



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

Friday, December 8, 2023

Council Workshop – 10:00 a.m. to 2:30 p.m.

Council Meeting – 2:30 p.m. to 4:00 p.m.

*Please note that the YouTube Live Stream will begin at approximately 3:00 p.m.  
following the In-Camera Meeting of Council.*

### Hybrid Meeting held at HUB 601

175 Bloor Street East, North Tower, Suite 601, Toronto, ON M4W 3R8

### 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>Council Workshop – 10:00 a.m. to 2:30 p.m.</b>		
<b>10:00 am – 11:00 am</b>		
<b>The Smile Gap: A History of Oral Health and Social Inequality</b>		
Presented by Dr. Catherine Carstairs, <i>Professor, History Department, University of Guelph</i>		
<b>11:00 am – 11:30 am</b>		
<b>Break</b>		
<b>11:30 am – 12:30 pm</b>		
<b>Presentation: Amalgamation Initial Discussion Workshop</b>		
Presented by Kevin McCarthy, VP Advisory Services & Bradley Chisholm, Founder, <i>The Regulator's Practice</i>		
<b>12:30 pm – 1:30 pm</b>		
<b>Lunch Break</b>		
<b>1:30 pm – 2:30 pm</b>		
<b>Presentation: Amalgamation Initial Discussion Workshop Part 2</b>		
Presented by Kevin McCarthy, VP Advisory Services & Bradley Chisholm, Founder, <i>The Regulator's Practice</i>		

Item	Action	Page #
<b>Council Meeting – 2:30 p.m. – 4:00 p.m.</b>		
<b>1. Call to Order</b>		
<b>2. In-Camera Meeting of Council</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> .	Decision	
<b>3. 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>4. Approval of Agenda</b>	Decision	<b>1</b>
<b>5. Declaration of Conflict(s)</b> Comments on Conflict of Interest by Rebecca Durcan, <i>College Counsel, Co-Managing Partner, Steinecke Maciura LeBlanc</i> 5.1 Conflict of Interest Register	Declaration	<b>4</b>
<b>6. College Mission and Mandate</b>	Information	<b>8</b>
<b>7. Consent Agenda</b>	Decision	
7.1 Minutes of the 112 <sup>th</sup> Council meeting – September 29, 2023		<b>10</b>
7.2 Executive Committee Report		<b>17</b>
7.3 Inquiries, Complaints and Reports Committee Report		<b>18</b>
7.4 Discipline Committee Report		<b>20</b>
7.5 Fitness to Practise Committee Report		<b>21</b>
7.6 Patient Relations Committee Report		<b>22</b>
7.7 Quality Assurance Committee Report		<b>23</b>
7.8 Registration Committee Report		<b>24</b>
7.9 Qualifying Examination Committee Report		<b>25</b>
7.10 Qualifying Examination Appeals Committee Report		<b>26</b>
7.11 Items of Note:		
7.11.1 Letter from CDO to DAO re: Emergency Class of Registration Coming Into Force		<b>27</b>
7.11.2 College of Dental Hygienists of Nova Scotia and Denturists Licensing Board of Nova Scotia to Amalgamate		<b>30</b>
7.11.3 President's Report		<b>33</b>

<b>8. Registrar's Report</b>	Information	
8.1 College Update		<b>35</b>
8.2 Financial Report – April 1 to November 15, 2023		<b>38</b>
8.3 Statement of Operations as of November 15, 2023		<b>41</b>
8.4 Strategic Initiatives Budget as of November 15, 2023		<b>42</b>
<b>9. Draft Audited Financial Statements</b> Geoffrey Clute, <i>Principal, Hilborn LLP</i>	Decision	
9.1 2022-2023 Draft Audited Financial Statements		<b>43</b>
9.2 2022-2023 Audit Findings Communication		<b>62</b>
9.3 Appointment of Auditor for 2023-2024		
<b>10. Annual Report</b>	Decision	
10.1 2022-2023 Annual Report (Draft)		<b>71</b>
<b>11. Fees for Inactive &amp; Emergency Class of Registration</b>	Decision	
11.1 Briefing Note		<b>110</b>
11.2 Letter from the DAO re: Consultation Feedback		<b>115</b>
11.3 HPRO Fee Comparison Table		<b>119</b>
11.4 Schedule 7 – Fee Schedule of the By-Laws		<b>120</b>
<b>12. 2024-2025 Renewal Fees</b>	Decision	
12.1 Briefing Note		<b>123</b>
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12.3 Letter from the DAO re: Permanent Fee Reduction		<b>130</b>
<b>13. Chief Examiner Selection</b>	Decision	
13.1 Briefing Note		<b>131</b>
13.2 Chief Examiner Roles and Responsibilities		<b>134</b>
13.3 Chief Examiner Selection Process		<b>138</b>
<b>14. Other Business</b>		
<b>15. Next Meeting Dates</b>	Information	
➤ 114 <sup>th</sup> Council Meeting – Friday, March 8, 2024		
➤ 115 <sup>th</sup> Council Meeting – Friday, June 14, 2024		
➤ 116 <sup>th</sup> Council Meeting – Friday, September 27, 2024		
➤ CNAR 2024 Conference (Ottawa) – October 7-9, 2024		
➤ 117 <sup>th</sup> Council Meeting – Friday, December 13, 2024		
<b>16. Adjournment</b>	Decision	



# 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.

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<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.

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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).



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

### Held via Zoom

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

### MINUTES

#### Members Present:

Lileath Claire, Public Appointee ➤ President  
Kristine Bailey, Public Appointee ➤ Vice President  
Majid Ahangaran, Denturist  
Abdelatif (Latif) Azzouz, Denturist  
Michael Bakshy, Public Appointee  
Avneet Bhatia, Public Appointee  
Norbert Gieger, Denturist  
Elizabeth (Beth) Gorham-Matthews, Denturist  
Aisha Hasan, Public Appointee  
Franklin Parada, Denturist  
Garnett A. D. Pryce, Denturist  
Gaganjot Singh, Public Appointee

#### Regrets:

Annie Chu, Denturist

#### 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 called the meeting to order at 10:02 a.m.

### 2. Land Acknowledgement

It was 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.

### 3. Approval of Agenda

**MOTION:** That the Agenda be approved as presented.

**MOVED:** N. Gieger

**SECONDED:** A. Hasan

**CARRIED**

### 4. Declaration of Conflict(s)

Comments on conflict of interest were made by Ms. Rebecca Durcan, College Counsel, Co-Managing Partner, Steinecke Maciura LeBlanc. The Conflict-of-Interest Register was provided and no conflicts of interest specific to the agenda were declared.

### 5. College Mission and Mandate

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

### 6. Consent Agenda

Items 6.11: Qualifying Examination Committee Report and 6.12: Qualifying Examination Appeals Committee Report were removed from the Consent Agenda.

**MOTION:** To accept the Consent Agenda except for Items 6.11 and 6.12.

**MOVED:** E. Gorham-Matthews

**SECONDED:** A. Hasan

**CARRIED**

Clarification was provided with respect to the system for removing exam items from scoring and the recent pass rates relative to pass rates historically.

**MOTION:** To approve Item 6.11 as presented.

**MOVED:** A. Hasan

**SECONDED:** A. Azzouz

**CARRIED**

Clarification was provided with respect to the rationale for not reporting appeal results being that three or fewer appeals were considered and it would be possible to deduce the identity of appellants.

**MOTION:** To approve Item 6.12 as presented.

**MOVED:** A. Hasan

**SECONDED:** A. Azzouz

**CARRIED**

## 7. Registrar's Report

The Registrar provided an update on operational activities of the College, the Financial Report for the period of April 1 to August 31, 2023, and the 2023-2025 Strategic Action Plan.

## 8. Results of Elections – District 1, 3, 4, 5 & 7

The Registrar reported that the following Professional Members have been elected to Council by acclamation with terms beginning on September 29, 2023:

- District 3 – Mr. Franklin Parada – 3-year Term
- District 4 – Ms. Annie Chu – 3-year Term
- District 5 – Mr. Garnett Pryce – 3-year Term
- District 7 – Mr. Majid Ahangaran – 1-year Term

It was reported that, pursuant to Article 14.02 of the College By-laws, a by-election will be called for District 1.

## 9. Decisions for Ratification – June 9, 2023, Executive Committee Meeting

The Registrar introduced the decisions made by the Executive Committee on June 9, 2023 and the requirement that these decisions be ratified by Council now that it has become reconstituted.

**MOTION:** To ratify the motions approved by the Executive Committee at its June 9, 2023, meeting.

**MOVED:** N. Gieger

**SECONDED:** G. Pryce

**CARRIED**

## 10. Patient Relations Committee Eligibility Requirements

Ms. Tera Goldblatt, Manager, Quality Assurance & Sexual Abuse Liaison, introduced new eligibility requirements proposed for the Inquiries, Complaints & Reports Committee (ICRC) and the Patient Relations Committee (PRC).

**MOTION:** To adopt a conflict-of-interest provision that would exclude committee members from serving on both the Inquiries, Complaints and Reports Committee and the Patient Relations Committee simultaneously.

**MOVED:** E. Gorham-Matthews

**SECONDED:** A. Azzouz

**CARRIED**

## 11. By-Law Amendment - 2-Year Committee Term Limits

The Registrar introduced the proposed By-law amendments for two-year terms for Committee appointments and the proposed 2023-2025 Committee Slate for consideration and approval should the amendments be approved.

**MOTION:** To approve the By-law amendments as presented for two-year committee appointment terms with immediate implementation.

**MOVED:** G. Pryce

**SECONDED:** A. Azzouz

**CARRIED**

**MOTION:** To approve the Committee Slate as presented for a two-year committee appointment.

**MOVED:** A. Azzouz

**SECONDED:** N. Gieger

**CARRIED**

### 12. By-Law Amendment - Registration Year End

Registrar introduced the proposed By-law amendments with respect to Registration year-end.

**MOTION:** To approve the By-law amendments as presented for harmonizing the registration renewal year-end with the fiscal year-end with immediate implementation.

**MOVED:** A. Azzouz

**SECONDED:** G. Pryce

**CARRIED**

### 13. By-Law Amendment – Fee Schedule

The Registrar introduced the proposed By-law amendments with respect to updating the Fee Schedule (Schedule 7) in regards to the new Emergency Class of Registration and the Inactive Class of Registration.

**MOTION:** To approve the By-law amendments as presented for updating "Schedule 7 – Fee Schedule" for 60-day public and stakeholder consultation.

**MOVED:** N. Gieger

**SECONDED:** A. Azzouz

**CARRIED**

### 14. Chief Examiner Selection Process

Ms. Elaine Lew, Manager, Registration & Qualifying Examinations, introduced the proposed Chief Examiner Selection Process.

A discussion took place regarding the rationale for undertaking the selection process every three years rather than conducting a performance appraisal of the incumbent and offering reappointment.

A suggestion was raised that a "backup" be identified and trained in order to provide stability should the Chief Examiner be unable to carry out their duties. This suggestion will be brought forward to the Qualifying Examination Committee and/or the Chief Examiner Selection

Committee for consideration.

**MOTION:** To approve the Chief Examiner Selection Process and Roles and Responsibilities as presented and establish the Selection Committee.

**MOVED:** N. Gieger

**SECONDED:** A. Azzouz

**CARRIED**

The following members of Council volunteered to serve on the Chief Examiner Selection Committee alongside the current Chair (Mr. Abdelatif Azzouz) and Public Member (Mr. Gaganjot Singh) of the Qualifying Examination Committee:

- Mr. Garnett Pryce – Professional Member
- Mr. Michael Bakshy – Public Member

It was noted that a senior Qualifying Examination Assessor will also be selected to serve on the Committee.

#### 15. Election of Officers

The Registrar assumed the role of Chair for the election of Officers and members of the Executive Committee.

**MOTION:** That the Executive Committee be composed of five (5) members.

**MOVED:** A. Azzouz

**SECONDED:** L. Claire

**CARRIED**

**MOTION:** That Ms. Rebecca Durcan and Ms. Megan Callaway be appointed as scrutineers.

**MOVED:** G. Pryce

**SECONDED:** G. Singh

**CARRIED**

The results of the election of Officers and members of the Executive Committee for 2023-2025 were:

- Ms. Lileath Caire – President – Acclaimed
- Mr. Garnett Pryce – Vice President – Elected by a majority of votes
- Ms. Elizabeth (Beth) Gorham-Matthews – Professional Member-at-Large – Acclaimed
- Mr. Majid Ahangaran – Professional Member-at-Large – Acclaimed
- Mr. Gaganjot Singh – Public Member-at-Large - Acclaimed

**MOTION:** That the ballots be destroyed.

**MOVED:** G. Singh

**SECONDED:** N. Gieger

**CARRIED**

Ms. Lileath Clair, President, assumed the role of Chair for the remainder of the meeting.

**16. Other Business**

No other business was raised.

**17. Next Meeting Date(s)**

Council members were reminded that the 113<sup>th</sup> Council Meeting will be held on Friday, December 8, 2023, and it was announced that a Council dinner would be held in conjunction with the meeting.

**18. In-Camera Meeting of Council**

**MOTION:** To move the meeting in camera.

**MOVED:** K. Bailey

**SECONDED:** A. Azzouz

**CARRIED**

A short break took place between 12:30 p.m. and 12:42 p.m.

Pursuant to section 7(2)(d) of the Health Professions Procedural Code, being Schedule 2 to the Regulated Health Professions Act, 1991, the meeting was moved in camera at 12:42 p.m. and ex camera at 1:05 p.m.

**19. Adjournment**

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

**MOVED:** A. Hasan

**SECONDED:** N. Gieger

**CARRIED**

The meeting was adjourned at 1:06 p.m.

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Lileath Claire  
President

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Date

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Roderick Tom-Ying  
Registrar and CEO

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Date

DRAFT





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## COMMITTEE REPORT TO COUNCIL

Name of Committee: **Executive Committee**

Reporting Date: **December 8, 2023**

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

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The Executive Committee met on October 30 and November 27, 2023, to discuss the Registrar's annual performance appraisal:

- On October 30, 2023, the Committee reviewed and approved the feedback survey questions and key stakeholders to be included in the process.
- On November 27, 2023, the Committee reviewed the Assessment Form and directed that this item be presented to Council in-camera on December 8, 2023, pursuant to section 7(2)(d) of the *Health Professions Procedural Code*, being Schedule 2 to the *Regulated Health Professions Act, 1991*.

One (1) Clinic Name Registration application was considered electronically by the Committee since its last report to Council.

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: **December 8, 2023**

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

### Role of the Committee

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

### Executive Summary

Since the September 2023 Council meeting, the ICRC has considered 3 complete investigations and made final dispositions in 2 matters.

### Decisions Finalized:

<b>Complaints</b>	<b>2</b>
<b>Registrar’s Reports</b>	<b>0</b>
<b>Total</b>	<b>2</b>

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

Advice/Recommendation/Reminder	2
Deferred	1

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

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

Practice Issue	Primary Issue	Secondary Issue
Clinical knowledge/understanding	1	
Professional Judgement	1	
Clinical skill/execution		2

**Cases Considered by the Committee:**

**Complaints**                      **3**  
**Registrar’s Reports**            **0**

**New Files Received during this period:**

**Complaints**                      **0**  
**Registrar’s Reports**            **0**

**HPARB appeals**

Total Appeals pending	3
Files 210+ days	1

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



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## COMMITTEE REPORT TO COUNCIL

Name of Committee: **Discipline Committee**

Reporting Date: **December 8, 2023**

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

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### **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 September 29, 2023, Council meeting, a Panel of the Discipline Committee participated in a motion for an ongoing hearing, the Discipline Committee did not meet.

#### **A. Panel Activities**

1. The Panel heard a motion to resume a hearing that had been adjourned in June on December 4, 2023
2. A new member participated in the full day Advanced Discipline Committee training day November 20, 2023

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



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## COMMITTEE REPORT TO COUNCIL

Name of Committee: Fitness to Practice Committee

Reporting Date: December 8, 2023

Number of Meetings since  
last Council Meeting: 0

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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



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## COMMITTEE REPORT TO COUNCIL

Name of Committee: **Patient Relations Committee**

Reporting Date: **December 8, 2023**

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

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Activities during the quarter:

There was no activity to report in this quarter.

Respectfully submitted by Mr. Avneet Bhatia  
Chair of the Patient Relations Committee



## COMMITTEE REPORT TO COUNCIL

Name of Committee: **Quality Assurance Committee**

Reporting Date: **December 8, 2023**

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

### 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: October 27, 2023

The QAC and staff discussed the combined issue of the Record Keeping Standard and the Unique Identifier.

The first draft of a Treatment Plan Guideline was reviewed. QAC members will continue to provide information to staff for inclusion in the next draft of the Guideline.

The QAC was updated on the upcoming Fall Webinar series and the Peer Circles events planned for November.

### PPA Reports

Requirement Considered	Result
2023-2024 Peer & Practice Assessments	<ul style="list-style-type: none"><li>• 3 – Extensions granted</li><li>• 11 – Satisfactory, file to be closed</li><li>• 3 – Satisfactory modified assessments</li><li>• 4 – Remedial Action</li></ul>

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



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## COMMITTEE REPORT TO COUNCIL

Name of Committee: **Registration Committee**

Reporting Date: **December 8, 2023**

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

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Activities during the Quarter:

The Registration Committee has not met since its last report to Council on September 29<sup>th</sup>, 2023.

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





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## COMMITTEE REPORT TO COUNCIL

Name of Committee: **Qualifying Examination Committee**

Reporting Date: **December 8, 2023**

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

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Activities during the Quarter:

The Qualifying Examination Committee has not met since its last report to Council on September 29<sup>th</sup>, 2023.

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



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## COMMITTEE REPORT TO COUNCIL

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

Reporting Date: **December 8, 2023**

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

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Activities during the Quarter:

The Qualifying Examination Appeals Committee has not met since its last report to Council on September 29<sup>th</sup>, 2023.

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



Jaro Wojcicki, President, DAO  
132 Trafalgar Road, Suite 17  
Oakville, Ontario, L6J 3G5

October 4, 2023

Sent by email to: [executivedirector@denturistassociation.ca](mailto:executivedirector@denturistassociation.ca)

Dear Jaro Wojcicki, President, Yolanda Baldesarra, Executive Director,

**Re: Registration Regulation – Emergency Class of Registration**

I wanted to provide the DAO and members of the DAO Executive with an update and summary as we conclude this important initiative and the Emergency Class of Registration coming into force.

