



## 119th Council Meeting

June 13, 2025 – 10:00 am – 3:30 pm

### Teleconference via Zoom & YouTube Live Stream

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

### AGENDA

Item	Action	Page #
<b>1. Call to Order</b>		
<b>2. Land Acknowledgement</b> We acknowledge that the land we are meeting on is the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples and is now home to many diverse First Nations, Inuit and Métis peoples. We also acknowledge that Toronto is covered by Treaty 13 with the Mississaugas of the Credit.		
<b>3. Approval of Agenda</b>	Decision	<b>1</b>
<b>4. Declaration of Conflicts</b> 4.1 Conflict of Interest Register	Declaration	<b>3</b>
<b>5. College Mission and Mandate</b>	Information	<b>7</b>
<b>6. Consent Agenda</b> 6.1 Minutes of the 118th Council meeting – March 7, 2025 6.2 Feedback Survey Results from the 118th Council meeting 6.3 Executive Committee Report 6.4 Inquiries, Complaints and Reports Committee Report 6.5 Discipline Committee Report 6.6 Fitness to Practise Committee Report 6.7 Patient Relations Committee Report 6.8 Quality Assurance Committee Report 6.9 Registration Committee Report 6.10 Qualifying Examination Committee Report 6.11 Qualifying Examination Appeals Committee Report 6.12 President's Report	Decision	<b>9</b> <b>14</b> <b>22</b> <b>23</b> <b>25</b> <b>26</b> <b>27</b> <b>28</b> <b>30</b> <b>31</b> <b>33</b> <b>34</b>

<b>7. Registrar's Report</b> 7.1 College Update 7.2 Financial Report – April 1, 2025 – April 30, 2025 7.3 Statement of Operations as of April 30, 2025 7.4 Strategic Initiatives Budget as of April 30, 2025	Information	<b>36</b> <b>42</b> <b>44</b> <b>45</b>
<b>8. Governance Initiatives</b> 8.1 Briefing Note 8.2 Presentation – Council Skills-Assessment and Governance Best Practices 8.3 Council and Committee Competency Profile 8.4 Draft Skills Assessment Tool	Information & Discussion	<b>46</b> <b>49</b> <b>60</b> <b>62</b>
<b>9. In-Camera Meeting of Council</b> Pursuant to section 7(2)(b) of the <i>Health Professions Procedural Code</i> , being Schedule 2 to the <i>Regulated Health Professions Act, 1991</i> .	Decision	
<b>10. Election Results – Districts 1 &amp; 2</b> 10.1 Memo	Information	<b>65</b>
<b>11. Wall Certificate Design</b> 11.1 Presentation	Discussion	<b>66</b>
<b>12. Committee Appointments for 2025-2027</b> 12.1 Briefing Note 12.2 Draft 2025-2027 Committee Slate	Decision	<b>78</b> <b>80</b>
<b>13. Election of Officers</b> 13.1 Memo 13.2 Recognition of Outgoing President	Elections	<b>82</b>
<b>14. Other Business</b>		
<b>15. Next Meeting Date(s)</b> ➤ 120 <sup>th</sup> Council Meeting – September 12, 2025 ➤ 121 <sup>st</sup> Council Meeting – December 5, 2025		
<b>16. Adjournment</b>		



# Conflict of Interest Register

Council – 2025-2026 Term

Committee Member	Conflict(s) of Interest Declared
<b>Lileath Claire</b> Public Member – President (Chair)	<ul style="list-style-type: none"><li>Public Member, Ontario College of Teachers Investigations &amp; Complaints Roster</li></ul>
<b>Garnett A.D. Pryce</b> Denturist – District 5 - Vice President	<ul style="list-style-type: none"><li>Denturism Instructor, Oxford College (Toronto)</li><li>Member, Denturist Association of Ontario</li></ul>
<b>Majid Ahangaran</b> Denturist – District 7	<ul style="list-style-type: none"><li>Member, Denturist Association of Ontario</li></ul>
<b>Abdelatif (Latif) Azzouz</b> Denturist – District 6	None declared
<b>Kristine Bailey</b> Public Member	None declared
<b>Alexia Baker-Lanoué</b> Denturist – District 1	Member, Denturist Association of Ontario
<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>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	None declared
<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>	None declared



Public Member	
<b>Franklin Parada</b> Denturist – District 3	<ul style="list-style-type: none"><li>• Member of Program Advisory Committee, Oxford College (Toronto)</li></ul>
<b>Gaganjot Singh</b> Public Member	None declared

**Last Updated:** March 7, 2025



## 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).



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

**Held via Zoom**

March 7, 2025 – 10:00 a.m. to 3:00 p.m.

### **MINUTES**

**Members Present:**

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

**Regrets:**

**Absent:**

Michael Bakshy, Public Appointee  
Annie Chu, Denturist

**Legal Counsel:**

Rebecca Durcan, Steinecke, Maciura and LeBlanc

**Guest(s):**

Robert Velensky, Chief Examiner

**Staff:**

Roderick Tom-Ying, Registrar and CEO  
Tera Goldblatt, Manager, Registration & Quality Assurance  
Meghan Houlton, Manager, Deputy Registrar  
Catherine Mackowski, Manager, Professional Conduct  
Paige O'Brien, Manager, Council and Corporate Services

### **1. Call to Order**

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

### **2. Land Acknowledgement**

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.

