment as Chief Examiner.

## Expectations

- During the course of their tenure and for a period of ten (10) years after the completion of service as Chief Examiner, the successful applicant must agree to refrain from participating in the development, administration or dissemination of preparatory practice exams, cases or courses or other materials that are specifically designed to prepare candidates for the CDO Qualifying Examination.
- The successful applicant must agree to comply with the confidentiality, security, conflict of interest and code of conduct policies and agreements.
- To assist with the future succession planning of the Chief Examiner role
- Selected applicants will be interviewed by the Selection Committee composed of the following:
  - Current Chair of the Qualifying Examination Committee
  - Public Member of the Qualifying Examination Committee
  - Senior Qualifying Examination Assessor
  - Public Member of Council
  - Professional Member of Council

## Time Commitment

The Chief Examiner is a demanding role. Attendance at frequent meetings during business hours is required.

- Around 1-2 full day in person meetings per quarter or teleconference calls during business hours or weekday evenings.
- Around 2-3 meetings during examination months (February and June of each year)
- Required for 3 full days (Friday, Saturday, Sunday) during examination week, twice per year (each exam administration) in Hamilton, Ontario, or designated city.

## Terms and Honoraria

- To serve a 3-year term covering approximately 6 administrations of the Qualifying Examinations (February and June of each year).
- A full day honorarium rate of \$400, or \$200 for half day rate for each day of meetings or teleconferences.
- All applicable expenses in keeping with the College's honorarium policy, including travel, parking, accommodation, and meals are reimbursed.



---

## Chief Examiner Selection Process and Timeline

### Position Overview

The Chief Examiner oversees the Qualifying Examination to ensure that each candidate is afforded a fair and optimal standardized assessment and that the examination is valid, objective and defensible. The Council of the College of Denturists of Ontario is currently seeking applicants for the Chief Examiner role.

The selected Chief Examiner will serve a 3-year term encompassing approximately six administrations of the Qualifying Examination.

### Process

The Council of the College of Denturists of Ontario will form a Selection Committee to recruit the Chief Examiner.

The Selection Committee will be responsible for the following:

- Determine the interview format including the length, time, location and method, i.e. electronic, teleconference, in-person
- Determine the scoring matrix for candidates
- Determine the interview questions
- Determine the number of candidates to interview
- Conduct the interviews with prospective candidates
- Recommend to Council a candidate for appointment

College Staff will assist the Selection Committee with the administration of the interview process including liaising with the Committee and potential candidates, booking interview dates/times, assisting with and facilitating committee meetings, and corresponding with candidates on behalf of the Committee.

The Selection Committee will interview prospective candidates and recommend to Council a candidate for appointment as the next Chief Examiner.

The selected candidate will undergo training that will include shadowing the current Chief Examiner at the next administration of the Qualifying Examination, with the current Chief Examiner taking the lead role during that examination. The next Chief Examiner will then assume the permanent role for the remainder of the term.

## **Selection Committee Composition**

Selected applicants will be interviewed by the Selection Committee composed of the following:

- Current Chair of the Qualifying Examination Committee
- Public Member of the Qualifying Examination Committee
- Senior Qualifying Examination Assessor
- Public Member of Council
- Professional Member of Council



---

## MEMO

To: **Council**

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

Date: **September 29, 2023**

Subject: **Election of Officers**

---

At today's meeting, Council will elect its officers for the next term.

### **Pursuant to Article 5.02 Term of Office**

"The term of office for each officer, with the exception of the President and Vice-President, of the College shall commence immediately following their election as an officer and shall continue for approximately one (1) year until the next election for officers."

### **Pursuant to Article 5.02.01 Term of Office for the President and Vice-President**

"The term of office for the position of President and Vice-President of the College shall commence immediately following their election as an officer and shall continue for approximately two (2) years until the next election for President and Vice-President."

Should the proposed By-law amendments under Agenda Item 11 not be approved, the election will proceed for the term lengths described above.

Should the proposed By-law amendments under Agenda Item 11 be approved, the election will proceed for a two-year term for the President, Vice President, and Members at Large.

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.

Memo: Election of Officers

September 29, 2023

**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 is 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.