On behalf of the CDO Council, I wanted to take the opportunity to thank members of DAO leadership for the comments provided as part of the formal stakeholder consultation for the draft Registration Regulation. The CDO Council takes a holistic approach to public and stakeholder consultations and appreciates the time and diligence required from its registrants, the public, and stakeholders alike to parse through complex policy issues.

I wanted to let you know that the final amended Registration Regulation including the creation of the Emergency Class of Registration is now in effect as of August 31, 2023. This new class of registration is now being implemented across all 26 health regulators in Ontario regulating over 400,000 health care professionals.

For the CDO, the implementation is almost complete with the CDO Council approving for 60-day public and stakeholder consultation a new set of fees related to the creation of this class. The CDO Council will meet at its December 8, 2023, meeting to review any consultation feedback received and approve the new set of fees. The context and policy rationale for this new set of fees were discussed at length at its September 29, 2023, Council meeting. I invite you to view the Council materials and briefing note that speaks more about this in length [here](#).

In terms of the items for consideration as noted in DAO's consultation feedback letter dated April 10, 2023, the DAO brought the following points of consideration for the CDO to consider:

- Professional Liability Insurance and coverage for holders of the Emergency Class of Registration.
- Proposed paragraphs as it relates to Council's ability to declare an emergency when the College has been or will be unable to deliver the qualifying examination for a period of nine months or longer.
- Alternative requirements as proposed similarly by CDHO and CDTO.

### **Professional Liability Insurance**

The CDO thanks the DAO for its leadership and foresight on this particular item and for exploring with its insurance provider the ability for holders of the Emergency Class of Registration to obtain either their own policy or be covered by the supervising Denturists from the General Class.

I am confirming that the CDO through its College By-Laws and as permitted by the amended Registration Regulation, will require holders of the Emergency Class of Registration to obtain insurance coverage through its supervising Denturists' policy. Should that not be possible, they would be required to obtain their own policy coverage. The coverage amount and provisions stipulated in the current CDO By-Laws applies to all members including Emergency Class holders and the General Class holders, as Emergency Class holders are considered "members" as part of the regulations. Please note, those working under the Clinical Supervision Policy are not considered members according to the regulations and the policy. As noted by the DAO in its letter, the policy intent of the Emergency Class of Registration mirrors CDO's Clinical Supervision Policy, and therefore the insurance requirements will be identical.

### **CDO Council's Declaration of Emergency due to Inability to Deliver Examinations**

The CDO reviewed this draft provision in the Registration Regulation and upon feedback from the public and its stakeholders including from the DAO, have removed the proposed paragraph. The final Registration Regulation does not contain language that Council may declare an emergency upon the College not being able to deliver the examination for a period of nine months or longer.

Instead, the final language is as follows:

*"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."*

To be clear, the CDO Council has discussed in length potential circumstances that may warrant an emergency that it is within the public interest to expediate licensure of Denturists in Ontario on the balance of its normal pathway for registration including the

completion of the Qualifying Examination. The CDO Council concluded that its use of this regulation provision will be very rare, and it currently cannot foresee a situation where this provision may be declared by the CDO Council.

### **Alternate Requirements**

The CDO explored the alternate requirements at length with its legal counsel and with the other oral health regulators. Unique to the CDO's final Registration Regulation is the requirement that a holder of the Emergency Class of Registration must have practised in the Emergency class for a minimum of two years as of the date of their application. In other words, there must be an emergency declaration that extends over a two-year period, renewed at least once by either the CDO Council or the Ontario Minister of Health. The CDHO regulation specifies a one-year supervision period before they can transfer over to the general class and the CDTO regulation specifies holding the emergency registration certificate for six months before transferring over to the general class.

The CDO is satisfied after discussions with the Ministry of Health and College Legal Counsel that in Section 8 (d) of the Registration Regulation: "provides the College with any information that it has required of the member;" that this regulation provision mimics the alternate requirements provision of the CDHO and CDTO. It is confirmed that this provision could be used by the CDO to develop a robust supervision program and specify supervision requirements including providing satisfactory evidence that they will practice competently and ethically.

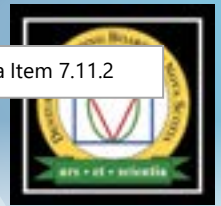
Overall, the CDO is satisfied that the final regulation that was signed into law strikes a delicate balance of public protection while providing expedited licensure in terms of urgent emergencies. While the CDO hopes this class of registration will not be called upon in its future, it has taken a collaborative approach with the Ministry of Health to implement initiatives that the Ministry of Health and the Government of Ontario believes would further the public interest and keep Ontarians healthy.

Thank you and all members of the DAO once again for your diligence and partnership on this matter, we greatly appreciate it.

Yours sincerely,



Roderick Tom-Ying  
Registrar & CEO



## The College of Dental Hygienists of Nova Scotia (CDHNS) and Denturists Licensing Board of Nova (DLBNS) to Amalgamate

### Nov 14, 2023

The CDHNS and DLBNS are pleased to collaborate with the Dept of Health and Wellness to amalgamate our two professions into one regulatory body. The government-mandated amalgamation of these two professions will be part of the move to all health professions being regulated under the new Regulated Health Professions Act (RHPA), which was passed in the Fall legislature on Nov 9, 2023 ([Link to Act](#)).

The Council of the CDHNS and the Board of the DLBNS, in keeping with their respective mandates to act in the public interest, welcome the opportunity to collaborate to create one regulator for dental hygiene and denturism in Nova Scotia.

### Benefits for both Professions

Amalgamation will enable both Regulators to strengthen their commitment to Nova Scotians through an enhanced, consistent, efficient, and collaborative approach to regulation while maintaining distinct and separate professions, scopes of practice, and entry-to-practice requirements for dental hygienists and denturists.

It will address some of the recommendations outlined in the Mass Casualty Commission Report e.g., appropriate resourcing of professional regulators to ensure proactive monitoring of provider conduct and the protection of marginalized communities facing barriers to reporting concerning behaviours.

### What this change means

**Until the new Denturist and Dental Hygiene Regulations are proclaimed under the RHPA, both professions will continue to operate under their current Acts and Regulations. Sections 16 – 22 of the RHPA apply to both regulatory bodies immediately (as of Nov 9, 2023).**

### RHPA

The purpose of the RHPA is to create consistency across healthcare professions in Nova Scotia and make it easier to respond to future changes in those fields. The RHPA will eventually replace 21 acts and provide a foundation for each profession by standardizing rules and processes.

### Progress to date

**Regulation Revisions in Process:** In Jan 2020, the CDHNS submitted regulation revision requests regarding the existing Dental Hygienists Regulations (May 15, 2009).

The Gov't has confirmed that the agreed-upon revisions will be implemented in the joint Regulations that are being developed for dental hygienists and denturists.

**Scope of Practice:** The RHPA provides an opportunity for health professions to align and update their scope of practice to reflect the scope and breadth of best practices across jurisdictions. Working with Gov't, we will complete any necessary jurisdictional scans and identify barriers that may be preventing denturists or dental hygienists from providing care to their full scope and allow for future changes in scope.

As these new joint Regulations are being developed, we will ensure this objective is met for both professions. Several barriers were already identified in the DH Regulation revision requests submitted to gov't in Jan 2020.

In anticipation of the implications of the proposed Act, the CDHNS Council and DLBNS Board initiated a Transition Committee (TC) that will spearhead this project and bring all necessary decisions to the Boards/Councils as things progress. The TC is made up of a public member from each regulatory Board/Council, and a registrant from each regulatory Board/Council. It includes the Chairs of both Boards/Councils. The Registrars from both regulators serve as ex-officio members of this Committee.

- Legal counsel has been consulted regarding necessary actions that must be completed during an amalgamation.
- Necessary actions and decisions have been identified – this includes Regulations, bylaws and standards that must be developed or that can be adopted.
- All these components will proceed through the lens of public interest and under the framework and structure outlined in the RHPA. This includes having a transition Board for the new Regulator, the addition of new Statutory Committees, plus the reformation of existing Committees.

### Please note:

*While we don't know all the impacts or the potential changes, we can assure you that throughout this process, both regulators will ensure that the daily operations required for registrants to perform their roles and responsibilities will continue uninterrupted.*

**We will continue to keep you updated as we proceed.**

**We look forward to this new phase of interdisciplinary collaboration.**

Many dental hygienists and denturists already work together in interdisciplinary practice settings. But others may have had limited interactions.

Dental hygienists and denturists play a crucial role in oral healthcare and disease prevention. Both must be registered and hold a practising licence with their respective regulatory body to practice their profession in Nova Scotia. Denturists and dental hygienists work collaboratively with other oral health professionals (e.g., dentists, dental specialists, dental technologists, dental assistants) and other health professionals (physicians and pharmacists) to provide safe, competent, quality care to clients.

In Nova Scotia, 826 individuals hold a practising licence with the College of Dental Hygienists of Nova Scotia (CDHNS) and 27 individuals hold a licence with the Denturists Licensing Board of Nova Scotia (DLBNS).

Below is a short synopsis of the dental hygiene and denturist professions.

## Dental Hygiene Profession

### Brief history

Dental hygienists began to work in Nova Scotia in 1955. The dental hygiene profession became self-regulating on May 15, 2009 – with the proclamation of the [Dental Hygienists Act](#) and the [Dental Hygienist Regulations](#). Prior to 2009, the dental hygiene profession was regulated by the Provincial Dental Board of Nova Scotia.

### Scope of Practice

In Nova Scotia, a dental hygienist may act as a researcher, clinician, consultant, administrator, manager, educator, or health promoter. In Nova Scotia, dental hygienists implement the [dental hygiene process of care](#), often called by an acronym called ADPIE, which includes conducting an initial dental hygiene [assessment](#), dental hygiene [diagnosis](#) (professional conclusion), [planning](#) treatment, [implementing](#) the treatment (or care) plan, and [evaluating](#) the outcomes.

Some of the key roles and services that dental hygienists are authorized to perform in Nova Scotia include:

1. Periodontal therapy: (e.g., periodontal debridement, often called scaling and rootplaning)
2. Dental X-rays: Dental hygienists can order, take, and interpret (diagnose) dental X-rays for dental hygiene purposes.
3. Oral Health Education for individual clients and communities
4. Preventive/Therapeutic Treatments: This includes fluoride applications and dental sealants.
5. Teeth Whitening
6. Dental Hygiene Practices (mobile and store-front clinics): Dental hygienists may own and operate dental hygiene clinics. At this time, there are [10 dental hygiene practices](#).

**7. Additional Authorizations:** Dental hygienists who meet the requirements set out by the CDHNS can apply for authorization to perform the following procedures:

- a. Local anesthesia administration (under the written order of a dentist or physician)
- b. Perform permanent restorative procedures in collaboration with a dentist
- c. Perform orthodontic procedures in collaboration with a dentist
- d. Prescribe the drugs set out in Section 25 (a) of the Dental Hygienist Regulations

*Dental hygienists are required to maintain privacy and confidentiality, in accordance with legislation, regarding medical, dental, and personal information at all times.*

### Licensure Requirements

To become a dental hygienist in Nova Scotia, individuals must meet specific requirements. These include:

1. **Education:** Completion of a dental hygiene diploma or degree program at an accredited educational institution (or equivalent) is required.
  - a. Applicants who obtained their dental hygiene education from a non-accredited dental hygiene program must meet the additional requirements, as required by legislation.
  - b. Currently, there are 35 educational institutions (Colleges and Universities) that offer dental hygiene programs across Canada.
  - c. In Nova Scotia, dental hygiene education is offered at Dalhousie University's [Faculty of Dentistry](#). There are two options offered at Dalhousie – a three-year diploma and a Bachelor of Dental Hygiene (BDH) Program, which offers an additional year where students take a series of courses which build upon the knowledge base of the diploma program.

2. **Licensure:** To practice legally in the province, individuals must be issued a practising licence from the College of Dental Hygienists of Nova Scotia (CDHNS).
3. **Professional Designations:** Individuals who hold a practising licence with the CDHNS are entitled to call themselves “registered dental hygienists” or “dental hygienists” or use the initials “D.H.” or “R.D.H”.
4. **National Dental Hygiene Certification Examination:** In Canada, dental hygienists must pass the National Dental Hygiene Certification Board (NDHCB) examination (offered through the Federation of Dental Hygiene Regulators of Canada) to demonstrate their competency in dental hygiene.
5. **Continuing Education:** Dental hygienists are required to engage in the [CDHNS Continuing Competency Program](#) and complete ongoing professional development and continuing education activities to maintain their licensure. Dental hygienists are expected to engage in activities that address and promote continuing competence, inter-professional collaboration, changes in practice environments, standards of practice, and the latest advancements in the field.
6. **Practice Hours:** Dental hygienists are required to complete 600 practice hours within the three-year period immediately preceding an application, including renewals.

## Denturist Profession

### Brief History

In 1973, the Denturist Act came into effect legalizing the practice of denturism in Nova Scotia. Currently, denturists are governed by the [Denturists Act](#), the [Denturists Regulations](#) and [Board Regulations](#).

### Scope of Practice

Denturists in Nova Scotia have a well-defined scope of practice, which includes the following key responsibilities and services:

1. **Denture Fabrication:** Denturists are trained to design, create, and construct complete and partial dentures for individuals who have lost some or all of their natural teeth.
2. **Denture Repairs and Adjustments:** Denturists can repair, relin, and adjust dentures to ensure they continue to fit comfortably and function effectively.
3. **Consultation and Patient Education**
4. **Denture Maintenance**

5. **Denture Clinics:** All denturists own and operate private denture clinics. Denturists can visit private and long-term care homes. There is a total of 29 clinics operating throughout Nova Scotia.
6. **Additional authorization (certification):** Dentures over implants – Denturists in Nova Scotia, who meet the criteria set out by the DLBNS, are authorized to do dentures over implants.

*Denturists are required to maintain privacy and confidentiality regarding medical, dental, and personal information at all times.*

### Licensure requirements

To become a denturist in Nova Scotia, individuals must meet specific requirements. These include:

1. **Education:** Completion of a denturism program at an approved educational institution. Currently, there are five denturism programs in Canada that offer diplomas in denturism.
  - a. They are 2.5 to 3 years in length.
  - b. No denturist programs are offered in Atlantic Canada at this time.
2. **Licensure:** To practice legally in the province, individuals must be issued a licence from the Denturist Licensing Board of Nova Scotia (DLBNS).
3. **Protected Titles/Designations:** Those who hold a practising licence from the DLBNS are entitled to call themselves a “Denturist”.
4. **Denturist Qualifying Examination:** Denturists must also pass the Qualifying Examination to demonstrate their competence in denturism.
5. **Continuing Education:** Denturists are required to engage in the [Continuing Education Program](#) and complete ongoing professional development and continuing education to maintain their licensure. Denturists are expected to engage in activities that address and promote continuing competence, inter-professional collaboration, changes in practice environments, standards of practice, and the latest advancements in the field.
6. **Practice Hours:** Denturists are required to complete 640 practice hours within the three-year period immediately preceding an application, including renewals.





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To: **Council**

From: **Lileath Claire**

Date: **December 8, 2023**

Subject: **President's Report**

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I am pleased to provide this report to Council, representing selected activities, events, and accomplishments of the College during the period from September 29 to November 20, 2023.

### **Personnel Matters:**

**Franklin Parada, Annie Chu and Majid Ahangaran;** all professional members, were elected to Council beginning September 29<sup>th</sup>. We welcome you and look forward to serving together. As a result of these additions, Council is now fully constituted.

**Election of Officers – September's Council meeting:** I am pleased and honored to be re-appointed as President for the next term. The new Executive Committee of five (5) has been formed, consisting of myself, Mr. Garnet Pryce – Vice President, Ms. Elizabeth Gorham-Matthews & Mr. Majid Ahangaran – Professional Members-at-Large and Mr. Gaganjot Singh – Public Member-at-Large.

### **Council and Staff Training/Development:**

In September **New Council members were provided with an orientation to the College,** its organization, and current initiatives prior to their first council meeting. Included in this orientation was an overview of Denturism which was of great interest and benefit to non-professional council members.

**Professional development training:** Workshops by The Health Profession Regulators of Ontario (HPRO) are available to both staff and Council Members. These workshops cover governance and Discipline orientation, with both basic and advanced level workshops available. Training is specifically intended for those who may not have previously received such training.

1. Governance Training for RHPA Colleges
2. Discipline Orientation Workshop (Basic)
3. Discipline Orientation Workshop (Advanced)

**Annual Conference of National Regulatory Agencies – CNAR (Vancouver, B.C.):** The College was well represented at the Canadian Network of Agencies for Regulation (CNAR) 16<sup>th</sup> Annual Conference in Vancouver, B.C. during the month of October. The President, Registrar and some staff members attended and gained valuable insights on issues that directly impact the College. Topics covered included truth and reconciliation, diversity and inclusion; human resources; discipline; investigations; governance; and other relevant subjects. The conference allowed the College to connect with other regulatory professionals at the national level, further enhancing our ability to serve the public.

**National MCQ Item Writing Workshop and Peer Circles:**

In November the College participated in a National MCQ (Multiple Choice Questions) Item Writing workshop and Peer Circles event in Ottawa. Both the President and Registrar had the opportunity to meet attendees of the workshop and observe the CDO Peer Circles.

**Information Technology:**

The College has recently completed the long-awaited upgrade and modernization of its Applicant and Member Portals. This upgrade includes functionality to support online applicant management, a new portal concept and delivery of a Members' Compliance Centre.

Overall, these activities, events and accomplishments have served to enhance the College's operations and further promote its mission of ensuring high standards of denturism practice to protect the public.



# Registrar's Updates

*Since the last meeting of Council on September 29<sup>th</sup>, 2023:*

- Fall Webinar Series Launched
  - Navigating CPD Credits and Completing the SAT Tool
  - Client Communication Strategies for Difficult Situations
  - Understanding the Complaints Process
- New Registration Year End Implemented
- Joint RCDSO, CDHO, CDTO, CDO – Mandatory Reporting Module
- Launch of revamped Member Portal and Compliance Centre, trial run for Applicant Portal
- Chief Examiner Selection Committee created to select next Chief Examiner for 3-year term
- New Staff Member

# Operational Activity

## From Sept – Dec 2023

- October 16-18 - CNAR Vancouver 2023
- November 2 - DGO Peer Circles
- November 3-5 – Ottawa Exam Workshop
  - National MCQ item writing workshop in Ottawa. Joined by Denturists and regulatory staff from Alberta, British Columbia, Manitoba, & Saskatchewan
  - Meeting on developing Joint OSCE examination
- November 4 - Ottawa Peer Circles
- November 13 - Georgian College Visit





# Registrar's Updates

Agenda Item 8.1

Questions?