### 3. Approval of Agenda

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

**MOVED:** F. Parada

**SECONDED:** A. Hasan

**CARRIED**

### 4. Declaration of Conflicts

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

Alexia Baker-Lanoue, declared that she is a member of the Denturists Association of Ontario.

### 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

Item 6.12: President's Report was removed from the Consent Agenda.

**MOTION:** To approve the Consent Agenda as amended.

**MOVED:** A. Baker-Lanoue

**SECONDED:** N. Gieger

**CARRIED**

The President spoke to the appointments of several public members and the acclamation of a new professional member since the last Council meeting and issued a reminder regarding the upcoming Council Officers election in June.

**MOTION:** To approve the President's Report.

**MOVED:** E. Gorham-Matthews

**SECONDED:** A. Baker-Lanoue

**CARRIED**

### 7. Registrar's Report

The Registrar provided an update on the operational activities of the College which occurred since the last meeting of Council, including a Scope of Practice Initiative update, the start of Annual Renewal, new digital services accessible in the member portal, the February 2025 MCQ

and OSCE examinations, the deadlines for the CPMF and OFC reports, strategic initiatives for 2025 and the financial report for April 1, 2024, to January 31, 2025.

A Council member commended both the new digital services and the proposed Alternative Dispute Resolution (ADR) process, and the Registrar responded to questions regarding the Scope of Practice Initiative.

## 8. *In-Camera Meeting of Council*

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

**MOVED:** N. Gieger

**SECONDED:** A. Baker-Lanoue

**CARRIED**

Pursuant to section 7(2)(b) of the Health Professions Procedural Code, Schedule 2 to the *Regulated Health Professions Act, 1991*, the meeting was moved in-camera at 10:50 a.m. and ex camera at 1:02 p.m.

## 9. 2025-2026 Draft Operating Budget & Strategic Initiatives Budget

The Registrar presented the 2025-2026 draft operating budget and draft strategic initiatives budget and responded to questions and comments from members of Council.

Rebecca Durcan, Legal Counsel, reminded Council expenses incurred for individual discipline hearings should not be discussed as there are Council members who are participating in on-going hearings as independent adjudicators. Ms. Durcan also provided information regarding the collection and allocation of costs recouped via fines associated with discipline matters in response to a question from a Council member.

**MOTION:** That the 2025-2026 draft Operating Budget & Strategic Initiatives Budget be approved as presented.

**MOVED:** K. Bailey

**SECONDED:** N. Gieger

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

**MOVED:** A. Baker-Lanoue

**SECONDED:** L. Azzouz

**CARRIED**

Pursuant to section 7(2)(b)(d) of the Health Professions Procedural Code, Schedule 2 to the Regulated Health Professions Act, 1991, the meeting was moved in-camera at 2:05 p.m. and ex camera at 2:45 p.m.

At the request of the President, Rebecca Durcan, legal counsel, provided guidance regarding if the previous motion for the Operating Budget & Strategic Initiatives Budget should be rescinded until following the in-camera meeting.

#### **10. Approved Denturism Programs Policy**

Tera Goldblatt, Manager of Registration & Quality Assurance presented the College's Approved Denturism Programs Policy.

**MOTION:** To approve the Approved Denturism Programs Policy.

**MOVED:** A. Baker-Lanoue

**SECONDED:** K. Bailey

**CARRIED**

#### **11. College Performance Measurement Framework (CPMF) Report**

The Registrar provided an overview of the College Performance Measurement Framework (CPMF) Report and current Action Items for information.

#### **12. Other Business**

No other business was identified.

#### **13. Next Meeting Date(s)**

The following upcoming meeting dates were provided for information.:

- 119<sup>th</sup> Council Meeting – June 13, 2025
- 120<sup>th</sup> Council Meeting – September 12, 2025
- 121<sup>st</sup> Council Meeting – December 5, 2025

#### **14. Adjournment**

**MOTION:** For the meeting to be adjourned.

**MOVED:** F. Parada

**SECONDED:** N. Gieger

**CARRIED**

The meeting was adjourned at 3:00 p.m.