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## BRIEFING NOTE

To: **Council**  
From: **Roderick Tom-Ying, Registrar and CEO**  
Date: **December 8, 2023**  
Subject: **Financial Report: April 1, 2023 – November 15, 2023**

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### 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 – November 15, 2023

The statement of operations reported represents figures as of November 15, 2023, and I am pleased to report that overall, the revenue totals as presented in the 2023-2024 budget has materialized within expectations.

On the revenue side, the College's registration renewal revenue has now captured all expected renewal income as the two-installment payment plan deadlines ended on September 15, 2023. As of November 15, 2023, the revenue received for Registration Fees represented 104% of our projected budget. Revenue received were higher than anticipated due to an increase in membership mid year 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.

For Qualifying Examination fees and expected revenue, when the 2023-2024 budget was first approved in March 2023, the CDO did not fully know how many candidates it would expect for the

June 2023 and February 2024 examinations. It did understand that the three Denturism programs were not expected to graduate new cohorts due to the stoppage of enrolment in 2020 due to the pandemic. From a budgeting perspective, CDO management proposed revenues against expenses that it predicted would be a reasonable estimate based on a likely scenario that may occur. The budget predicts revenues of \$203,750 (based on best estimates of potential candidates and repeat candidates attempting the exam), against the fixed/variable costs of the examination. Over the course of the year, and in a major operational endeavour to reduce the variable costs of hosting the examination, I am pleased to report that the revenues recorded are \$76,100 against expenditures of \$99,203. The deficit was envisioned to be about \$100,000 but will likely materialize to a lower amount of under \$50,000. It is important to note to Council that expenditures related to improving the examination, work on the multi-jurisdictional exam may fall under this category and therefore future expenses that will occur will widen the current deficit. This is not due to the expenses related to the administration of the exam, but mainly the improvement and development of the future multi-jurisdictional examination.

On the expenses side, I am pleased to report that other than the complaints and discipline budget line items, all other expenses are within expectations. With the addition of a new staff member beginning in November 2023, and the secondment of another staff member in January 2024 (where the CDHO will remit a portion of the salary), there will be a gap of approximately a month and a half where the CDO would absorb the difference in salary paid and incoming remittance of salary. This will have the potential by year end to increase the Wages & Benefits line item beyond what is budgeted. College Staff will continue to monitor this line item and report to Council.

College Staff are also closely monitoring the Complaints and Discipline budget line items as the complaints budget account has already exceeded the budget due to extraordinarily complex complaints received in the 2023 of which some have now progressed to 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 dedicated reserve funds for instances of complaints and discipline budget overflows – the restricted reserve funds is currently at \$360,000. This restricted reserve fund can be used for any unforeseen or unbudgeted costs related to complaints or discipline and this reserve fund 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 – November 15, 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.

***Reporting change:***

I wanted to report to Council that the Anticipated Costs for Phases 1-3 of the Member Portal Upgrade have been revised from the Strategic Initiatives report that I provided at the September 29, 2023, Council meeting. After speaking with our Finance department, the anticipated costs previously reported throughout the year for this project included HST as part of the anticipated costs. Due to the reporting structure of the CDO, and to ensure alignment between our reporting software and our income statement, it was notified to me that HST should not be included in the reporting numbers. As such, for the line items regarding Phases 1 – 3, they have now been revised to exclude HST from the anticipated costs as well as the costs incurred to date. I can answer any questions related to this change of reporting to the best of my ability but will have to refer technical questions to the Finance department.

The CDO launched the new member portal, compliance centre, and piloting the new applicant portal on November 13, 2023. As per the invoice and quote with our database company, all invoices have now been paid as the project has now been finalized. Any additional bugs and minor revisions are included in the costs of the project that have been paid.

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-November 15, 2023)

<b>YTD Budget to Actual</b>	<b>2023-2024 BUDGET</b>	<b>November 15/23 YTD Totals</b>	<b>YTD as Percentage of Budget</b>	<b>Remainder or In Excess of Budgeted Amount*</b>
<b>REVENUE</b>				
Professional Corporation Fees	\$ 67,000.00	\$ 75,150.00	112%	\$ 8,150.00*
Registration Fees	\$ 1,309,000.00	\$ 1,362,905.41	104%	\$ 53,905.41*
Other Fees	\$ 4,500.00	\$ 8,696.50	193%	\$ 4,196.50*
Qualifying Examination Fees	\$ 203,750.00	\$ 76,100.00	37%	\$ 127,650.00
Other Income	\$ 15,000.00	\$ 46,902.18	313%	\$ 31,902.18*
<b>TOTAL REVENUE</b>	<b>\$ 1,599,250.00</b>	<b>\$ 1,569,754.09</b>	<b>98%</b>	<b>\$ 29,495.91</b>
<b>EXPENDITURES</b>				
Wages & Benefits	\$ 632,000.00	\$ 383,022.19	61%	\$ 248,977.81
Professional Development	\$ 40,000.00	\$ 22,083.02	55%	\$ 17,916.98
Professional Fees	\$ 150,000.00	\$ 98,403.96	66%	\$ 51,596.04
Office & General	\$ 155,000.00	\$ 126,565.99	82%	\$ 28,434.01
Rent	\$ 141,300.00	\$ 75,535.24	53%	\$ 65,764.76
Qualifying Examination	\$ 300,000.00	\$ 99,203.86	33%	\$ 200,796.14
Council and Committees	\$ 40,000.00	\$ 25,235.54	63%	\$ 14,764.46
Quality Assurance				
QA Panel A	\$ 10,000.00	\$ 1,507.00	15%	\$ 8,493.00
QA Panel B	\$ -	\$ -	0%	\$ -
QA Assessments	\$ 35,000.00	\$ 17,698.52	51%	\$ 17,301.48
Complaints & Discipline				
Complaints	\$ 30,000.00	\$ 79,236.17	264%	\$ 49,236.17*
Discipline	\$ 25,000.00	\$ 14,730.00	59%	\$ 10,270.00
Capital Expenditures	\$ 15,000.00	\$ 4,279.98	29%	\$ 10,720.02
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,573,300.00</b>	<b>\$ 947,501.47</b>	<b>60%</b>	<b>\$ 625,798.53</b>
<b>NET INCOME</b>	<b>\$ 25,950.00</b>	<b>\$ 622,252.62</b>		

**College of Denturists of Ontario**

Income Statement (April 1, 2023-November 15, 2023)

YTD Budget to Actual	BUDGET	Anticipated Costs	Costs Incurred to Date	November 15/23 YTD Totals	Remainder or In Excess of Budgeted Amount*
<b>STRATEGIC INITIATIVES</b>					
	\$ 150,000.00				
Phase 1: Member Portal Upgrade		\$ 18,000.00	\$ 9,000.00	\$ -	\$ 141,000.00
Phase 2: Member Portal Upgrade - Applicant Portal		\$ 24,000.00	\$ 12,000.00	\$ 21,000.00	\$ 108,000.00
Phase 3: Member Portal Upgrade - Compliance Centre		\$ 24,000.00	\$ -	\$ 24,000.00	\$ 84,000.00
Governance - Project 1 & 2		\$ 8,475.00	\$ -	\$ 4,500.00	\$ 79,500.00
Strategy/Governance - Project 3		\$ 9,040.00	\$ -	\$ -	\$ 79,500.00
Regulatory Hub - 2023 Lease Costs		\$ 7,133.35	\$ -	\$ 6,666.64	\$ 72,833.36
Strategic Planning Workshop Expenses		\$ 10,000.00	\$ 480.68	\$ 13,088.85	\$ 59,263.83
<b>TOTAL STRATEGIC INITIATIVES</b>	<b>\$ 150,000.00</b>	<b>\$ 100,648.35</b>	<b>\$ 21,480.68</b>	<b>\$ 69,255.49</b>	<b>\$ 59,263.83</b>

**COLLEGE OF DENTURISTS OF ONTARIO**

FINANCIAL STATEMENTS

MARCH 31, 2023

*Draft Statement Subject to Revision*

**HILBORN**<sub>LLP</sub>

**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.

**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.

We obtained the annual report prior to the date of our auditor's report. If, based on the work we have performed on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact in our auditor's report. We have nothing to report in this regard.

**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.

## Independent Auditor's Report (continued)

### 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.
- 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  
To be determined

Chartered Professional Accountants  
Licensed Public Accountants

## Statement of Financial Position

March 31	2023 \$	2022 \$
<b>ASSETS</b>		
Current assets		
Cash	2,282,149	2,186,904
Prepaid expenses	37,167	31,483
	<b>2,319,316</b>	<b>2,218,387</b>
Capital assets (note 4)		
Intangible assets (note 5)	29,304	39,224
	2,230	3,186
	<b>31,534</b>	<b>42,410</b>
	<b>2,350,850</b>	<b>2,260,797</b>
<b>LIABILITIES</b>		
Current liabilities		
Accounts payable and accrued liabilities (note 6)	289,535	166,981
Deferred registration fees	342,674	233,808
	<b>632,209</b>	<b>400,789</b>
Deferred lease incentives (note 7)	16,797	25,196
	<b>649,006</b>	<b>425,985</b>
<b>NET ASSETS</b>		
Invested in capital and intangible assets	20,974	26,570
Internally restricted for therapy and counselling (note 8)	148,560	152,630
Internally restricted for complaints and discipline (note 9)	360,000	360,000
Internally restricted for strategic initiatives (note 10)	128,519	-
Unrestricted	1,043,791	1,295,612
	<b>1,701,844</b>	<b>1,834,812</b>
	<b>2,350,850</b>	<b>2,260,797</b>

The accompanying notes are an integral part of these financial statements

Approved on behalf of the Council:

President

Vice-President

## Statement of Operations

Year ended March 31	<b>2023</b>	<b>2022</b>
	<b>\$</b>	<b>\$</b>
<b>Revenues</b>		
Registration fees (note 3)	<b>1,037,971</b>	780,278
Examination fees	<b>271,550</b>	488,200
Administration fees	<b>20,374</b>	14,124
Investment income	<b>33,162</b>	6,109
	<b>1,363,057</b>	1,288,711
<b>Expenses</b>		
Salaries and benefits	<b>564,845</b>	576,208
Examinations	<b>223,703</b>	438,098
Council and committees	<b>4,751</b>	3,625
Professional fees (note 8)	<b>140,037</b>	143,347
Quality assurance	<b>63,977</b>	14,532
Strategic initiatives (note 10)	<b>21,481</b>	-
Rent (note 7)	<b>104,576</b>	103,707
Complaints and discipline (note 11)	<b>172,387</b>	58,366
Office and general	<b>187,545</b>	182,843
Amortization of capital assets	<b>11,767</b>	13,136
Amortization of intangible assets	<b>956</b>	1,365
	<b>1,496,025</b>	1,535,227
Excess of expenses over revenues for year	<b>(132,968)</b>	(246,516)

The accompanying notes are an integral part of these financial statements

## Statement of Changes in Net Assets

Year ended March 31

	Invested in capital and intangible assets \$	Internally restricted for therapy and counselling \$	Internally restricted for complaints and discipline \$	Internally restricted for strategic initiatives \$	Unrestricted \$	2023 Total \$
Balance, beginning of year	26,570	152,630	360,000	-	1,295,612	<b>1,834,812</b>
Excess of expenses over revenues for year	-	-	-	-	(132,968)	<b>(132,968)</b>
Amortization of capital and intangible assets	(12,723)	-	-	-	12,723	-
Amortization of deferred tenant inducements	5,280	-	-	-	(5,280)	-
Purchase of capital assets	1,847	-	-	-	(1,847)	-
Internally imposed restriction (note 10)	-	-	-	150,000	(150,000)	-
Expenses incurred in current year (notes 8 and 10)	-	(4,070)	-	(21,481)	25,551	-
Balance, end of year	<b>20,974</b>	<b>148,560</b>	<b>360,000</b>	<b>128,519</b>	<b>1,043,791</b>	<b>1,701,844</b>

The accompanying notes are an integral part of these financial statements



## Statement of Changes in Net Assets

Year ended March 31

	Invested in capital and intangible assets \$	Internally restricted for therapy and counselling \$	Internally restricted for complaints and discipline \$	Internally restricted for strategic initiatives \$	Unrestricted \$	2022 Total \$
Balance, beginning of year	32,696	155,870	360,000	-	1,532,762	2,081,328
Excess of expenses over revenues for year	-	-	-	-	(246,516)	(246,516)
Amortization of capital and intangible assets	(14,501)	-	-	-	14,501	-
Amortization of deferred tenant inducements	5,280	-	-	-	(5,280)	-
Purchase of capital assets	3,095	-	-	-	(3,095)	-
Expenses incurred in current year (note 8)	-	(3,240)	-	-	3,240	-
Balance, end of year	26,570	152,630	360,000	-	1,295,612	1,834,812

The accompanying notes are an integral part of these financial statements

## Statement of Cash Flows

Year ended March 31	2023 \$	2022 \$
Cash flows from operating activities		
Excess of expenses over revenues for year	(132,968)	(246,516)
Adjustments to determine net cash provided by (used in) operating activities		
Amortization of capital assets	11,767	13,136
Amortization of intangible assets	956	1,365
Amortization of deferred lease incentives	(8,399)	(8,399)
	<b>(128,644)</b>	<b>(240,414)</b>
Change in non-cash working capital items		
Decrease in amount receivable	-	10,122
Increase in prepaid expenses	(5,684)	(3,994)
Increase (decrease) in accounts payable and accrued liabilities	122,554	(30,901)
Increase (decrease) in deferred registration fees	108,866	(22,491)
	<b>97,092</b>	<b>(287,678)</b>
Cash flows from investing activities		
Purchase of capital assets	(1,847)	(3,095)
Net change in cash	<b>95,245</b>	<b>(290,773)</b>
Cash, beginning of year	<b>2,186,904</b>	<b>2,477,677</b>
Cash, end of year	<b>2,282,149</b>	<b>2,186,904</b>

The accompanying notes are an integral part of these financial statements

## Notes to Financial Statements

March 31, 2023

### Nature and description of the organization

The College of Denturists of Ontario (the "College") was incorporated as a non-share capital corporation under the Regulated Health Professions Act, 1991 ("RHPA"). As the regulator and governing body of the denturist profession in Ontario, the major function of the College is to administer the Denturism Act, 1991 in the public interest.

The College is a not-for-profit organization, as described in Section 149(1)(l) of the Income Tax Act, and therefore is not subject to income taxes.

### 1. Significant accounting policies

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

#### (a) Revenue recognition

##### Registration fees

Registration fees are recognized as revenue in the fiscal year to which they relate. The registration year of the College is April 15 to April 14. Registration fees received in advance of the fiscal year to which they relate are recorded as deferred registration fees.

##### Examination fees

Examination fees are recognized as revenue when the examinations are held.

##### Administration fees

Administration fees are recognized as revenue when the service is rendered.

##### Investment income

Investment income comprises interest from cash and is recognized on an accrual basis.

#### (b) Capital assets

The costs of capital assets are capitalized upon meeting the criteria for recognition as a capital asset, otherwise, costs are expensed as incurred. The cost of a capital asset comprises its purchase price and any directly attributable cost of preparing the asset for its intended use.

Capital assets are measured at cost less accumulated amortization and accumulated impairment losses.

Amortization is provided for, upon commencement of the utilization of the assets, using methods and rates designed to amortize the cost of the capital assets over their estimated useful lives. The methods and annual amortization rates are as follows:

Furniture and fixtures	20% declining balance
Computer equipment	45-55% declining balance

## Notes to Financial Statements (continued)

March 31, 2023

### 1. Significant accounting policies (continued)

#### (b) Capital assets (continued)

Amortization of leasehold improvements is provided for on a straight-line basis over the term of the lease.

A capital asset is tested for impairment whenever events or changes in circumstances indicate that its carrying amount may not be recoverable. If any potential impairment is identified, the amount of the impairment is quantified by comparing the carrying value of the capital asset to its fair value. Any impairment of the capital asset is recognized in income in the year in which the impairment occurs.

An impairment loss is not reversed if the fair value of the capital asset subsequently increases.

#### (c) Intangible assets

The costs of intangible assets are capitalized upon meeting the criteria for recognition as an intangible asset, with the exception of expenditures on internally generated intangible assets during the development phase, which are expensed as incurred. The cost of a separately acquired intangible asset comprises its purchase price and any directly attributable cost of preparing the asset for its intended use.

Intangible assets are measured at cost less accumulated amortization and accumulated impairment losses.

Amortization is provided for, upon commencement of the utilization of the assets, using methods and rates designed to amortize the cost of the intangible assets over their estimated useful lives. The methods and annual amortization rates are as follows:

Computer software	30% declining balance
Database application software	3 years straight-line

An intangible asset is tested for impairment whenever events or changes in circumstances indicate that its carrying amount may not be recoverable. If any potential impairment is identified, the amount of the impairment is quantified by comparing the carrying value of the intangible asset to its fair value. Any impairment of the intangible asset is recognized in income in the year in which the impairment occurs.

An impairment loss is not reversed if the fair value of the intangible asset subsequently increases.

#### (d) Deferred lease incentives

Lease incentives comprise free rent benefits and tenant inducements received in cash.

Lease incentives received in connection with original leases are amortized to income on a straight-line basis over the terms of the original leases. Lease incentives received in connection with re-negotiated leases are amortized to income on a straight-line basis over the period from the expiration date of the original lease to the expiration date of the re-negotiated lease.

**Notes to Financial Statements (continued)**

March 31, 2023

**1. Significant accounting policies (continued)****(e) Net assets invested in capital and intangible assets**

Net assets invested in capital and intangible assets comprises the net book value of capital and intangible assets less the unamortized balance of tenant inducements used to purchase capital and intangible assets.

**(f) Financial instruments****Measurement of financial assets and liabilities**

The College initially measures its financial assets and financial liabilities at fair value adjusted by the amount of transaction costs directly attributable to the instrument.

The College subsequently measures all of its financial assets and financial liabilities at amortized cost.

Amortized cost is the amount at which a financial asset or financial liability is measured at initial recognition minus principal repayments, plus or minus the cumulative amortization of any difference between that initial amount and the maturity amount, and minus any reduction for impairment.

Financial assets measured at amortized cost include cash.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities.

**Impairment**

At the end of each year, the College assesses whether there are any indications that a financial asset measured at amortized cost may be impaired. Objective evidence of impairment includes observable data that comes to the attention of the College, including but not limited to the following events: significant financial difficulty of the issuer; a breach of contract, such as a default or delinquency in interest or principal payments; and bankruptcy or other financial reorganization proceedings.

When there is an indication of impairment, the College determines whether a significant adverse change has occurred during the year in the expected timing or amount of future cash flows from the financial asset.

When the College identifies a significant adverse change in the expected timing or amount of future cash flows from a financial asset, it reduces the carrying amount of the financial asset to the greater of the following:

- the present value of the cash flows expected to be generated by holding the financial asset discounted using a current market rate of interest appropriate to the financial asset; and
- the amount that could be realized by selling the financial asset at the statement of financial position date.

Notes to Financial Statements (continued)

March 31, 2023

1. Significant accounting policies (continued)

(f) Financial instruments (continued)

Impairment (continued)

Any impairment of the financial asset is recognized in income in the year in which the impairment occurs.

When the extent of impairment of a previously written-down financial asset decreases and the decrease can be related to an event occurring after the impairment was recognized, the previously recognized impairment loss is reversed to the extent of the improvement, but not in excess of the impairment loss. The amount of the reversal is recognized in income in the year the reversal occurs.

(g) Management estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the current year. Actual results may differ from the estimates, the impact of which would be recorded in future years.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the year in which the estimates are revised and in any future years affected.

2. Financial instrument risk management

The College is exposed to various risks through its financial instruments. The following analysis provides a measure of the College's risk exposure and concentrations.

The financial instruments of the College and the nature of the risks to which those instruments may be subject, are as follows:

Financial instrument	Risks				
	Credit	Liquidity	Market risk		
Currency			Interest rate	Other price	
Cash	X			X	
Accounts payable and accrued liabilities		X			

## Notes to Financial Statements (continued)

March 31, 2023

### 2. Financial instrument risk management (continued)

#### Credit risk

The College is exposed to credit risk resulting from the possibility that parties may default on their financial obligations, or if there is a concentration of transactions carried out with the same party, or if there is a concentration of financial obligations which have similar economic characteristics that could be similarly affected by changes in economic conditions, such that the College could incur a financial loss.

The maximum exposure of the College to credit risk is as follows:

	2023	2022
	\$	\$
Cash	2,282,149	2,186,904

The College reduces its exposure to the credit risk of cash by maintaining balances with Canadian financial institutions.

#### Liquidity risk

Liquidity risk is the risk that the College will not be able to meet a demand for cash or fund its obligations as they come due.

The liquidity of the College is monitored by management to ensure sufficient cash is available to meet liabilities as they become due.

#### Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk is comprised of currency risk, interest rate risk and other price risk.

#### Currency risk

Currency risk refers to the risk that the fair value of financial instruments or future cash flows associated with the instruments will fluctuate due to changes in foreign exchange rates.

The College is not exposed to currency risk.

#### Interest rate risk

Interest rate risk refers to the risk that the fair value of financial instruments or future cash flows associated with the instruments will fluctuate due to changes in market interest rates.

**Notes to Financial Statements (continued)**

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March 31, 2023

**2. Financial instrument risk management (continued)****Other price risk**

Other price risk refers to the risk that the fair value of financial instruments or future cash flows associated with the instruments will fluctuate because of changes in market prices (other than those arising from currency risk or interest rate risk), whether those changes are caused by factors specific to the individual instrument or its issuer or factors affecting all similar instruments traded in the market.

The College is not exposed to other price risk.

**Changes in risk**

There have been no significant changes in the risk profile of the financial instruments of the College from that of the prior year.

**3. Impact of COVID-19**Fiscal 2022 and 2023

In recognition of the ongoing challenges posed by the pandemic, for the fiscal 2022 registration year, the College approved a fifty percent reduction for renewing and new denturists.

For the fiscal 2023 registration year, the College approved a fee reduction of thirty-five percent for renewing and new denturists.

As a result of these reductions in registration fees, there was a decrease, from normal operating levels, in registration fee revenue for each of fiscal 2022 and 2023.

Fiscal 2024

For the fiscal 2024 registration year, the College has approved a fee reduction of \$200 for renewing and new denturists.



## Notes to Financial Statements (continued)

March 31, 2023

## 4. Capital assets

	Cost \$	Accumulated Amortization \$	2023 Net \$
Furniture and fixtures	95,505	84,651	10,854
Computer equipment	68,579	65,172	3,407
Leasehold improvements	60,173	45,130	15,043
	<u>224,257</u>	<u>194,953</u>	<u>29,304</u>
	Cost \$	Accumulated Amortization \$	2022 Net \$
Furniture and fixtures	95,505	81,938	13,567
Computer equipment	66,732	62,135	4,597
Leasehold improvements	60,173	39,113	21,060
	<u>222,410</u>	<u>183,186</u>	<u>39,224</u>

## 5. Intangible assets

	Cost \$	Accumulated Amortization \$	2023 Net \$
Computer software	52,751	50,521	2,230
Database application software	31,900	31,900	-
	<u>84,651</u>	<u>82,421</u>	<u>2,230</u>
	Cost \$	Accumulated Amortization \$	2022 Net \$
Computer software	52,751	49,565	3,186
Database application software	31,900	31,900	-
	<u>84,651</u>	<u>81,465</u>	<u>3,186</u>

## Notes to Financial Statements (continued)

March 31, 2023

## 6. Accounts payable and accrued liabilities

	2023 \$	2022 \$
Trade payables and accrued liabilities	121,564	97,874
Accrued liabilities - complaints and discipline	139,568	46,412
HST payable	28,403	22,695
	<u>289,535</u>	<u>166,981</u>

## 7. Deferred lease incentives

	Cost \$	Accumulated Amortization \$	2023 Net \$
Tenant inducements	52,800	42,240	10,560
Free rent benefits	31,187	24,950	6,237
	<u>83,987</u>	<u>67,190</u>	<u>16,797</u>
	52,800	36,960	15,840
Free rent benefits	31,187	21,831	9,356
	<u>83,987</u>	<u>58,791</u>	<u>25,196</u>

Amortization of lease incentives in the amount of \$8,399 (2022 - \$8,399) was credited to rent expense in the current year.

## Notes to Financial Statements (continued)

March 31, 2023

### 8. Net assets internally restricted for therapy and counselling

The Council of the College has internally restricted net assets for the purposes of funding therapy and counselling as directed under the RHPA.

In the current year, expenses in the amount of \$4,070 (2022 - \$3,240) were incurred in connection with therapy and counselling and are recorded in professional fees expense in the statement of operations.

The internal restriction is subject to the direction of Council upon the recommendation of the Executive Committee.

### 9. Net assets internally restricted for complaints and discipline

The College makes best efforts to anticipate the costs associated with complaints and discipline matters based on past experience and current caseload. However, in the event that the College incurs costs beyond the normal scope of such matters, the Council of the College has internally restricted net assets to fund expenditures related to these matters.

The internal restriction is subject to the direction of the Council upon the recommendation of the Executive Committee.

### 10. Net assets internally restricted for strategic initiatives

In the current year, the Council of the College internally restricted net assets in the amount of \$150,000 to fund expenses related to strategic initiatives.

In the current year, expenses in the amount of \$21,481 (2022 - nil) were incurred in connection with strategic initiatives and are recorded in strategic initiatives expense in the statement of operations.

The internal restriction is subject to the direction of the Council upon the recommendation of the Executive Committee.

### 11. Complaints and discipline

	2023 \$	2022 \$
Complaints and discipline	172,387	61,866
Cost recoveries	-	(3,500)
	<u>172,387</u>	<u>58,366</u>

Notes to Financial Statements (continued)

March 31, 2023

12. **Commitment**

The College is committed to lease its office premises until March 31, 2025. The future annual lease payments, including an estimate of premises common area expenses, are as follows:

	<u>\$</u>
2024	117,654
2025	<u>117,654</u>
	<u><u>235,308</u></u>

Draft Statement Subject to Revision



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

## A message from Blair MacKenzie to the Council

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

Our audit findings communication is designed to highlight and explain key issues, which we believe to be relevant to the audit and to continue effective two-way communication with you regarding our audit. This will assist the Council in fulfilling your responsibility of overseeing the financial reporting process of the College.

This communication has been prepared to comply with the requirements outlined in Canadian Auditing Standard 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 look forward to discussing our audit findings with you in detail as well as any other matters that you may wish to address at our meeting scheduled for December 8, 2023 with the Council.



Blair MacKenzie  
Managing Partner  
Hilborn LLP  
November 28, 2023

**“Our  
commitment  
to quality is  
reflected in  
every aspect  
of our work.  
If you have  
any questions  
or comments,  
please contact  
me.”**



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<b>Significant Qualitative Aspects of the College’s Accounting Practices</b>	<b>4-5</b>
<b>Other Significant Matters</b>	<b>6-7</b>

## Your client service team

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**“At Hilborn, we are committed to audit quality and strong client service. Audit quality is integral to our business and is an overarching consideration in our training, our processes, and our systems and controls.”**



# Executive Summary



## Audit status

We have substantially completed our audit of the financial statements of the College for the year ended March 31, 2023, with the exception of the following procedures:

- Completion of subsequent events procedures
- Receipt of the signed management representation letter
- Council's approval of the financial statements

These procedures require completion before we may issue our auditor's report. If we become aware of significant matters after completing these procedures, we will bring them to your attention.



## Auditor's report and representations from management

We expect to issue an unmodified opinion. The expected form and content of our report is included in the draft financial statements.

The management representation letter is expected to be consistent with that issued in our pre-audit communication. We ask management to sign and return the letter to us before we issue our auditor's report.



## Independence

We are independent and have been so throughout the audit process. We have complied with all relevant ethical requirements regarding independence.

We have not performed any non-audit related services.



## Significant difficulties encountered

There were no significant difficulties encountered while performing the audit.



## Changes from the audit plan

Our audit approach was consistent with the approach communicated to you in our audit plan dated June 5, 2023.

Final materiality is consistent with preliminary materiality set at \$75,000.

## Significant Qualitative Aspects of the College’s Accounting Practices

**Canadian Auditing Standards require that we communicate with you about significant qualitative aspects of the entity’s accounting practices, including accounting policies, accounting estimates and financial statement disclosures.**

Accounting policies, accounting estimates and financial statement disclosures	Hilborn’s response and views
<p>Management is responsible for the appropriate selection and application of accounting policies under the financial reporting framework of Accounting Standards for Not-for-Profit Organizations.</p> <p>Our role is to review the appropriateness and application of these policies as part of our audit. The accounting policies used by the College are described in Note 1, Significant Accounting Policies, in the financial statements.</p>	<ul style="list-style-type: none"> <li>- There were no significant changes in the previously adopted accounting policies or their application.</li> <li>- Based on the audit work performed, the accounting policies are appropriate for the College and applied consistently.</li> </ul>
<p>Management is responsible for the accounting estimates included in the financial statements. Estimates and the related judgments and assumptions are based on management’s knowledge of the business and past experience about current and future events.</p>	<ul style="list-style-type: none"> <li>- Based on the audit work performed, we are satisfied that the estimates made by management are reasonable in the context of the financial statements taken as a whole.</li> </ul>
<p>Management is responsible for the disclosures made within the financial statements, including the notes to the financial statements.</p>	<ul style="list-style-type: none"> <li>- Based on the audit work performed, we are satisfied that the overall presentation, structure and content of the financial statements, including the disclosures, represent the underlying transactions and events in a manner that achieves fair presentation.</li> </ul>

Accounting policies, accounting estimates and financial statement disclosures	Hilborn’s response and views
<p>Management has considered the impact of the COVID-19 pandemic on the College’s financial statements and concluded that note disclosure is appropriate to describe the impact to the current operations and to describe that the impact to the future operations of the Council, if any, cannot be estimated.</p>	<ul style="list-style-type: none"> <li>- We worked with management to understand the implications of COVID-19 on the College.</li> <li>- The financial statement disclosures related to COVID-19 (note 3) are clear and transparent and meet the requirements of the financial reporting framework under which the College reports.</li> </ul>
<p>Annual report</p>	<ul style="list-style-type: none"> <li>- We acknowledge that a copy of the College’s summary financial statements for the year ended March 31, 2023 and a copy of our audit report related to the summary financial statements will be included in the College’s annual report. As agreed in our engagement letter, we will review the annual report prior to it being finalized to ensure that there are no inconsistencies with the audited financial statements.</li> <li>- If, based on the work we will perform on the annual report, we conclude that there is a material inconsistency in the annual report, we will communicate that fact to you.</li> </ul>

## Other Significant Matters

**In accordance with Canadian Auditing Standards, there are a number of required communications between the auditor and those charged with governance related to the 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 summarizes the communications required at the conclusion of the audit.**

Significant Matter	Discussion
<b>Summary of uncorrected misstatements</b>	We did not identify any misstatements that remain uncorrected in the financial statements.
<b>Corrected misstatements</b>	During the course of the audit, management and Hilborn LLP worked collaboratively to identify adjustments required to the financial statements. All adjustments recorded were reviewed and approved by management.
<b>Significant deficiencies in internal control</b>	<p>An increased risk profile exists at the College relative to the lack of segregation of incompatible duties. The segregation of incompatible duties is a key internal control intended to minimize the occurrence of errors or fraud. The principle of segregating incompatible duties encompasses the division of responsibilities of a key process such that no one individual performs two or more of the functions related to custody, initiation, authorization, execution, recording and reporting.</p> <p>This risk is inherent in small to medium sized organizations and should not be interpreted negatively. From a cost-benefit perspective, it would not be practical to segregate incompatible duties to a sufficient degree to mitigate this risk, as it would require additional personnel that may not be appropriate otherwise.</p>

<b>Significant Matter</b>	<b>Discussion</b>
<b>Fraud and non-compliance with laws and regulations</b>	No fraud or non-compliance with laws and regulations came to our attention during the course of the audit. We would like to reconfirm with the Council that you are not aware of any fraud or non-compliance with laws and regulations not previously communicated with us.
<b>Significant difficulties encountered</b>	No difficulties were encountered while performing the audit and there are no unresolved disagreements. We received full cooperation from management during our audit.
<b>Related party transactions</b>	We did not identify any related parties.
<b>Subsequent events</b>	No subsequent events, which would impact the financial statements have come to our attention.





*College of Denturists of Ontario*

# ANNUAL REPORT 2022-2023

**GOVERNANCE**

*agile*

**professionalism**

**COMPETENCE**

*transparent*

**PUBLIC INTEREST**

*consistent*



*accountable*

**PROPORTIONATE**

*targeted*

**ENGAGED**



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# About the College

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## *The Public Regulator for the Profession of Denturism*

As a health professions regulatory body, the College of Denturists of Ontario (CDO) supports the public's interest in access to safe, competent, and ethical Denturism care.

Under Ontario law, 26 health regulatory Colleges acting in the public interest are entrusted with regulating a wide variety of health professionals.

The CDO does this by:

- Setting the requirements that must be met for an individual to practise Denturism in Ontario.
- Issuing Certificates of Registration to Denturists who meet these professional requirements. Once an individual has obtained a Certificate of Registration, they may practise Denturism.
- Establishing comprehensive Standards of Practice and policies that every Registered Denturist must follow.
- Developing and administering a Quality Assurance Program that helps Registered Denturists stay current and develop their knowledge and skills throughout their respective careers.
- Giving the public a way to raise issues and hold Registered Denturists accountable for their conduct and practice.

With the CDO's governing Council, Committees, and staff all working to serve the public interest first, the people of Ontario can have confidence in the care they receive from Registered Denturists.



# Message from the President



Ms. Lileath Claire  
President (from June 2022)

The College's mission is to 'Regulate and Govern the profession of Denturism in the public interest'. Our Council undertakes this critically important task as it works to serve and protect the public interest in its access to safe, competent, ethical care and service. At the CDO, we recognize the importance of our role in fulfilling this mission.

As of April 1, 2022, the Council consisted of fifteen (15) professional members (Denturists) and public appointees who serve in various capacities impacting the lives of Ontarians in urban, rural, and remote communities throughout the province.

In June 2022, I was elected as President.

Ms. Alexia Baker-Lanoué's term on Council ended after six (6) years of dedicated service. Mr. Joseph (Joey) Whang resigned from Council to pursue his career outside the Province of Ontario. In recognition of their contributions, they were both presented with Certificates of Recognition.

We are pleased to welcome two (2) new council members, Mr. Adam-Christian Mazzuca from District 1 and Ms. Aisha Hasan, a public appointee. We also have returning members, Mr. Norbert Gieger from District 2. Further, Ms. Kristine Bailey and Mr. Gaganjot Singh were both re-appointed as public appointees.

On December 9, 2022, Mr. Roderick (Rod) Tom-Ying, former Acting Registrar, was appointed as the Registrar and CEO of the College.

2022-2023 was another year of virtual Council meetings. All four Council meetings (108<sup>th</sup> through 111<sup>th</sup>) were held as per mandate under the [Regulated Health Professions Act, 1991](#). Meetings were live streamed on YouTube and open to the public. Anyone interested in attending a meeting of the Council or accessing meeting materials, links, or packages, are encouraged to contact the College. Archived meeting minutes and materials can be viewed on the College's website.

At its meetings, the CDO Council considers matters related to the College's finances, strategic and policy directions, receives reports from statutory committees and ratifies decisions taken by the Executive Committee between Council meetings.

Despite the challenges posed by the global pandemic, the Council, the Registrar, College staff, and partners made significant progress fulfilling the College's mandate. Here are some key accomplishments:



## Finance

In December 2022, Council approved the 2021-2022 Annual Report including the audited financial statements.

### Surplus Retention Policy Review

During the COVID-19 pandemic, the Ontario Chief Medical Officer of Health's directive precipitated a string of work stoppages for all health care professionals in Ontario, including Registered Denturists. The College took the opportunity to review its performance during the pandemic and determine whether current processes and policies were effective in maintaining a strong fiscal position.