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Lileath Claire  
President

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Date

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Roderick Tom-Ying  
Registrar and CEO

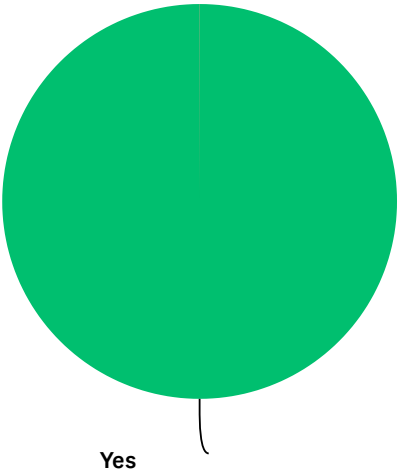
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Date

DRAFT

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

Answered: 5    Skipped: 0

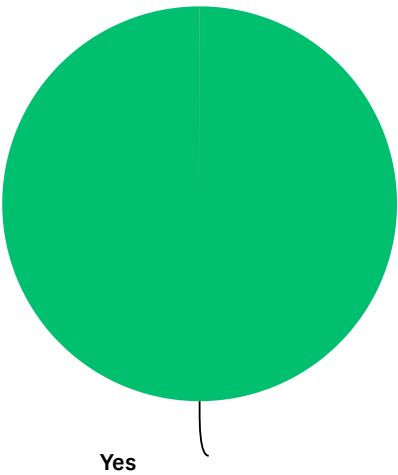


ANSWER CHOICES		RESPONSES	
Yes		100.00%	5
No		0.00%	0
Somewhat		0.00%	0
Don't Know		0.00%	0
TOTAL			5

#	COMMENTS	DATE
	There are no responses.	

Q2 I received this supportive information in a timely manner.

Answered: 5    Skipped: 0

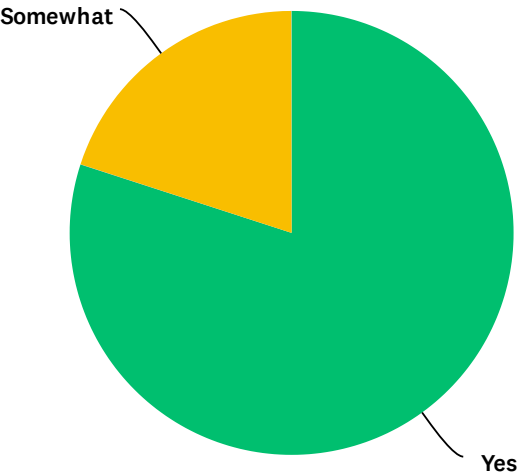


ANSWER CHOICES		RESPONSES	
Yes		100.00%	5
No		0.00%	0
Somewhat		0.00%	0
Don't Know		0.00%	0
TOTAL			5

#	COMMENTS	DATE
	There are no responses.	

Q3 I was prepared for this meeting.

Answered: 5    Skipped: 0



## Council Meeting Feedback Survey

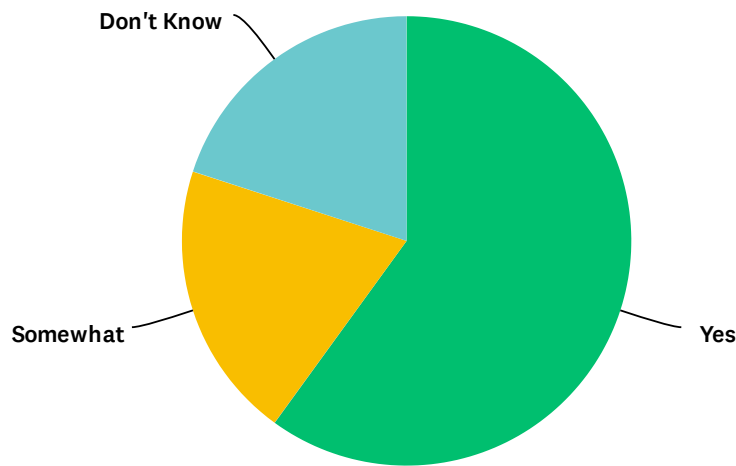
Agenda Item 6.2

ANSWER CHOICES	RESPONSES	
Yes	80.00%	4
No	0.00%	0
Somewhat	20.00%	1
Don't Know	0.00%	0
TOTAL		5

#	COMMENTS	DATE
	There are no responses.	

Q4 All Council members appeared prepared for this meeting.

Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	60.00%	3
No	0.00%	0
Somewhat	20.00%	1
Don't Know	20.00%	1
TOTAL		5

#	COMMENTS	DATE
	There are no responses.	

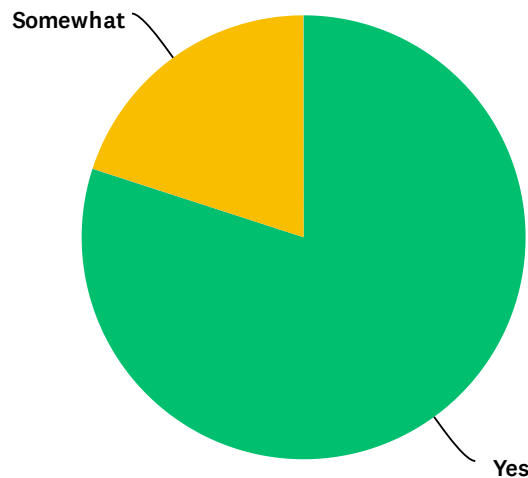
Q5 List any additional supports or resources that would have helped you better prepare for this meeting.