Council reviewed the College's Surplus Retention Policy to ensure effective financial stewardship. As a result, the policy was amended to reflect twelve months of budgeted yearly expenses, considering the potential impact of adverse conditions on the organization.

### Strategic Initiatives

Council allocated funds for several strategic projects, including the modernization of the Applicant and Member Portal, the implementation of a Document Management Strategy, the development of a Multi-Jurisdictional Examination, and the completion of Action Items related to the College Performance Measurement Framework (CPMF) deliverables.

### College Performance Measurement Framework (CPMF) Reporting

The CPMF, developed by the Ontario Ministry of Health (the Ministry) in close collaboration with Ontario's health regulatory Colleges, subject matter experts and the public has the aim of answering the question "how well are Colleges executing their mandate which is to act in the public interest?"

The College updated the CPMF action items and implemented a framework for evaluating the effectiveness of Council meetings. The results of post-meeting feedback surveys are published at subsequent Council meetings. Additionally, the Council approved the Personal Information and Privacy Policy.

### Multi-Jurisdictional Qualifying Examination

The College embarked on the "nationalization" of the Qualifying Examination to ensure consistent standards for Registered Denturists practicing across Canada.

The goal of a Multi-Jurisdictional Qualifying Examination is to ensure that Registered Denturists practicing coast to coast adhere to the same high-quality standards expected of health care professionals.



## Emergency Class of Registration

The College complied with the Ontario Government's requirement to create an Emergency Class of Registration, enabling quick registration of health professions during public health crises.

Through recent amendments to the [\*Regulated Health Professions Act, 1991\*](#), the Ontario Government has mandated that all Health Professions Regulators create an Emergency Class of Registration. The Emergency Class of Registration is intended to enable Health Professions Regulators to expeditiously register health professions in times of public health crises.

## Stakeholder consultations

The College regularly consults with stakeholders to gather feedback on regulations, by-laws, policies, standards, and practice guidelines. Two public and stakeholder consultations were conducted during this period.

- February 14, 2023 - Emergency Class of Registration and 2021 Proposed Amendments
- March 10, 2023 - Proposed By-Law Amendment Harmonizing Registration Year End with Fiscal Year End

## HUB 601

The College relocated to a new office space at HUB 601, joining the College of Dental Hygienists of Ontario (CDHO) and the College of Dietitians of Ontario. This collaborative partnership is expected to result in significant cost savings for the College.

HUB 601 represents the realization of the opportunities of collaborative and innovative workspaces, creatively positioning Regulatory partners for the future. The vision and insight of the Councils of these three organizations, considering the future of workspace utilization and opportunities within the Toronto downtown core resulted in this partnership of co-operation and efficiency of resource utilization.

## 2022-2023 Renewal Fees

The Council approved a reduction in registration fees for the 2023-2024 renewal year and continued offering the option to pay in two installments to ease the financial burden caused by the pandemic.

## Training – Council and Staff

The College prioritized professional development for both staff and Council members through various training programs and conferences.

The following activities occurred during the period:

1. IDEA (Inclusion, Diversity, Equity and Accessibility) Training & Certification – Parts 1, 2 & 3 conducted September and November 2022, Canadian Centre for Diversity, and Inclusion



2. Joint CDO and CDHO Truth and Reconciliation Blanket Exercise, September 2022
3. Quality Improvement and Patient Safety Symposium 2022, McMaster University, October 2022
4. 2022 Annual CNAR Conference, October 2022
5. Changing Tides – The Ebb and Flow of Administrative Justice, Society of Adjudicators and Regulators (SOAR), November 2022
6. HPRO Communicator’s Day Conference, December 2022

### **National Day for Truth and Reconciliation - Sept 30, 2022**

The College expressed support for the National Day for Truth and Reconciliation to honor the survivors and address the legacy of residential schools. The Councils of the four Ontario oral health regulators (CDO, RCDSO, CDHO, and CDTO) met in-person to learn more about the history of the Indigenous Peoples, reconciliation efforts, and anti-bias in a joint workshop.

As the College and the entire country emerge from the shadows of the global pandemic, we are committed to seizing those incredible opportunities that arise to strengthen and enhance the College’s impact on the people of Ontario.

We are proud of the accomplishments achieved through the dedication and hard work of the Council members, staff, and partners. It has been my honour to serve on Council.



# College Council

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## Who We Are

### Officers

Kris Bailey, *Public Member* – President & Chair (until June 2022), *Vice President* (from June 2022)

Alexia Baker-Lanoue, *Professional Member* – Vice President (until June 2022)

Lileath Claire, *Public Member* – President & Chair (from June 2022)

### Public Members

Michael Bakshy

Avneet Bhatia

Lileath Claire (until June 2022)

Aisha Hasan

Gaganjot Singh

Arie van Wijngaarden (until June 2022)

### Professional Members

Abdelatif (Latif) Azzouz

Norbert Gieger

Elizabeth (Beth) Gorham-Matthews

Paul Karolidis

Adam-Christian Mazzuca (from June 2022)

Garnett A.D. Pryce

Christopher Reis

Joseph (Joey) Whang (until February 2023)

## What we Do

In Ontario, the self-regulation of health care professions is a partnership with the public. The operation of each regulatory college is overseen by a Council, which is like a board of directors. The Council of the College of Denturists of Ontario is made up of:

- Denturists elected by their peers (the Registrants of the College); and
- Public members appointed by the provincial government

This governing Council is chaired by the President, elected by the Council from among the public members. The Council sets out the strategic and policy direction for the College, while a staff team led by a Registrar (like a CEO) carries out the College's day-to-day work. The College has seven statutory committees that have their own regulatory responsibilities.

Council meets four times per year to discuss regulatory policy and make decisions in the public's best interest, as mandated in the [Regulated Health Professions Act, 1991](#) (RHPA).



# Committee Reports



## Statutory Committees

- Executive Committee
- Inquiries, Complaints and Reports Committee
- Discipline Committee
- Fitness to Practise Committee
- Patient Relations Committee
- Quality Assurance Committee
- Registration Committee

## Non-Statutory Committees

- Qualifying Examination Committee
- Qualifying Examination Appeals Committee





# Executive Committee

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## Who We Are

### Officers

Kris Bailey, *Public Member* – President & Chair (until June 2022), *Vice President* (from June 2022)

Alexia Baker-Lanoué, *Professional Member* – Vice President (until June 2022)

Lileath Claire, *Public Member* – President & Chair (from June 2022)

### Public Member-at-Large

Lileath Claire (until June 2022)

### Professional Members-at-Large

Abdelatif (Latif) Azzouz

Norbert Gieger

Elizabeth (Beth) Gorham-Mathews (from June 2022)

## What We Do

The Executive Committee facilitates the efficient and effective functioning of Council and other committees. It also makes decisions between Council meetings for matters that require immediate attention (but cannot make, amend, or revoke a regulation or by-law). The Executive Committee serves as the committee that prepares and presents suggested changes to the College By-laws to Council. The Executive Committee also functions as the Finance Committee, receiving interim financial reports, considering any financial matters that arise during the fiscal year, preparing the budget for Council review and approval, and facilitating the audit process.

## Achievements

The work of the Executive Committee provides for consistent, timely College governance on matters that arise in between Council meetings. As part of its mandate, the Executive Committee provides routine, continuous oversight to the financial management of the College.

- Met five (5) times by teleconference and considered additional matters electronically.
- Considered eight (8) Clinic Name Registration requests.
- Considered one (1) request for approval of in-clinic dental hygiene equipment.
- Approved the proposed slate of Committee memberships for 2022-2023 for submission to Council. Normally this slate is developed by the Nominating Committee; however, this year the College relied on the Executive Committee to fulfil this important role. The Committee also recommended to Council that the Quality Assurance Committee be formed as a single committee (with no panels).



- Discussed the selection and appointment of a permanent Registrar and supported the process for the performance appraisal of the Acting Registrar.
- Discussed the format (in-person, remote, or hybrid) of the December Council meeting.
- Considered two separate proposals with respect to joining a regulatory hub and engaging a consultant to provide strategic planning and governance services. The Committee directed that the proposals be presented to Council at a special meeting along with their recommendation.
- Directed the Registrar to hold a By-election for District 7 in accordance with the CDO By-laws (decision ratified by Council).
- Met to finalize the Emergency Class of Registration amendments to the Registration Regulation.





# Inquiries, Complaints and Reports Committee

## Who We Are

### Chair

Lileath Claire, *Public Member* – Chair (until June 2022)  
Kristine Bailey, *Public Member* – Chair (from June 2022)

### Public Members

Kristine Bailey (until June 2022)  
Gaganjot Singh  
Michael Bakshy (from June 2022)

### Professional Members

Alexia Baker-Lanoue (until June 2022)  
Norbert Gieger (from June 2022)  
Adam-Christian Mazzuca (from June until August 2022)  
Garnett A.D. Pryce  
Christopher Reis (until June 2022)

### Non-Council Members of the Profession

Carmelo Cino (until June 2022)  
Annie Chu (from June 2022)  
Eugene Cohen (*from June until October 2022*)  
Akram Ghassemiyan (*until June 2022*)  
Emilio Leuzzi  
Quoc Nguyen (*from June 2022*)  
Karla Mendez-Guzman (*from June 2022*)

## What We Do

Concerns about a Registered Denturist coming to the College are brought to the attention of the Inquiries, Complaints and Reports Committee (ICRC) to be investigated. This includes a wide range of issues related to a Registered Denturist's conduct or practice, such as:

- ignoring the basic rules of the profession
- failing to maintain the standards of practice
- providing inappropriate care
- sexually abusing a patient; or
- having a physical or mental condition or disorder that interferes with the ability to practise

Anyone can raise an issue to the College – that includes patients, their family members, Registered Denturists themselves, their colleagues or employers, and other health care professionals. By law, it is the College's duty to review all complaints about Registered Denturists who are registered to practise in Ontario, and to give serious consideration to each matter. Members of the Inquiries, Complaints and Reports Committee are trained and strive to review all complaints objectively.

Once their investigation is complete, the Inquiries, Complaints and Reports Committee has the authority to make one or more of the following decisions:

- **Take no further action.**



- **Offer guidance to the Registered Denturist in writing or in person.** This is done by the Committee when it feels that guidance will help the Registered Denturist to understand how to conduct himself or herself in the future.
- **Direct the Registered Denturist to complete education or remediation** to improve his or her practice.
- **Refer the matter** to either the Discipline Committee or to the Fitness to Practise Committee for a hearing.
- Take any other action not inconsistent with the [Regulated Health Professions Act, 1991](#) (RHPA).

## Achievements

In August 2022, ICRC members participated in a training and orientation session presented by Ms. Rebecca Durcan, the College’s Legal Counsel. The training session included a presentation outlining the statutory framework for the ICRC focusing on complaints processes and current practices.

In addition to the training and orientation session held in August 2022, the Committee reviews literature relevant to its mandate on an ongoing basis and develops administrative guidelines and policies.

The Committee met 9 times to review 22 cases that included 19 complaints and 3 Registrar’s reports. Below are the outcomes of the ICRC deliberations where a decision was rendered within the reporting timeframe. The numbers reflect only those cases in which a final decision was made prior to April 1, 2023.

Took no further action	6
Took no further action but issued reminders or advice to member	10
Ordered a SCERP	2
Ordered a verbal caution	2
Referred to Discipline	1

The Committee collects risk assessment data by coding cases to address themes in the complaints process, the top 3 themes coded for this fiscal year are as follows:

Practice Issue	Primary Issue
Communication	6
Clinical skill/execution	3
Relationship with patient	3



# Discipline Committee

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## Who We Are

### Chair

Elizabeth Gorham-Mathews, *Professional Member*

### Public Members

Kristine Bailey  
Michael Bakshy  
Avneet Bhatia  
Lileath Claire  
Aisha Hasan  
Gaganjot Singh  
Arie van Wijngaarden (until June 2022)

### Professional Members

Abdelatif (Latif) Azzouz  
Alexia Baker-Lanoue (until June 2022)  
Norbert Gieger  
Paul Karolidis  
Adam-Christian Mazzuca (from June 2022)  
Garnett A.D. Pryce  
Christopher Reis  
Joseph (Joey) Whang (until February 2023)

### Non-Council Members of the Profession

Majid Ahangaran (from June 2022)  
Eugene Cohen  
Emilio Leuzzi  
Braden Neron (until June 2022)  
Quoc Nguyen  
Bruce Selinger  
Karla Mendez-Guzman (from June 2022)

## What We Do

The Discipline Committee considers the most serious cases where a Registered Denturist may be incompetent or may have committed an act of professional misconduct.

Professional misconduct is a breach of the regulations that reflect the accepted ethical and professional standards for the profession. A Registered Denturist may be incompetent if the care provided displayed a lack of knowledge, skill or judgment, demonstrating that either they are unfit to practise or their practice should be restricted.

Discipline of professionals is a critical aspect of maintaining the trust of the public in health profession self-regulation. The Discipline Committee holds hearings that are like court proceedings. Hearing panels include members of both the profession and the public.



If a panel of the Discipline Committee makes a finding against a Registered Denturist, it can:

- **Revoke** a Certificate of Registration;
- **Suspend** a Certificate of Registration;
- **Place terms, conditions and/or limitations** on a Certificate of Registration;
- **Require a Registered Denturist to appear** before the panel to be reprimanded; or
- **Require a Registered Denturist to pay** a fine and/or pay the College's legal, investigation and hearing costs, and other expenses.

At the end of the process, the panel issues written decision and reasons. The College publishes these on its website, and on the online listing of registrants, the Public Register. A Summary of the decision and a full-text version of the Discipline Panel's decision and reasons are available in the member's profile that can be accessed through the College's online [Public Register](#).

## Achievements

There was one Discipline hearing this fiscal year.





# Fitness to Practise Committee

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## Who We Are

### Chair

Norbert Gieger, *Professional Member*

### Public Members

Kristine Bailey

Michael Bakshy

Avneet Bhatia

Lileath Claire

Aisha Hasan

Gaganjot Singh

Arie van Wijngaarden (until June 2022)

### Professional Members

Abdelatif (Latif) Azzouz

Alexia Baker-Lanoué (until June 2022)

Elizabeth (Beth) Gorham-Mathews

Paul Karolidis

Adam-Christian Mazzuca (from June 2022)

Garnett A.D. Pryce

Christopher Reis

Joseph (Joey) Whang (until February 2023)

### Non-Council Members of the Profession

Eugene Cohen (until June 2022)

Emilio Leuzzi (until June 2022)

Karla Mendez-Guzman (from June 2022)

Braden Neron (until June 2022)

Quoc Nguyen

Bruce Selinger (until June 2022)

## What We Do

As with some members of the general population, sometimes a Registered Denturist might be suffering from a physical or mental condition, illness, or ailment. If this renders them unable to practise safely or effectively it is known as incapacity.

The College is mandated to address these situations in a manner that ensures that the care to the public is not compromised. These types of matters are addressed by the Fitness to Practise Committee. The Committee is responsible for holding hearings to determine incapacity. In these matters the burden of proof rests with the College.

If a Registered Denturist is found to be incapacitated, the Fitness to Practise panel may:

- **revoke** the Certificate of Registration;
- **suspend** the Certificate of Registration (generally until the Registered Denturist has demonstrated to the College that he or she has recovered); or
- **impose terms, conditions or limitations** on the Certificate of Registration for a set or indefinite period.



The panel may also specify criteria that must be satisfied before lifting a suspension, or removing terms, conditions or limitations. The public is entitled to know the results of all proceedings when a Registered Denturist is found to be incapacitated. This information is available on the College's online [Public Register](#).

## Achievements

There were no Fitness to Practise hearings this fiscal year.







# Patient Relations Committee

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## Who We Are

### Chair

Alexia Baker-Lanoue, *Professional Member* (until June 2022)

Kristine Bailey, *Public Member* (from June 2022)

### Public Members

Avneet Bhatia (from June 2022)

Kristine Bailey, (until June 2022)

Michael Bakshy

Lileath Claire (until June 2022)

### Professional Members

Norbert Gieger (until June 2022)

Elizabeth (Beth) Gorham-Matthews

Paul Karolidis

Garnett A.D. Pryce (from June 2022)

Christopher Reis (from June 2022)

### Non-Council Members of the Profession

Danielle Arsenault (from June 2022)

Akram Ghassemiyan (until June 2022)

Deepak Naik

## What We Do

The Committee oversees the patient relations program, including implementing measures for preventing or dealing with sexual abuse of patients. The program includes education of the profession, Council, and staff, and the provision of information to the public. The committee also administers the funding program for therapy and counselling for patients who have been sexually abused.

## Achievements

The Patient Relations Committee did not meet during this timeframe.



# Quality Assurance Committee

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## Who We Are

### Chair

Abdelatif (Latif) Azzouz, *Professional Member*

### Public Members

Michael Bakshy (from June 2022)

Avneet Bhatia (from June 2022)

Gaganjot Singh

Arie Van Wijngaarden (until June 2022)

### Professional Members

Paul Karolidis

Garnet A.D. Pryce (from June 2022)

Joseph (Joey) Whang (until February 2023)

### Non-Council Members of the Profession

Cindy Abramovici-Rotman (from June 2022)

Karla Mendez-Guzman (until June 2022)

Deepak Naik (from June 2022)

Vy Nguyen (from June 2022)

Taifi Umbareen (from June 2022)

## What We Do

Registered Denturists must maintain and enhance their knowledge, skills, and judgment throughout their careers as part of the Quality Assurance (QA) Program – with the end goal of providing appropriate high-quality care that the public expects. The QA program is one way that the College gives Registered Denturists the tools and feedback to continually improve their competence.