Answered: 1 Skipped: 4

#	RESPONSES	DATE
1	The information provided was very informative	3/10/2025 10:41 AM

## Q6 This meeting was effective and efficient.

Answered: 5 Skipped: 0

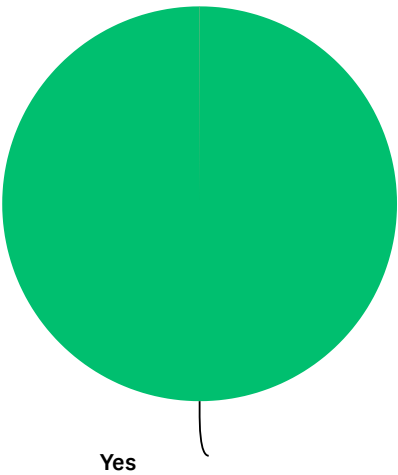


ANSWER CHOICES	RESPONSES	
Yes	80.00%	4
No	0.00%	0
Somewhat	20.00%	1
Don't Know	0.00%	0
TOTAL		5

#	COMMENTS	DATE
1	The Registrar and President are always on point.	3/10/2025 10:41 AM
2	The meetings are too long and some of the discussions are quite lengthy and off topic eg OSCE	3/10/2025 10:25 AM

## Q7 The objectives of this meeting were achieved.

Answered: 5 Skipped: 0

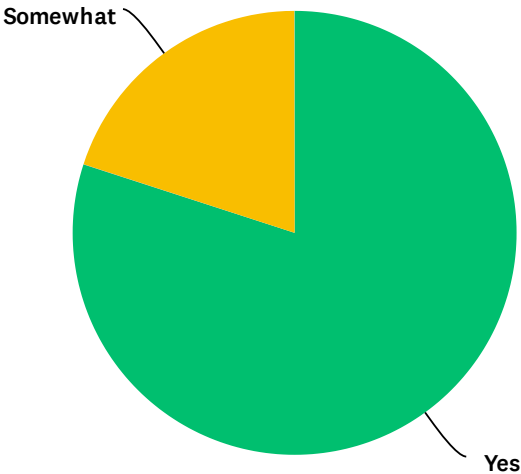


ANSWER CHOICES		RESPONSES	
Yes		100.00%	5
No		0.00%	0
Somewhat		0.00%	0
Don't Know		0.00%	0
TOTAL			5

#	COMMENTS	DATE
	There are no responses.	

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

Answered: 5    Skipped: 0



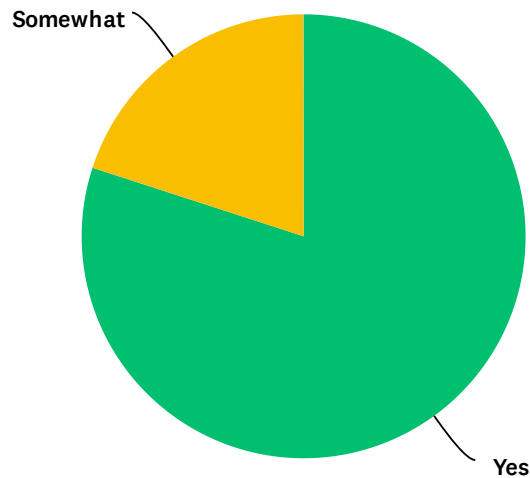
## Council Meeting Feedback Survey

ANSWER CHOICES	RESPONSES	Agenda Item 6.2
Yes	80.00%	4
No	0.00%	0
Somewhat	20.00%	1
Don't Know	0.00%	0
TOTAL		5

#	COMMENTS	DATE
1	The President is excellent at keeping us on track or getting us back on.	3/10/2025 10:41 AM
2	The in and out if in camera was awkward and time consuming.	3/10/2025 10:25 AM

### Q9 I felt comfortable participating in the Council discussions.

Answered: 5 Skipped: 0

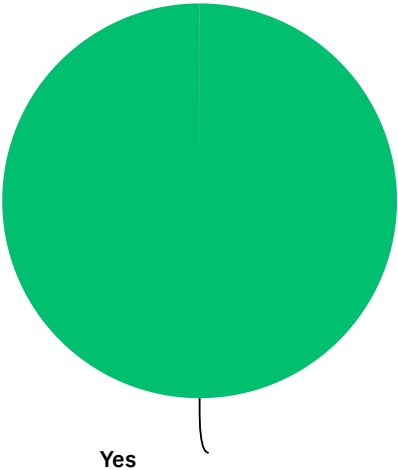


ANSWER CHOICES	RESPONSES
Yes	80.00% 4
No	0.00% 0
Somewhat	20.00% 1
Don't Know	0.00% 0
TOTAL	5

#	COMMENTS	DATE
1	This group makes anyone comfortable to participate	3/10/2025 10:41 AM

### Q10 The public interest was considered in all discussions.

Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	100.00%	5
No	0.00%	0
Somewhat	0.00%	0
Don't Know	0.00%	0
TOTAL		5

#	COMMENTS	DATE
1	This is always reminded	3/10/2025 10:41 AM

Q11 List two strengths of this meeting.