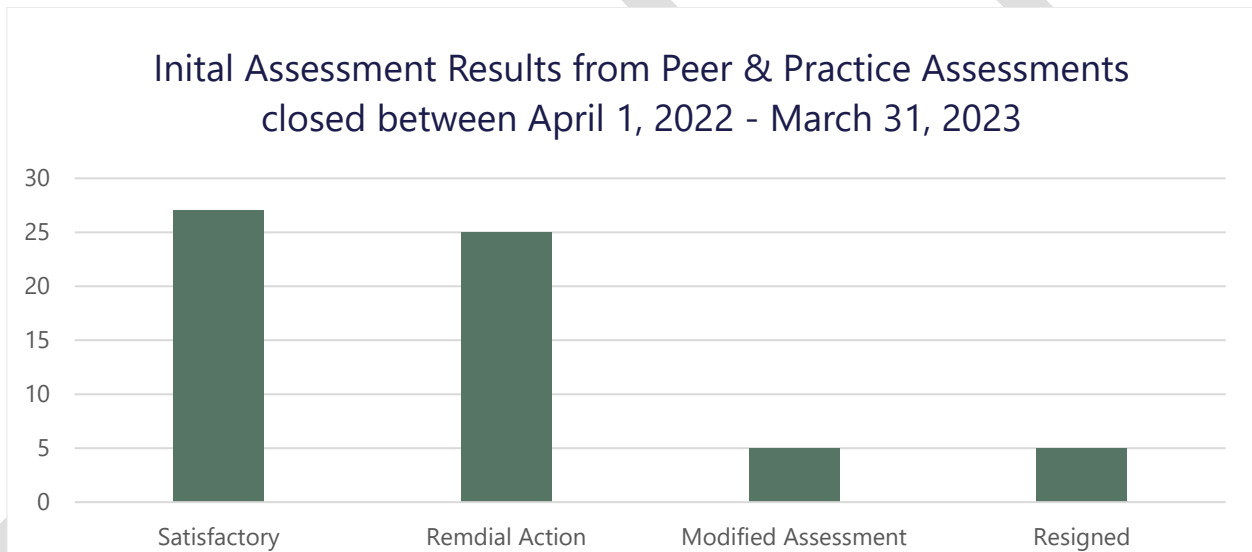
Through the Quality Assurance Committee, the College promotes continuing competence among registrants. The robust QA program requires:

- All Registered Denturists complete a self-assessment once each CPD cycle – this is a tool that assists practitioners in identifying areas in their practice that may require improvement; identifying specific learning needs; and developing a document that records those needs in a learning plan (goals and timelines);
- All Registered Denturists to pursue continuing professional development (at least 10 credits annually) and maintain a professional portfolio (an organizational tool that contains all information related to participation in QA); and
- Randomly selected Registered Denturists to participate in a Peer & Practice Assessment, to ensure that the treatment environment demonstrates, ethically and physically, the highest regard for the patient's well-being.



## Achievements

- The Committee met 6 times during the year to develop Quality Assurance Program components, monitor compliance with the Continuing Professional Development requirements, and review Peer & Practice Assessment reports.
- The Committee reviewed a total of 62 assessments made up of outstanding assessments from the previous 3 years. The focus this year was to finalize outstanding Peer and Practice selections.
- Peer & Practice Assessor training was delivered in-person and two new assessors were added to the roster.
- Implemented the Chart Stimulated Recall as an active component of the Peer & Practice Assessments.
- Conducted in-person Peer Circle events, one at PYP for the Denturists Association of Ontario, and the other for the first time ever at the Denturists Group of Ontario's annual conference.
- 18 live Webinars were presented across 7 different topics and had 657 live views.



# 33.41 hours

The **average number of CPD hours** reported by Registered Denturists in 2022-2023

The **total number of CPD hours** reported by all Registered Denturists in 2022-2023

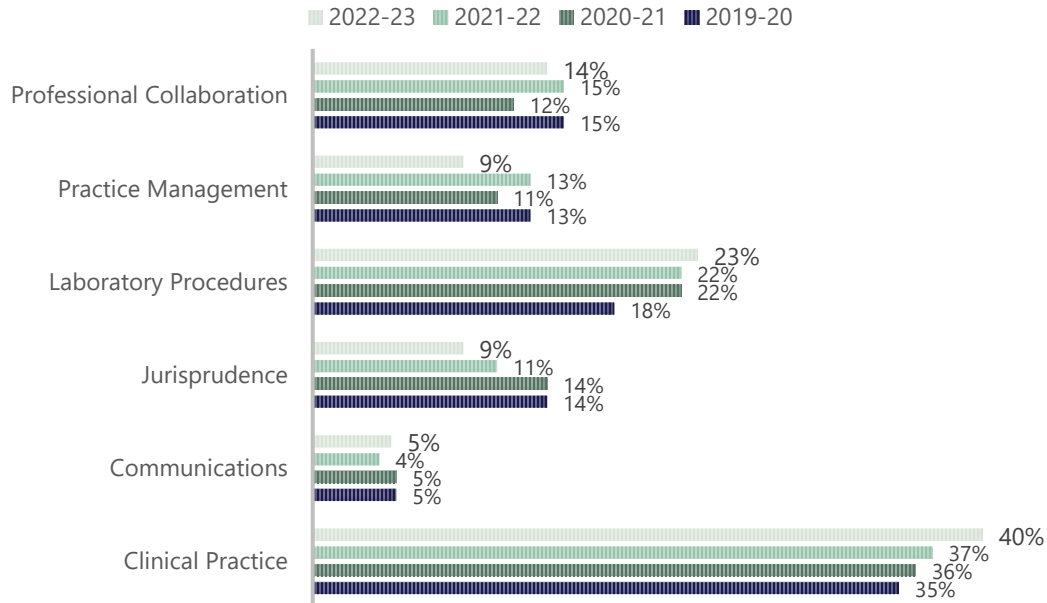
# 26,093 hours

# 9,155 activities

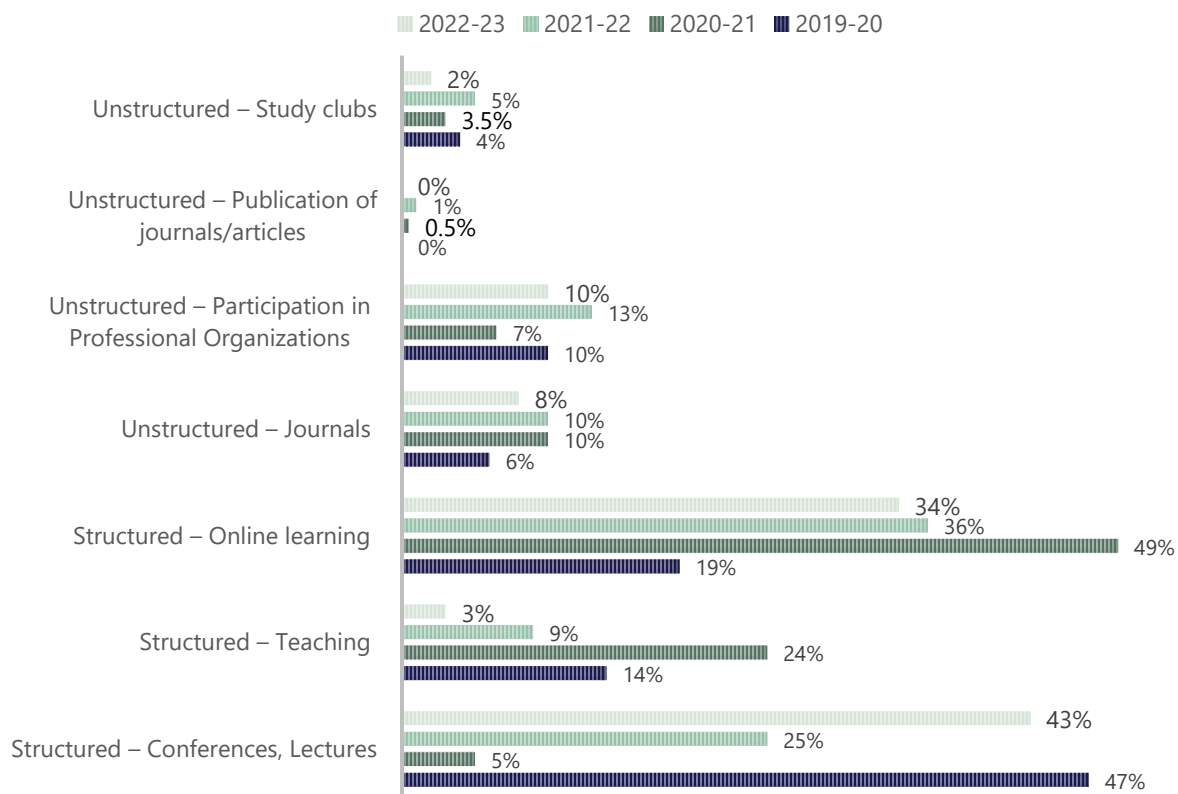
The **total number of CPD activities** reported by Registered Denturists in 2022-2023



## CPD CREDITS REPORTED BY TOPIC

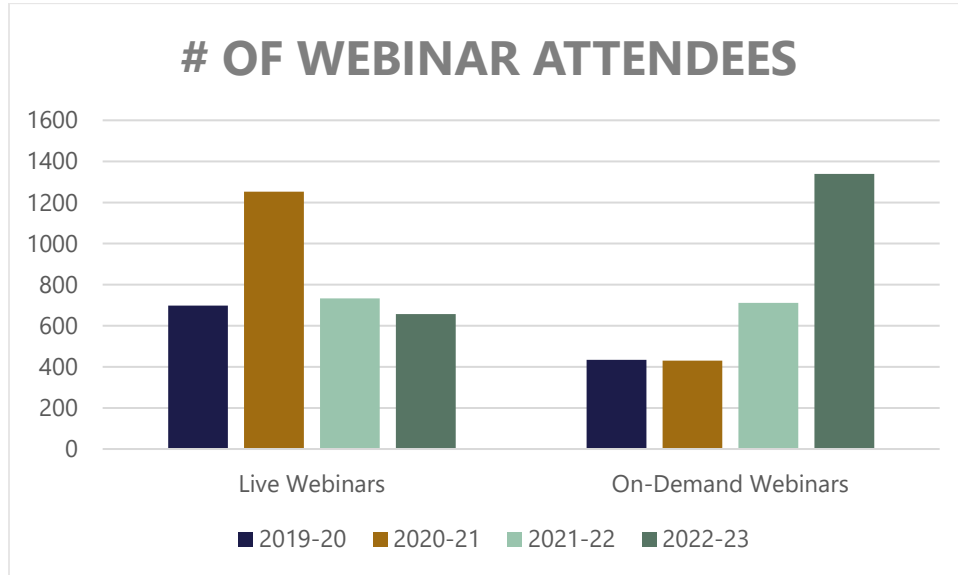


## CPD CREDITS REPORTED BY TYPE





The College continues to offer webinars related to the Standards of Practice and other topics of interest to the registrants. These webinars assist members of the profession with understanding the expectations articulated in the Standards. Webinars are available as live presentations or on-demand recorded presentations that Registered Denturists can access at their convenience.





# Panel B

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## Who We Are

### Chair

Christopher Reis, *Professional Member* (until June 2022)

### Public Members

Michael Bakshy (until June 2022)

### Professional Members

Garnett A.D. Pryce (until June 2022)

### Non-Council Members of the Profession

Deepak Naik (until June 2022)

Braden Neron (until June 2022)

## Achievements

Panel B did not meet during this reporting period and was dissolved in June 2022.

The Quality Assurance Committee - Panel B was originally conceived as a separate panel to review policies and standards of practice. The work of Panel B was conducted by Panel A during the reporting year, and Council at its June 2022 Council meeting agreed to merge both panels to form one single Quality Assurance Committee.



# Peer Circles Working Group

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The Peer Circle, an innovative continuing professional development tool, was developed in collaboration between the College of Denturists of Ontario and several members of the profession. Peer Circles typically involves 8 practitioners and a group facilitator. The facilitator, who is a practising Registered Denturist, is trained to assist the group as it considers these instructive cases or issues.

In order to keep Peer Circles current, new cases need to be developed and refined. In June 2022, 13 Registered Denturists worked diligently for two days to develop six new cases.

In August 2022, 12 Registered Denturists undertook a two-day Facilitator Training in order to learn the necessary skills including how to command a group, listen actively, and most importantly be able to foster positive discussions within the group environment.

Peer Circles was held at the annual Denturists Association of Ontario's Perfecting Your Practice Conference on September 15, 2022. The event was well-received and 100% of participants who submitted the survey indicated they would recommend the activity to a colleague.

November 4, 2022, marked the CDO's first appearance at the Denturist Group of Ontario's continuing education event and from the initial feedback provided, their members found Peer Circles to be exceptionally useful. 100% of participants who submitted the survey indicated they would recommend the activity to a colleague.

The CDO would like to recognize the following Denturists who make Peer Circles happen:

## Case Writers

Tyler Ballantyne  
Sanjiv Biala  
Annie Chu  
William Collings  
Naresh Garg  
Senea Kadhim  
Jae Won (Eric) Kim  
Vincent Lo  
Chris Louie  
David Mulzac  
Peter (P.J.) Saberton  
Mary Shinouda  
Mehran Tizhoush

## Trained Facilitators

Hisham (Sean) Akkawi  
Sanjiv Biala  
William Collings  
Sultana Hashimi  
Senea Kadhim  
Jae Won (Eric) Kim  
Adam Lima  
Vincent Lo  
David Mulzac  
Christine Reekie  
Mehran Tizhoush  
Robert Velensky



*Peer Circle facilitators and College Staff at the DAO PYP event on September 15, 2022*



*Peer Circle facilitators, DGO Executives, and College Staff at the DGO Con Ed event on November 4, 2022*





# Registration Committee

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## Who We Are

### Chair

Elizabeth (Beth) Gorham-Matthews, *Professional Member*

### Public Members

Kristine Bailey (from June 2022)

Gaganjot Singh

### Professional Members

Christopher Reis (until June 2022)

Adam-Christian Mazzuca (from June 2022)

Joseph (Joey) Whang (from June 2022 until February 2023)

### Non-Council Members of the Profession

Majid Ahangaran (until June 2022)

Danielle Arsenault (until June 2022)

Paul Conrad (from June 2022)

Akram Ghassemiyan (until June 2022)

Quoc Nguyen (from June 2022 until October 2022)

## What We Do

The College ensures that people using or applying to use the title of Denturist in Ontario are qualified. A big part of that is the registration process.

To be registered for the first time, applicants must demonstrate that they have met the strict criteria that are required to practise safely and competently. To continue to practise, all Registered Denturists must renew their registration annually.

The Registrar reviews all initial registration applications. If an applicant does not meet one or more of the registration requirements, or if the Registrar proposes to refuse the application, the matter is referred to the Registration Committee for consideration. Decisions of the Registration Committee can be appealed through the Health Professions Appeal and Review Board (HPARB).

To ensure that only academically qualified individuals attempt the Qualifying Examination, the Committee conducts academic assessments for out-of-province and internationally educated candidates to determine if their education is equivalent to a Diploma in Denturism from George Brown College in Ontario.

The Committee also monitors the number of practice hours a Registered Denturist completes, ensuring that the number of hours required to maintain competence are obtained.



During 2022-2023, the College had 61 new registrants, 36 members resigned their Certificates of Registration, and 11 members were suspended for non-payment of registration fees. As of March 31, 2023, the College had 772 registrants.

The public can be confident that everyone registered to practise Denturism in Ontario is responsible for meeting the strict entry-to-practice requirements, Standards of Practice, quality assurance requirements and other criteria of the College.

## Achievements

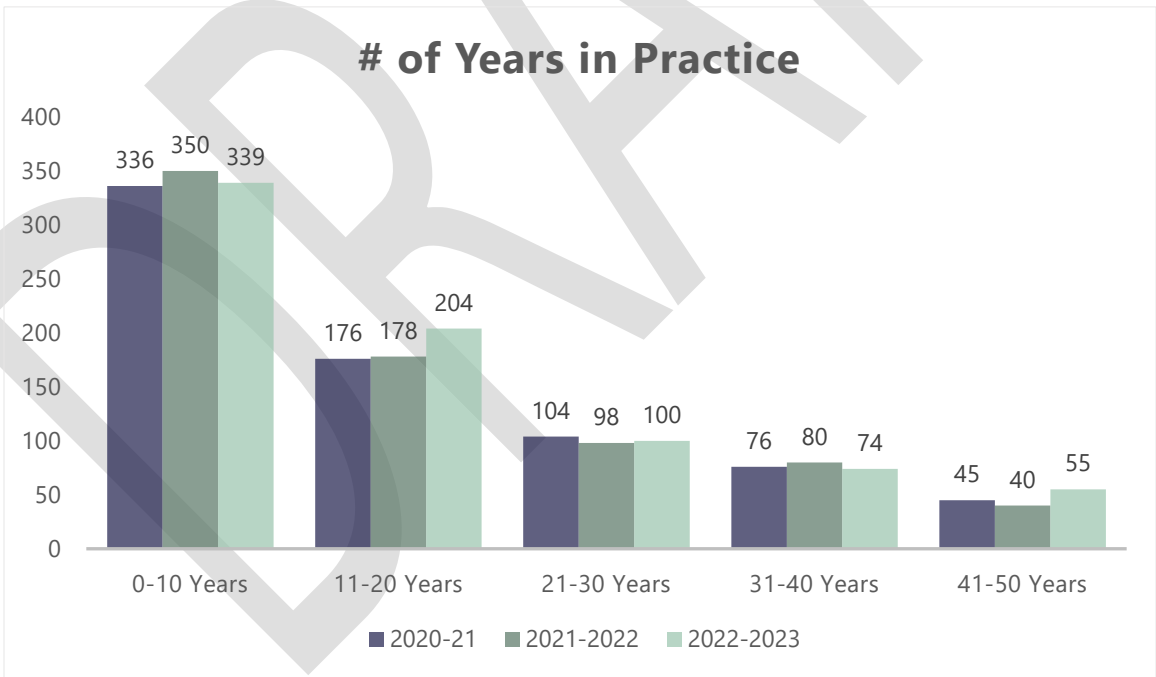
- Met 6 times.
- Conducted 17 academic assessments.
- Considered 1 approval of terms, conditions, and limitations for registration.
- Considered 3 retired status applications.
- Implemented revisions to the following Registration policies:
  - Language Proficiency Requirements Policy

55%

The percentage of Registered Denturists who are **practice owners**

The percentage of Registered Denturists who practice in a **solo practice setting**

35%





# Qualifying Examination Committee

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## Who We Are

### Chair

Karla Mendez-Guzman, *Non-Council Member of the Profession* (until June 2022)

Abdelatif (Latif) Azzouz, *Professional Member* (from June 2022)

### Public Members

Michael Bakshy (until June 2022)

Avneet Bhatia (from June 2022)

### Professional Members

Adam-Christian Mazzuca (from June 2022)

Garnett A.D. Pryce (until June 2022)

### Non-Council Members of the Profession

Majid Ahangaran (until June 2022)

Annie Chu

Milania Shahata (from June 2022)

## What We Do

The Qualifying Examination Committee (QEC) is responsible for making recommendations regarding the content and administration process of the Qualifying Examination.

The Qualifying Examination is grounded in the examination of professional judgment and provides for a comprehensive assessment of entry to practice skills.

## Achievements

- Following each administration of the OSCE component of the Qualifying Examination, the Committee met to review the item analysis. Items identified by low performance were presented and reviewed by the Committee prior to the release of final candidate scores.
- The College of Denturists of Ontario along with the College of Alberta Denturists, and the College of Denturists of British Columbia collaborated to create a common Multi-Jurisdictional MCQ examination for both the June 2022 and the February 2023 administration.
- The College continued with the bi-annual schedule of conducting the Qualifying Examinations components in June of 2022 and February of 2023.
- The June 2022 Qualifying Examinations were conducted successfully with the Multi-Jurisdictional MCQ examination held on June 14<sup>th</sup>, 2022, and the OSCE examination held on June 25<sup>th</sup>, 2022, and June 26<sup>th</sup>, 2022.



- The February 2023 Qualifying Examinations were conducted successfully with the Multi-Jurisdictional MCQ examination held on February 17, 2023, and the OSCE examination held on February 25, 2023 and February 26, 2023.





# Qualifying Examination Appeals Committee

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## Who We Are

### Chair

Lileath Claire, *Public Member*

### Public Members

Aisha Hasan (from June 2022)

Arie Van Wijngaarden (until June 2022)

### Professional Members

Norbert Gieger

### Non-Council Members of the Profession

Majid Ahangaran (from June 2022)

Danielle Arsenault (from June 2022)

Emilio Leuzzi

## What We Do

The Committee is responsible for reviewing candidate appeals from the results of the Qualifying Examination.

## Achievements

- Received and adjudicated 4 appeals from the February 2022 administration of the Multi-Jurisdictional Multiple Choice Qualifying Examination.
- Received and adjudicated one appeal from the February 2022 administration of the OSCE Qualifying Examination.
- Received and adjudicated one appeal from the June 2022 administration of the Multi-Jurisdictional Multiple Choice Qualifying Examination.
- Received and adjudicated one appeal from the June 2022 administration of the OSCE Qualifying Examination.



# Qualifying Examination Working Group and OSCE Assessors

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The development and successful administration of the Qualifying Examination requires the commitment and expertise of many professional members. Their dedication to the continuous improvement of the Qualifying Examination reflects a strong sense of professionalism and responsibility to the process of professional self-regulation.

Working Groups continue to meet on a regular basis to develop and refine examination materials and content for both the Multiple-Choice Question (MCQ) and Objective Structured Clinic Examination (OSCE) components of the Qualifying Examination.

## Professional Members

Hisham (Sean) Akkawi  
Albert Ang  
Harry Bang  
James Durston  
Marianne Dyczka  
Annie Gallipoli  
Akram Ghassemiyan  
Sultana Hashimi  
Esther Kang  
Jae Won (Eric) Kim  
Brandon Lilliman  
Adam Lima  
Karla Mendez-Guzman  
David Mulzac  
Braden Neron  
John (Ginadi) Rafailov  
Peter (P.J.) Saberton  
Christopher Todd  
Luc Tran  
Sam Tran  
Benjamin Vorano

## Chief Examiner

Robert Velensky

## Consultant

Dr. Anthony Marini, Martek Assessments



[Placeholder for Summary Financial Statements]

DRAFT





[Placeholder for Summary Financial Statements]

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[Placeholder for Summary Financial Statements]

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[Placeholder for Summary Financial Statements]

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[Placeholder for Summary Financial Statements]

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[Placeholder for Summary Financial Statements]

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## BRIEFING NOTE

To: **Council**

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

Date: **December 8, 2023**

Subject: **Schedule 7 – Fee Schedule – Emergency Class of Registration & Inactive Class**

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### 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.

At its September 29, 2023, meeting, Council approved for 60-day Public and Stakeholder Consultation an update to Schedule 7 of the By-Laws to create new fees for the Emergency Class of Registration and new proposed fees for the Inactive Class.

Upon conclusion of the 60-day consultation period on December 2, 2023, the CDO has received one response from the Denturists Association of Ontario (DAO) and no other responses from its registrants, public, or stakeholders.

The CDO conducted an environmental scan of other HPRO health regulators to ascertain what their proposed fees may look like. The results are presented as an attachment to this briefing note.

## **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>			
<b>April 1 – June 30</b>	<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>
<b>July 1 – September 30</b>	<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>
<b>October 1 – December 31</b>	<del>\$783.75</del> <b>\$285.00</b>	<del>\$101.89</del> <b>\$80.28</b>	<del>\$885.64</del> <b>\$697.78</b>
<b>January 1 – March 31</b>	<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.

## 60-Day Public and Stakeholder Consultation

The CDO circulated the proposed amendments to Schedule 7 of the By-Laws to create new fees for the Emergency Class of Registration and new proposed fees for the Inactive Class on October 3, 2023. The consultation period ended on December 2, 2023.

Upon conclusion of the 60-day consultation period on December 2, 2023, the CDO has received one response from the Denturists Association of Ontario (DAO) and no other responses from its registrants, public, or stakeholders.

## Options

1. **Approve** the By-Law amendments as **presented** for updating Schedule 7 – Fee Schedule.
2. **Approve** the By-Law amendments as **amended** for updating Schedule 7 – Fee Schedule.
3. **Not Approve** the By-Law amendments as presented for updating Schedule 7 – Fee Schedule.
4. Other.

## Attachments

1. Letter from the DAO – Consultation Feedback
2. HPRO Fee Comparison Table
3. Schedule 7 to the By-Laws – Fee Schedule



November 22<sup>nd</sup>, 2023

Roderick Tom-Ying  
Registrar and CEO  
College of Denturists of Ontario  
Via Email [RTom-Ying@denturists-cdo.com](mailto:RTom-Ying@denturists-cdo.com)

**RE: DAO Response to Consultation per Registration Regulation – Emergency Class**

Dear Roderick,

The Denturist Association of Ontario (DAO, Association) acknowledges receipt of the College of Denturists of Ontario (CDO, College) letter dated October 4, 2023. The Association thanks the College for providing an update and summary regarding the Registration Regulation and the Emergency Class of Registration (ECR).

The DAO would like to recognize the CDO for taking into consideration stakeholder feedback and making changes to the final amended Registration Regulation submitted to Government.

The DAO appreciates receiving clarification regarding Professional Liability Insurance (PLI) coverage for holders of a certificate of the Emergency Class, effective August 31, 2023. The Association will request that BMS Canada add clear language to our existing PLI Policy to ensure that a DAO Member with a BMS DAO Member PLI is covered for holders of a certificate of an ECR being supervised (with CDO approval) by DAO members holding a General Certificate of Registration. In the event that a member of the Emergency Class is unable to obtain insurance coverage through the CDO's supervising Denturists' policy, they will be able to obtain their own PLI through the DAO.

The Association acknowledges the College for removing in the final amended Registration Regulation, the proposed language related to the Council's ability to declare an emergency due to the inability to deliver the CDO Qualifying Examination. The DAO views that this provision was not required given the College's Clinical Supervision Policy.

As stated in the October 4, 2023 letter, re: alternate requirements for issuing a General Class Certificate to a holder of an Emergency Class Certificate, the College has the authority "to develop a robust supervision program and specify supervision requirements including providing satisfactory evidence that they will practice competently and ethically." The DAO recommends that the CDO develop such a program and specific requirements.

### Consultation - By-Law Amendments – Updating By-Laws Schedule 7 – Fee Schedule

The Denturist Association of Ontario thanks the College of Denturists of Ontario for the opportunity to comment and provide stakeholder feedback on the College's proposed amendments to CDO By-Laws Schedule 7 – Fees.

Amendments to the Registration Regulation pertaining to the Emergency Class of Registration (ECR) were approved by Government and came into effect August 31, 2023. As these amendments have been signed into law, the DAO recognizes that the CDO needs to amend its by-laws to include fees for the ECR.

The CDO is also setting out fees for the Inactive Class of Registration and the Temporary Class of Registration although the provisions related to these classes have not yet been approved by Government. As of August 31, 2023 the CDO has only two classes of registration: General and Emergency.

The provisions for the Temporary Class in the amended CDO 2023 Registration Regulation have not yet been passed by Government. However, section 4 of O. Reg. 833/933 Registration, the current CDO Registration Regulation, states that the Registration Committee "... may issue a certificate of registration that will expire after a period of no more than thirty days to an applicant, who ..." meets specific requirements. Although this certificate is not named or given a class in the current registration regulation, the requirements mirror those for the Temporary Class that the CDO submitted to Government. Currently, the College can issue a temporary certificate and there is an existing by-law in Schedule 7, "Fees Relating to a Certificate of Registration for Temporary Class".

#### Fees for Emergency Class of Registration (ECR)

The CDO is proposing that there be no registration or renewal fee for the ECR. The rationale given in the CDO Briefing Note states: "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."

The DAO disagrees. It is of the view of the DAO Board of Directors that members registered with an Emergency Class Certificate pay a registration fee as do all other registered members of the College. All the other registration classes – General, Inactive, and Temporary - in Schedule 7 of the CDO By-Laws are required to pay registration fees. The Temporary Class pays \$475.00 for a certificate that expires in 30 days.

The College's letter of October 4/2023 states: "Persons working under the Clinical Supervision Policy are not considered members according to the regulations and the policy".

Persons providing denture services under the CDO supervision policy are not registered members of the College and do not have to meet the same statutory requirements as members such as the Quality Assurance program and continuing education. They are not subject to complaints, disciplines and fitness to practice proceedings.

Persons with an ECR are members of the College with statutory requirements and responsibilities. The College in its Briefing Note stated that: “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.”

The CDO Briefing Note goes on to state that: “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. The DAO disagrees.

Members of the General Class and those working under the Supervision Policy (excluding in an emergency) are required to complete the CDO Qualifying Examinations at a minimal cost of \$4000.00 in order to qualify to become registered. After successful completion of the qualifying exam, applicants are then required to pay the registration fee for a General Class Certificate of Registration.

Previously the CDO Registration Regulation had a Provisional Class of Registration. The College removed the Provisional Class in the 2018 proposed amendments to the registration regulation. The rationale was the College’s Supervision Policy rendered this class unnecessary. It is interesting to note that provisions of the Emergency Class, which is now a statutory requirement, mirror similar provisions of the Provisional Class.

It is also interesting to note that Schedule 7 TO THE BY-LAWS, which was circulated with the Briefing Note for stakeholder consultation, lists “Fees Relating to a Certificate of Registration for Provisional Class”. The DAO recommends that the CDO use these fees for an Emergency Class Certificate of Registration and remove the by-law related to the Provisional Class. Holders of an ECR would receive a significant benefit from paying a registration fee (\$1,073.50) which is lower than that for holders of a General Class Certificate (2,147.00).

**What are the policies and fees of other health regulatory colleges for the Emergency Class of Registration?**

Inactive Certificate of Registration

The DAO recognizes that the Inactive Class of Registration has not been approved by Government. The Association acknowledges the proactive initiative of the College to establish a fee by-law in preparation for the day when the Inactive Class of Registration comes into effect.

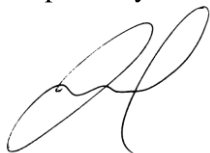
The Association commends the College for proposing a policy to prorate the fees for a member of the Inactive Class to transfer back to the General Class prior to the new registration year and certificate renewal.

The DAO disagrees with the CDO's proposed policy of only permitting transfer from the General Class to the Inactive Class during the renewal period from February/March each year. This policy does not take into consideration emergencies or unexpected circumstances such as health or care giving that may result in a member being unable to practice during the registration year after the renewal period. The Association disagrees that this policy will reduce accidental incidents of practising while under the Inactive Class of Registration or affect insurance companies who routinely audit compliance to ensure that denturists are permitted to practice as a member of the General Class of Registration. The DAO recommends that the policy permit transfer from the General Class to the Inactive Class during the registration year.

The Denturist Association of Ontario thanks the College of Denturists of Ontario for the opportunity to provide stakeholder feedback, comments and recommendations regarding proposed By-Law Amendments – Updating By-Laws Schedule 7 – Fee Schedule.

On behalf of the DAO Board of Directors.

Respectfully,



Jaro Wojcicki DD  
DAO President

	<b>Date of Emergency Class Approval (including pending Board/Council meeting date)</b>	<b>Proposed Fees Being Charged (please include "0" if none)</b>
College of Audiologists and Speech-Language Pathologists of Ontario (CASLPO)	19/04/2023	Proposed \$150 application fee and \$390 renewal fee
College of Chiropractors of Ontario (CCO)	Council approved Sept 8, 2023	CA\$392.00
College of Dental Hygienists of Ontario (CDHO)	Approved by Board March 31, 2023. Sealed reg signed by Chair/Registrar on July 28, 2023	CA\$50.00
College of Dental Technologists of Ontario (CDTO)	Approved by Board April 28, 2023. Sealed reg signed by Chair/Registrar on August 1, 2023	Under Review
College of Denturists of Ontario	Council approved April 26, 2023, signed by President and Registrar July 28, 2023	\$150 application fee; \$0 registration and renewal fee
College of Dietitians of Ontario (CDO)	Board approval on April 19, 2023; signed by board chair and registrar for sealing with MOH on August 1, 2023; incorporated into registration regulation on August 30, 2023	\$185 application fee; \$120 registration fee
College of Kinesiologists of Ontario (CKO)	Council approved April 24, 2023; signed by Vice-President and Registrar on Aug 1, 2023	Under Review
College of Massage Therapists of Ontario (CMTO)	Board approved on April 25, 2023; signed by President and Registrar on July 28, 2023	\$225 application fee; \$0 renewal fee
College of Medical Laboratory Technologists of Ontario (CMLTO)	Board approved on April 20, 2023; signed by Board Chair and Registrar on August 3, 2023	\$150 application assessment fee; \$170 registration fee
College of Midwives of Ontario (CMO)	Council approved on June 27, 202	\$100. Standard cost for all application
College of Nurses of Ontario (CNO)	The Board approved the last set of revisions to the Emergency Class regs at a special meeting Aug 10, 2023	\$0 application fee
College of Optometrists of Ontario	Council approval on March 2, 2023; signed by College President and Registrar on July 31, 2023	\$420 application fee; \$945 registration fee
College of Physicians and Surgeons of Ontario (CPSO)	Board approved on April 14, signed by College President and Registrar on July 28, 2023	,\$1,035 application fee; \$1,725 membership fee
College of Physiotherapists of Ontario	Council approval April 28, 2023; signed July 28, 2023	No application fee
College of Registered Psychotherapists of Ontario (CRPO)	Council approved April 27, 2023	CA\$321
College of Respiratory Therapists of Ontario (CRTO)	Approved at the April 24, 2023, Council meeting.	Under review
Ontario College of Pharmacists (OCP)	Board approval on June 12, 2023	CA\$0.00
Royal College of Dental Surgeons of Ontario (RCDSO)	7/12/2023	proposed annual/renewal fee of \$1,000; \$150 initial application fee; application fee waiver when transferring from emergency class to full licensure

## SCHEDULE 7 TO THE BY-LAWS

### Fee Schedule

Fee Item	Fee	H.S.T. 13% (Harmonized Sales Tax)	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)			
April 1 – June 30	\$1,900.00	\$247.00	\$2,147.00
July 1 – September 30	\$1,425.00	\$185.25	\$1,610.25
October 1 – December 31	\$950.00	\$123.50	\$1,073.50
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>			
April 1 – June 30	<del>\$1,401.25</del> \$1,235.00	<del>\$182.16</del> \$160.00	<del>\$1,583.41</del> \$1,395.00
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
October 1 – December 31	<del>\$783.75</del> \$285.00	<del>\$101.89</del> \$80.28	<del>\$885.64</del> \$697.78
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)			
April 1 – June 30	\$950.00	\$123.50	\$1,073.50
July 1 – September 30	\$712.50	\$92.63	\$805.13
October 1 – December 31	\$475.00	\$61.75	\$536.75
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>			
April 1 – June 30	\$1,187.50	\$154.38	\$1,341.88
July 1 – September 30	\$950.00	\$123.50	\$1,073.50
October 1 – December 31	\$712.50	\$92.63	\$805.13
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

<b>Fee Item</b>	<b>Fee</b>	<b>H.S.T. 13%</b> <i>(Harmonized Sales Tax)</i>	<b>Total Fee</b>
QAC Ordered Assessment Fee	\$750.00	\$97.50	\$847.50
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: **December 8, 2023**  
Subject: **2024-2025 Registration Renewal Fees**

### 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 renewal fees set is fiscally responsible and provides an appropriate amount of funding level for the College to resource its programs and operational costs in order to achieve its mandate.

### 2024 – 2025 Registration Renewal Fees

In advance of the registration renewal period that begins on February 15, 2024, Council is asked to deliberate and set an appropriate registration renewal fee for the upcoming renewal year. The options may include returning to the set fees found in the College By-Laws or to contemplate a reduction in the Registration renewal fee where appropriate. The table below summarizes the renewal fees set by Council and the College's net income amount:

	Fee Relief	Renewal Fee (excluding HST)	Total (inclusive of HST)	College Budget (Deficit)/Surplus
2018-2019	N/A	\$1900.00	\$2147.00	\$273,889
2019-2020	N/A	\$1900.00	\$2147.00	\$333,329
2020-2021	50% - \$950	\$950.00	\$1073.50	(\$337,350)
2021-2022	50% - \$950	\$950.00	\$1073.50	(\$215,104)
2022-2023	35% - \$665	\$1235.00	\$1395.55	(\$132,968) (\$37,968 without ICRC/Discipline Cases)
2023-2024	\$200	\$1700.00	\$1921.00	Projected surplus \$50,000+

The registration renewal fees set in the College By-Laws specifies a renewal fee of \$1900 exclusive of HST. This fee has remained unchanged since the 2013-2014 renewal year. Due to efficiencies and cost-savings implemented by the College since 2013, the College has been able to keep the renewal fees static for 9 years. The cost-savings implemented so far was able to offset increases in CPI each budget year. This is a testament to the fiscal processes and budgeting of the CDO Council and its staff.