Answered: 2    Skipped: 3

#	RESPONSES	DATE
1	Engagement and Leadership	3/10/2025 10:41 AM
2	Much discussion.	3/10/2025 10:25 AM

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

Answered: 1    Skipped: 4

#	RESPONSES	DATE
1	It went smoothly	3/10/2025 10:41 AM

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

Answered: 2 Skipped: 3

#	RESPONSES	DATE
1	When there are topics that need immediate address, there should be additional meetings when required	3/10/2025 10:41 AM
2	Shorter mtg, more honed in discussions.	3/10/2025 10:25 AM

### Q14 Additional Comments

Answered: 1 Skipped: 4

#	RESPONSES	DATE
1	Great Meeting.	3/10/2025 10:41 AM

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

Answered: 0 Skipped: 5

#	RESPONSES	DATE
	There are no responses.	



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## COMMITTEE REPORT TO COUNCIL

Name of Committee: **Executive Committee**

Reporting Date: **June 13, 2025**

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

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The Executive Committee met once since its last report to Council on March 7, 2025.

On May 26, 2025, the Committee discussed the status of the Multi-Jurisdictional OSCE Examination.

The Committee also received an update regarding the proposed "As of Right" Rule for RHPA Colleges.

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



## COMMITTEE REPORT TO COUNCIL

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

Reporting Date: **June 13, 2025**

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

### Role of the Committee

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

### Executive Summary

Since the March 7, 2025 Council meeting, the ICRC has considered seven (7) complete investigations and made seven (7) final dispositions in thirteen (13) matters (13 complaints investigations).

### Decisions Finalized:

<b>Complaints</b>	<b>7</b>
<b>Registrar's Reports</b>	<b>0</b>
<b>Total</b>	<b>0</b>

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

No Further Action	4
Advice/Recommendation/Reminder	3

### 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
Clinical Skill/Execution	1	

Communication	3	
Relationship with Patient		1
Professional Judgment	1	1
Legislation, standards & ethics	1	
Practice Management		1
Records and reporting		1

#### Cases Considered by the Committee:

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

#### New Files Received during this period:

<b>Complaints</b>	<b>14</b>
<b>Registrar's Reports</b>	<b>0</b>
<b>Health Inquiries</b>	<b>0</b>

#### HPARB appeals

Total Appeals pending	3
New Appeals	1
ICRC Decision confirmed – case closed	1
Files 150 days	1

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



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## COMMITTEE REPORT TO COUNCIL

Name of Committee: **Discipline Committee**

Reporting Date: **June 13, 2025**

Number of Meetings since  
last Council Meeting: **2 hearings, 1 motion**

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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 March 7, 2025, Council meeting, a Panel of the Discipline Committee participated in two (2) hearings and one (1) motion brought by a member to re-open a hearing.

### Panel Activities

- Two panels of the Discipline Committee heard the conclusion of one discipline matter and participated in another hearing. Finally, a panel of the Discipline Committee heard a motion brought by the member to re-open a matter that concluded in January 2025.

### Discipline Committee Meetings

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

Respectfully submitted by Elizabeth Gorham-Mathews  
Chair of the Discipline Committee



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## COMMITTEE REPORT TO COUNCIL

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

Reporting Date: **June 13, 2025**

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

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There was no activity to report for this quarter.

Respectfully submitted by 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: **June 13, 2025**

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

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There was no activity to report for this quarter.

Respectfully submitted by Avneet Bhatia  
Chair of the Patient Relations Committee



## COMMITTEE REPORT TO COUNCIL

Name of Committee: **Quality Assurance Committee**

Reporting Date: **June 13, 2025**

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

### Role of the Committee

The Quality Assurance Committee (QAC) 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.

The QAC met two (2) times since its last report to Council on March 7, 2025, on the following dates:

- March 11, 2025
- June 2, 2025

### Meeting: March 11, 2025

Peer & Practice Assessment Report Summary:

Renewal Period	Satisfactory	Additional information required	SCERP ordered/required follow up	Reassessment Ordered	Modified Assessment Completed	Referral to ICRC	Resigned
2024-2025	3	2					

### Meeting: June 2, 2025

Peer & Practice Assessment Report Summary:

<b>Renewal Period</b>	<b>Satisfactory</b>	<b>Additional information required</b>	<b>SCERP ordered/required follow up</b>	<b>Reassessment Ordered</b>	<b>Modified Assessment Completed</b>	<b>Referral to ICRC</b>	<b>Resigned</b>
2024-2025	1				1		

CPD Compliance Summary:

<b>Renewal Period</b>	<b>Extensions Granted</b>	<b>CPD Audit Ordered</b>	<b>Peer &amp; Practice Assessment Ordered</b>	<b>Referred to ICRC for Non-Compliance</b>
2022-2025	2			

Program Development:

A Peer Circles event was held at the Ontario Dental Association event on May 9, 2025. There were only three (3) participants.

Preparations for the 2025–2028 Peer Assessor Cycle are underway, with two (2) new applicants and nine (9) returning Assessors reapplying for the opportunity to serve as part of the next Peer Assessor team. A panel of the Committee will be established to interview to the two (2) new applicants.

Respectfully submitted by Latif Azzouz  
Chair of the Quality Assurance Committee



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## COMMITTEE REPORT TO COUNCIL

Name of Committee: **Registration Committee**

Reporting Date: **June 13, 2025**

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

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Activities during the Quarter:

The Registration Committee met two (2) times since its last report to Council on March 7, 2025, on the following dates:

- May 1, 2025
- May 8, 2025

### **May 1, 2025**

During this meeting, the Registration Committee considered six (6) new academic assessments, five (5) of which were approved, and one (1) of which was deferred to the next meeting to allow more time for a third-party credentialling document to be submitted.

### **May 8, 2025**

During this meeting, the Registration Committee considered the academic assessment which had been deferred from the May 1, 2025, meeting. Despite the still missing WES report the Registration Committee agreed to allow the applicant to sit the qualifying examinations with the caveat that regardless of the outcome of the examinations, they cannot register with the College without the document being reviewed and approved by the Committee.

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



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## COMMITTEE REPORT TO COUNCIL

Name of Committee: **Qualifying Examination Committee**

Reporting Date: **June 13, 2025**

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

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### Activities during the Quarter:

The Qualifying Examination Committee has met once since its last report to Council on March 7, 2025.

At their March 31, 2025 meeting, the Qualifying Examination Committee reviewed the item analysis prepared by Dr. Anthony Marini. In his analysis, there were fourteen (14) items from the OSCE exam that were presented to the Committee for further review, of which two (2) items were deleted to ensure the validity of the candidate's scores. Items identified as problematic were presented and reviewed by the Committee for deletion or kept in scoring.

Examination results were released on April 9, 2025. Candidates who were unsuccessful on the MCQ and/or OSCE components of the QE were provided with a detailed performance report.

### **February 2025 Multi-Jurisdictional MCQ Qualifying Examination**

The College of Denturists of Ontario along with the College of Alberta Denturists, and the British Columbia College of Oral Health Professions hosted a common Multi-Jurisdictional MCQ examination for the February 2025 administration.

The MCQ examination was administered remotely in an online format with remote proctoring, on February 12, 2025.

A total of 56 candidates attempted the examination. Of the 56 candidates, 48 candidates were from Ontario, three (3) candidates were from Alberta, and five (5) candidates were from British Columbia.

### **February 2025 MJMCQ Results**

February 2025	New	Repeat	Total	
Number of candidates	32	24	56	
Number of successful candidates	19	8	27	
Pass rate (expressed as a percentage of <u>all</u> candidates)	48.2%	June 2024	February 2024	June 2023
		59.8%	50.0%	53.2%
Pass rate (expressed as a percentage of <u>new</u> candidates only)	59.4%	June 2024	February 2024	June 2023
		73.1%	66.7%	75.9%

\*\*reportable data sets of 3 or less will not be published to protect the privacy of candidates.

### **February 2025 OSCE Qualifying Examination**

The College hosted its June OSCE examination on June 22 & 23, 2025 at the David Braley Health Centre in Hamilton, ON. A total of 37 candidates attempted the examination.

### **February 2025 OSCE Results**

February 2025	New	Repeat	Total	
Number of candidates	25	12	37	
Number of successful candidates	16	8	24	
Pass rate (expressed as a percentage of <u>all</u> candidates)	65.0%	June 2024	February 2024	June 2023
		57.1%	57.9%	58.8%
Pass rate (expressed as a percentage of <u>new</u> candidates only)	64.0%	June 2024	February 2024	June 2023
		65.1%	64.3%	63.6%

\*\*reportable data sets of 3 or less will not be published to protect the privacy of candidates.

Respectfully submitted by 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: **June 13, 2025**

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

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### Activities during the Quarter:

The Qualifying Examination Appeals Committee has met once since its last report to Council on March 7, 2025.

At their May 5, 2025 meeting, the Qualifying Examination Appeals Committee heard from three (3) appellants from the February 2025 MJ MCQ and OSCE administrations. The Committee rendered three (3) decisions [three (3) appeals denied] following their meeting, with no outstanding items.

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



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To: **Council**

From: **Lileath Claire, President**

Date: **June 13, 2025**

Subject: **President's Report**

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The first half of 2025 has been marked by the continued advancement of key initiatives and the anticipation of shifting priorities, as both the Province and Canada as a whole strive to 'Unlock Free Trade Within Canada' on a broader scale.

I remain confident that the College is well-positioned to navigate the challenges and embrace the opportunities that lie ahead.

As my term as President draws to a close, I want to take a moment to reflect on our shared journey, express my heartfelt gratitude, and offer a few parting thoughts. Serving in this role has been an incredible honor, and I am deeply humbled by the trust and support you have extended to me throughout this time.

Before I step aside to welcome the incoming President and the next chapter in the College's story, I offer this message—a farewell and a sincere thank you—for all we've achieved together, and all that is yet to come.