The College continues to experience uncertainty in its forecasting of expenditures for the 2024-2025 budget year due to the gradual resumption of in-person activities and the transition to a new long-term model for its operational activities e.g., remote/hybrid meetings, remote committee meetings, transition from 365 Bloor Street East Office to Hub 601.

### **For Council's Considerations**

It is important to note that the return of fees as set in the By-Laws (\$1900 + HST), represents an amount that Registered Denturists have been remitting since 2013. This amount does not represent an increase in fees prior to the pandemic, and already accounts for 9 years of CPI increases. The College does not envision an increase of the renewal fees from CPI inflationary pressures in the short term due to current and potential operational efficiencies that may be gained.

The College Council may also consider setting a reduced fee in amounts of \$100 or \$200. As noted in the 2024-2025 Budget Scenarios, a \$100 or \$200 fee relief may result in a budget surplus. The amount of surplus will be relative to the fees set. In the event the College exceeds the forecasted surplus due to unexpected increases in expenses, any deficit can be absorbed by the College's reserves. The College's reserve level is within an appropriate level as specified in the Surplus Retention Policy.

In the event the College experiences a budgetary surplus, the excess will be transferred to the College's unrestricted unallocated reserves. Council may be called upon in future meetings to transfer some of the reserves to fund its Strategic Initiatives budget for any upcoming new initiatives as specified in the 2023-2025 Strategic Plan.

College Staff continues to recommend providing the installment options to Denturists for the 2024-2025 year:

- First installment due March 31
- Second installment due September 15

## **Risk Considerations**

### ***Macro-Economic Factors***

The Greater Toronto Area and broader economic activity in Canada remains uncertain in the short to medium term. Currently, the overnight lending rate is at its highest percentage since 2009 at 5% as of October 25, 2023, signalling that fiscal policymakers continue to believe that inflation will remain high in the short-term. There are reports that overall inflation is beginning to drop as reported by Statistics Canada in November 2023.

For the CDO, higher overnight lending rates positively affects CDO's bottom line as its savings accounts have seen an enormous increase in savings interest rates over the past year. This has tangibly increased the revenue line-item year over year. On the other hand, while the higher overnight lending rates do not directly affect the CDO (as the CDO does not currently engage in any borrowing), it signals that broadly inflation is high and therefore the services that CDO uses may increase year over year. The CDO has already been notified from various vendors that the price of services or rates will increase on January 1, 2024. The rate of increase is generally in line with the rate of inflation of approximately 3%.

### ***Potential Mitigating Factors***

- Increase in savings interest rates. Should the overnight lending rate decrease over the coming years, the unprecedented high savings rates the CDO has experienced will drop.
- Exiting of 365 Bloor Street Office lease in March 2025 and transition into HUB 601 will net major savings on the horizon for the rent budget line item.
- Gradual increase in registrant base year over year, approx. increase of 5-10 new registrants per year will increase the registration revenues collected.

### ***Other Risk Considerations***

- Funding was not built into the operating budget for unexpected initiatives or projects that are borne from externally driven disruptors such as government-imposed modernization.
- The complexity of complaints cases and one-time contested discipline hearings may have a significant negative impact on the operating budget for a regulator this size. The CDO has restricted reserve funds solely for complaints/discipline cases to mitigate the potential financial disruption from one-off cases.

## 2024 – 2025 Budget Forecasting

### ***Budget Assumptions***

Prior to developing the operating budget, the College Management team reviews general budgetary assumptions that will form the basis of any revenue and expense assumptions.

- General goods and services used by the College may increase by the percentage change increase in the Consumer Price Index for goods and services (all items) in Canada as published by Statistics Canada. E.g., subscription services (Zoom), benefits plan.
- HST is not included on the fees used to form the basis of the operating budget.
- Expenses include application sales tax (PST/HST).
- Resources are allocated to ensure that current staffing levels can adequately support College operations.
- Membership fluctuations generally follow a trend of 10 resignations per year.

### ***Budget Notes***

<b>Revenue</b>	<b>Budget Notes</b>
Professional Corporation Fees	Based on the College’s projections, a slight increase contemplated year over year.
Registration Fees	To be determined by Council.  Estimates based on current membership of 782 Registered Denturists including new registration fees.
Other Fees	No changes in year over year assumptions. Other fees include Clinic Name Applications, Reinstatement, Duplicate Certificate, Late Fees, and Misc Income.
Qualifying Examination Fees	The College projects the following number of candidates for the upcoming examination administrations:  <b>February 2024</b> – 14 candidates <b>June 2024</b> - 30 candidates <b>February 2025</b> – 20 candidates  For the 2024-2025 draft budget, the June 2024 and February 2025 administrations contemplate approximately 50 candidate registrations.
Other Income	The College anticipates investment savings interest rate of around 2% as a conservative approach to predicting next year’s savings interest income.

EXPENDITURES	Budget Notes
<p>Wages &amp; Benefits</p>	<p>This budget line item for 2024-2025 anticipates an increase year over year including the one-and-a-half-month gap between secondment opportunity and remittance.</p>
<p>Professional Development</p>	<p>Recommend a <u>one-time</u> increase of \$25,000 year over year based on new professional development plans for College Staff and Members of Council.</p> <p>The College anticipates a one-year budget increase to facilitate a one-time professional development initiative. The College will accordingly lower this budget line item for the 2025-2026 budget.</p> <p>2019-2020 - \$40,000                  2020-2021 - \$45,000                  2021-2022 - \$40,000                  2022-2023 - \$30,000                  2023-2024 - \$40,000                  2024-2025 - \$65,000 proposed</p>
<p>Professional Fees</p> <p><i>Audit, Bookkeeping Services, Consultants, Program and Policy Development, Peer Circles, Legal, General</i></p>	<p>The College anticipates a similar budget year over year and may modify it (lower) in subsequent years if underspend continues.</p> <p>The budget for Peer Circles is currently located inside this line item and we anticipate more offerings of Peer Circles including the exploration of hosting Peer Circles in northern cities in Ontario or an online format therefore increasing costs.</p>
<p>Office &amp; General</p>	<p>Forecasting an increase of \$10,000 due to increase in goods and services year over year. As well, there may be costs associated with exiting 365 Bloor Street lease and moving into HUB 601.</p>
<p>Rent</p>	<p>The leasing costs for both commercial rent for 365 Bloor Street (amount unchanged year over year) and now includes HUB 601 as part of the operating budget.</p> <p>The first year of the HUB 601 leasing costs were included as part of the Strategic Initiatives budget to keep the 2023-2024 operating budget intact. For 2024-2025 onwards, the costs of the lease will be transferred into the operating budget moving forward.</p>
<p>Qualifying Examination</p>	<p>The College anticipates that the June 2024 examination and February 2025 examination will return to slightly below routine levels for the number of candidates and costs for a two-track examination. Routine levels are defined loosely as approximately 25-40 candidates per examination.</p>

	The College has budgeted conservatively compared to previous budgets as the first graduating class since the 2020 pandemic cohort may materialize a reduced number of candidates than prior to the pandemic. The College anticipates that calendar year 2025 will represent the first full year for routine levels, with 2024 representing a ramp up.
Council and Committees	As Council settles into a new routine for in-person meetings vs remote meetings, and all associated expenses incurred related to travel, accommodations, and meals, the College will continue with the year-over-year budget of \$40,000.
Quality Assurance	No changes contemplated year over year.
Complaints & Discipline	The College would like to increase the complaints budget line item by \$10,000 and increase the discipline budget line item by \$5000, based on the budget actuals reported for the 2023-2024 budget.
Capital Expenditures	No changes contemplated year over year.

**Options**

After consideration of these matters, Council may:

1. Adopt a motion that returns the renewal fee as set in the College By-Laws - \$1900 + HST for the 2024-2025 renewal year
2. Adopt a motion that approves a one-time fee reduction (temporary) for an amount as specified for the 2024-2025 renewal year
3. Adopt a motion that approves a fee reduction (permanent) for an amount as specified for the 2024-2025 renewal year
4. Other

**Attachments**

1. 2024-2025 Draft Budget Scenarios
2. Letter from the DAO re: Fee Reduction



College of Denturists of Ontario  
2024-2025 Renewal Fees Budget Scenarios

YTD Budget to Actual	2023-2024		November 15/23		Forecast to Year End		Draft 2024-2025 Budget		Draft 2024-2025 Budget		Draft 2024-2025 Budget	
	BUDGET		YTD Totals				\$200 (current)	% Change	\$100	% Change	No reduction	% Change
<b>REVENUE</b>												
Professional Corporation Fees	\$ 67,000.00	\$ 75,150.00	\$ 75,150.00	\$ 75,150.00	\$ 70,000.00	4%	\$ 70,000.00	4%	\$ 70,000.00	4%	\$ 70,000.00	4%
Registration Fees	\$ 1,309,000.00	\$ 1,362,905.41	\$ 1,362,905.41	\$ 1,362,905.41	\$ 1,335,400.00	2%	\$ 1,413,600.00	8%	\$ 1,491,800.00	14%	\$ 1,491,800.00	14%
Other Fees	\$ 4,500.00	\$ 8,696.50	\$ 8,696.50	\$ 8,696.50	\$ 4,500.00	0%	\$ 4,500.00	0%	\$ 4,500.00	0%	\$ 4,500.00	0%
Qualifying Examination Fees	\$ 203,750.00	\$ 76,100.00	\$ 132,000.00	\$ 132,000.00	\$ 200,000.00	-2%	\$ 200,000.00	-2%	\$ 200,000.00	-2%	\$ 200,000.00	-2%
Other Income	\$ 15,000.00	\$ 46,902.18	\$ 60,000.00	\$ 60,000.00	\$ 40,000.00	167%	\$ 40,000.00	167%	\$ 40,000.00	167%	\$ 40,000.00	167%
<b>TOTAL REVENUE</b>	<b>\$ 1,599,250.00</b>	<b>\$ 1,569,754.09</b>	<b>\$ 1,638,751.91</b>	<b>\$ 1,638,751.91</b>	<b>\$ 1,649,900.00</b>	<b>3%</b>	<b>\$ 1,728,100.00</b>	<b>8%</b>	<b>\$ 1,806,300.00</b>	<b>13%</b>	<b>\$ 1,806,300.00</b>	<b>13%</b>
<b>EXPENDITURES</b>												
Wages & Benefits	\$ 632,000.00	\$ 383,022.19	\$ 645,000.00	\$ 645,000.00	\$ 655,000.00	4%	\$ 655,000.00	4%	\$ 655,000.00	4%	\$ 655,000.00	4%
Professional Development	\$ 40,000.00	\$ 22,083.02	\$ 30,000.00	\$ 30,000.00	\$ 65,000.00	63%	\$ 65,000.00	63%	\$ 65,000.00	63%	\$ 65,000.00	63%
Professional Fees	\$ 150,000.00	\$ 98,403.96	\$ 130,000.00	\$ 130,000.00	\$ 150,000.00	0%	\$ 150,000.00	0%	\$ 150,000.00	0%	\$ 150,000.00	0%
Office & General	\$ 155,000.00	\$ 126,565.99	\$ 155,000.00	\$ 155,000.00	\$ 165,000.00	6%	\$ 165,000.00	6%	\$ 165,000.00	6%	\$ 165,000.00	6%
Rent	\$ 141,300.00	\$ 75,535.24	\$ 141,300.00	\$ 141,300.00	\$ 151,300.00	7%	\$ 151,300.00	7%	\$ 151,300.00	7%	\$ 151,300.00	7%
Qualifying Examination	\$ 300,000.00	\$ 99,203.86	\$ 200,000.00	\$ 200,000.00	\$ 250,000.00	-17%	\$ 250,000.00	-17%	\$ 250,000.00	-17%	\$ 250,000.00	-17%
Council and Committees	\$ 40,000.00	\$ 25,235.54	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	0%	\$ 40,000.00	0%	\$ 40,000.00	0%	\$ 40,000.00	0%
Quality Assurance												
QA Panel	\$ 10,000.00	\$ 1,507.00	\$ 1,507.00	\$ 1,507.00	\$ 10,000.00	0%	\$ 10,000.00	0%	\$ 10,000.00	0%	\$ 10,000.00	0%
QA Assessments	\$ 35,000.00	\$ 17,698.52	\$ 22,000.00	\$ 22,000.00	\$ 35,000.00	0%	\$ 35,000.00	0%	\$ 35,000.00	0%	\$ 35,000.00	0%
Complaints & Discipline												
Complaints	\$ 30,000.00	\$ 79,236.17	\$ 95,000.00	\$ 95,000.00	\$ 40,000.00	33%	\$ 40,000.00	33%	\$ 40,000.00	33%	\$ 40,000.00	33%
Discipline	\$ 25,000.00	\$ 14,730.00	\$ 65,000.00	\$ 65,000.00	\$ 30,000.00	20%	\$ 30,000.00	20%	\$ 30,000.00	20%	\$ 30,000.00	20%
Capital Expenditures	\$ 15,000.00	\$ 4,279.98	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	0%	\$ 15,000.00	0%	\$ 15,000.00	0%	\$ 15,000.00	0%
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,573,300.00</b>	<b>\$ 947,501.47</b>	<b>\$ 1,529,086.98</b>	<b>\$ 1,529,086.98</b>	<b>\$ 1,606,300.00</b>	<b>2%</b>	<b>\$ 1,606,300.00</b>	<b>2%</b>	<b>\$ 1,606,300.00</b>	<b>2%</b>	<b>\$ 1,606,300.00</b>	<b>2%</b>
<b>NET INCOME</b>	<b>\$ 25,950.00</b>	<b>\$ 622,252.62</b>	<b>\$ 109,664.93</b>	<b>\$ 109,664.93</b>	<b>\$ 43,600.00</b>		<b>\$ 121,800.00</b>		<b>\$ 200,000.00</b>		<b>\$ 200,000.00</b>	



October 28<sup>th</sup>, 2023

Roderick Tom-Ying  
Registrar and CEO  
College of Denturists of Ontario  
Via Email [RTom-Ying@denturists-cdo.com](mailto:RTom-Ying@denturists-cdo.com)

**RE: DAO Request for Permanent Fee Reduction**

Dear Roderick,

The Denturist Association of Ontario (DAO) have made several attempts to request that a Permanent Fee Reduction be addressed by CDO Council, and we wish to revisit this request.

The DAO continues to hold its stance on a permanent reduction of Annual Registration Fees, which as stated above, we have presented on various occasions since 2019. We ask that the CDO once again reference the original letter dated December 2, 2019 submitted by the DAO. (A copy of this letter will be attached.) The CDO is overdue in addressing the continuance of the temporary fee increases initiated in 2012 (\$200) and 2013 (\$500) for an intended 3-to-5-year period. The goals that were set out at that time have been fulfilled, yet the increase in fees which were ported as temporary remains in place year over year. Additionally, through 2020, 2021, 2022 and 2023, with a 50%, 50%, 35% and \$200 fee reduction respectively, the CDO was able to operate in a fiscally efficient way. For these reasons, the DAO and its members feel strongly that the CDO can easily manage honouring the intention of the temporary nature of the fee increases introduced in 2012 and 2013.

We would like to be assured that this matter will be included in the budget review for 2024 fiscal year and dealt with directly. We ask that this letter be presented to CDO Council and that this request be added as an Agenda item for the forthcoming CDO Council Meeting. Kindly confirm these actions and provide a response back in writing.

The DAO truly appreciates the long-standing relationship that we share with the CDO and the opportunity to bring forth our concerns.

On behalf of the DAO Board of Directors.

Respectfully,

Jaro Wojcicki DD  
DAO President



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## BRIEFING NOTE

To: **Council**

From: **Chair, Chief Examiner Selection Committee**

Date: **December 8, 2023**

Subject: **Appointment of Chief Examiner**

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### 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 hosts its Qualifying Examinations twice a year to ensure a smooth, orderly, and defensible examination process. The selection of the Chief Examiner, who oversees the administration of each examination, must be conducted in a transparent and fair manner to ensure integrity in Council's decision for appointment. The selection process and composition of the selection committee is articulated below.

### Background

At its September 29, 2023, meeting, Council adopted a motion to approve the creation of a Selection Committee to interview and recommend a final candidate for appointment to serve as Chief Examiner for a three-year term beginning with the February 2024 examination. Council also approved two documents that outline the Chief Examiner's roles and responsibilities and the selection process the Selection Committee will undertake to recruit a suitable candidate.

A Selection Committee was created and composed of the following members:

- Current Chair of the Qualifying Examination Committee – Abdelatif (Latif) Azzouz
- Public Member of the Qualifying Examination Committee – Avneet Bhatia
- Senior Qualifying Examination Assessor – Sam Tran
- Public Member of Council – Michael Bakshy
- Professional Member of Council – Garnett Pryce

The Committee met by teleconference on Friday, November 24, 2023, to formalize the application process, discuss interview format, develop interview questions, and finalize the scoring matrix to assist with the scoring of candidate's performance during the interviews.

The Committee received six applications in total and granted interviews to all applicants. The interviews were conducted over a single day on November 29, 2023, using online webinar software.

The Selection Committee will provide their formal recommendation at the December 8, 2023, council meeting. Along with the final recommendation of a successful candidate, the Committee also recommended the exploration of a deputy Chief Examiner position for risk management and succession planning purposes.

The Committee thanks Council for the opportunity to participate in the recruitment of a permanent Chief Examiner and would also like to thank all the applicants for their participation and commitment throughout the selection process.

### **Risk Consideration**

Due to the high-stakes environment and nature of the Qualifying Examinations, and in consideration of the roles and responsibilities of the Chief Examiner, a significant operational risk exists should Council not appoint a suitable Chief Examiner.

There is also potential material risk should the College not have a succession plan or back up plan in place in the event the appointed Chief Examiner is unavailable, incapacitated, or unable to fulfil their duties. In the event of an emergency, College Examination Staff would currently call upon a senior examination assessor to fill the role on an emergency interim basis. The current roster of examination assessors has significant experience in the administration of the examination and has the operational knowledge and depth to backfill the role. The appointment of a deputy Chief Examiner would serve to mitigate this risk by formalizing a back up role and act as an opportunity for succession planning.

### **Options**

After consideration of these matters, Council may:

1. Appoint the Selection Committee's recommended candidate as the Chief Examiner for a three-year term, ending approximately at the February 2027 examination administration.
2. Appoint another candidate as the Chief Examiner for a three-year term, ending approximately at the February 2027 examination administration.
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 next 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