### **Membership on Council and College Personnel**

The College and Council have maintained stable resource levels, with minimal changes during this period.

**Michael Bakshy** was reappointed by the Ministry of Health for a one-year term, from April 17, 2025, to April 1, 2026. He has served as a public member of the College since April 1, 2021. **Alexia Baker-Lanoue** was acclaimed in the District 1 election and **Norbert Gieger** was acclaimed in the District 2 election.

There have been no changes to College staffing.

**Scope of Practice Proposal**

The Scope of Practice Project seeks to develop a proposal for submission to the Ministry of Health aimed at enhancing the authority of Denturists in several key areas, ultimately improving patient care and case management.

The project was initiated in April 2024, with regular updates provided to Council. At the 118<sup>th</sup> Council meeting on March 7, 2025, it was reported that the Ministry of Health Form 2 proposal document had been formally submitted for consideration.

The College continues to await a response while maintaining close dialogue with key stakeholders to explore opportunities for deeper collaboration and support.

**Multi-Jurisdictional Examination**

At the 118<sup>th</sup> Council meeting on March 7, 2025, Council determined that an operational pause for CDO's participation in the development of the Multi-Jurisdictional OSCE was warranted, and Ontario's participation would resume contingent on the development and signing of a formal Memorandum of Understanding between the two remaining active partners. If the parties are unable to come to an agreement on an MOU, Council would then withdraw Ontario fully from participation in the development and administration of the Multi-Jurisdictional OSCE. No timelines were discussed on the MOU.

Council is anticipating an update at this 119<sup>th</sup> Council meeting.

**Governance – Election of Officers**

Today, Council will hold the election of officers for the coming term, pursuant to Article 24.01 and Article .6.01 of the By-laws.

**Pursuant to Article 24.01 of the By-laws:** "The Executive Committee shall be composed of the President, the Vice-President and at least three (3) other members of Council. At least three (3) members of the Executive Committee shall be Members and at least two (2) members of the Executive Committee shall be Public Members..." Please note that the number of members of the Executive Committee is not capped.

**Pursuant to Article 6.01 of the By-laws:** "Only a member of Council is eligible for nomination or election as an officer of the College, and only a member of Council who has been appointed by the Lieutenant Governor in Council is eligible for nomination or election as President."

We look forward to this important step in our governance process and extend our thanks to all who have expressed a willingness to serve.

We commend the dedication of each candidate and look forward to congratulating those elected as they take on leadership roles in support of the College's mandate.

# Registrar's Updates

*Since the last meeting of Council on March 7<sup>th</sup>, 2025:*

- Canadian Institute of Health Information – Oral Health Data
- Website and Database Updates – continued development of Jurisprudence Module, discontinuing use of PDFs on website, new webpages developed
- May 5<sup>th</sup> - Facilitators Training – College of Opticians of Ontario
- May 8<sup>th</sup> - GBC 2025 Student Awards Ceremony
- May 9<sup>th</sup> - ODA ASM – Peer Circles
- May 30<sup>th</sup> - HPRO QA Event – What's Now?, What's New?, What's Next?





# Current Strategic Initiatives in 2025

Agenda Item 7.1

Strategic Initiatives	Project Leads	Council Lead	Progress
As of Right	Registrar & CEO Manager of Registration	President All of Council	Awaiting Ministry Details
Registration Regulation	Registrar & CEO Manager of Registration	Registration Committee	At Ministry
Scope of Practice	Registrar & CEO Deputy Registrar External Consultant	Vice-President Working Group – composed of 2 CDO Council Member Delegates	At Ministry
Multi-Jurisdictional Examination	Deputy Registrar Chief Examiner Third-Party Psychometricians Regulators: AB, BC, SK, MB	Chair, Qualifying Examination National Examination Advisory Committee	To Be Determined
Governance Modernization (Council Recruitment, Risk Register, Terminology update)	Registrar & CEO Deputy Registrar Governance Consultant	President All of Council	Ongoing
Alternate Dispute Resolution Process & Complaints Feedback Survey	Manager of Professional Conduct	ICRC	Awaiting Start



# As of Right

## ***Executive Summary:***

In response to economic uncertainties due to recent U.S. trade actions targeting Canada and to build a more prosperous and resilient Ontario, the Government of Ontario is committed to addressing internal trade barriers through four initiatives through the “As of Right” rules.

- Expand the “As of Right” rules to additional regulated health professions including Denturism
  - Licensed Denturists in other provinces can work in Ontario for up to 6 months before completing application with CDO
- Remove current practice setting restrictions for all as of right practitioners. Currently restricted to public health care settings e.g. hospitals. To open rules for primary care settings, private clinics, etc.
- Expand the “As of Right” rules to include American-licensed physicians and nurses who are seeking to live and work in Ontario.
- Automatically recognize another Canadian provincial/territorial nursing or physician certificates of registration (licence) as a valid Ontario certificate of registration when the professional is practising in Ontario.



# As of Right

## ***As of Right Rules:***

- The professional is registered with another regulator in Canada and holds an equivalent certificate of registration to Ontario.
  - Currently unknown if rules apply to dual association/regulators like Saskatchewan/Manitoba Denturism societies
- A Canadian regulator has not refused to register the professional within the past two years.
- A finding of professional misconduct, incompetence or incapacity has not been made about the professional.
- The professional must not be the subject of any current professional misconduct, incompetence or incapacity proceeding.
- The professional holds professional liability insurance.



# As of Right

## ***HPRO's feedback to the draft legislation submitted to Minister of Health & Standing Committee on Finance and Economic Affairs***

1. Maintain aspects of current “As of Right” Rules
  - I. Confirming PLI
  - II. Enforcing need for applicants to submit applications to College on or before first day of employment
  - III. Remitting an application fee
2. Ensure oversight options in all practice settings
  - I. Ensure some form of oversight or supervision during the time they are working while awaiting approval of their application
  - II. Independent (solo) practice is not permitted as no oversight mechanism exists
3. Some risks related to automatic recognition of licensure
  - I. Applicants who have TCLs, SCERPs, undertakings, current complaints/discipline proceedings
  - II. Confirmation of good standing with home jurisdiction
  - III. Variability of scopes of practices and access to controlled acts in Ontario
  - IV. Complaints received during As of Right period, who has jurisdiction?



# As of Right

## *Next Steps*

1. Await specific details on registration pathways and requirements
2. Database provider on notice to develop new online application pathway or building out labour mobility pathway (currently electronic paper based)
3. College Staff monitoring regulatory tools including standards, guidelines, policies for any potential updates required



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## BRIEFING NOTE

To: **Council**

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

Date: **June 13, 2025**

Subject: **Financial Report: April 1, 2025 – April 30, 2025**

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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 reviews the financials of the CDO on a quarterly basis.

### Statement of Operations for period April 1, 2025 – April 30, 2025

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

On the revenue side, the College's 2025-2026 budget estimates for professional corporation revenue were on target meeting 101% of the budget. The College continues to provide registrants with two installment options to remit the 2025-2026 annual renewal fee, with the first installment due March 31, 2025, and the second instalment due September 1, 2025. The College has collected 75% of all outstanding annual renewal fees with the remainder to be collected for the second installment in September.

The only budget line item of note on the revenue side is the increased late fees collected during this renewal period. During this period, the College has seen an uptick of late renewals including late fees applied compared to previous years. College processes and reminders remain unchanged. Potential reasons may include the coincidental timing of the expansion of the Canadian Dental Care Plan into more age groups and categories and therefore resulting in significant new demand of denturism services. Due to the extraordinary high patient demand and staying apprised of evolving program requirements and claims processes, it may have delayed/interfered with registrant's renewals.

On the expenses side, all budget line items are proceeding as expected. An upfront increase in Office and General expenses are related to the Colleges investment in improving its digital services offerings and therefore increased database development costs. The College rolled out three new digital services in March allowing registrants to request a duplicate wall certificate, letter of standings, or name change requests all within the member portal. As well, with the upcoming As of Right provincial legislation, preliminary database work was undertaken to prepare for a new registration pathway and online application process.

Under the Complaints and Discipline budget line item, continued expenses have materialized in this year's operating budget as a continuation of the series of discipline hearings.

The College will monitor the year-to-date total in detail over the coming months and will report to Council if College Staff believes there may be a material impact on the operating budget. As we are only one and a half months into the fiscal year, there is nothing material further to report.

### **Strategic Initiatives Budget for period April 1, 2025 – April 30, 2025**

The Strategic Initiatives Budget was updated up to April 30, 2025. Since the last report to Council provided at the March 13, 2024, no further expenses were captured, and no other variances are expected.

**College of Denturists of Ontario**

Statement of Operations (April 1 - April 30, 2025)

<b>YTD Budget to Actual</b>	<b>2025-2026 BUDGET</b>	<b>April 30, 2025 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	\$ 70,000.00	\$ 70,850.00	101%	\$ 850.00*
Registration Fees	\$ 1,352,800.00	\$ 1,015,250.00	75%	\$ 337,550.00
Other Fees	\$ 4,500.00	\$ 6,788.50	151%	\$ 2,288.50*
Qualifying Examination Fees	\$ 354,525.00	\$ 44,865.49	13%	\$ 309,659.51
Other Income	\$ 45,000.00	\$ 6,073.71	13%	\$ 38,926.29
<b>TOTAL REVENUE</b>	<b>\$ 1,826,825.00</b>	<b>\$ 1,143,827.70</b>	<b>63%</b>	<b>\$ 682,997.30</b>
<b>EXPENDITURES</b>				
Wages & Benefits	\$ 673,500.00	\$ 51,498.22	8%	\$ 622,001.78
Professional Development	\$ 60,000.00	\$ 5,250.00	9%	\$ 54,750.00
Professional Fees	\$ 150,000.00	\$ 7,270.25	5%	\$ 142,729.75
Office & General	\$ 170,000.00	\$ 46,254.70	27%	\$ 123,745.30
Rent	\$ 21,950.00	\$ 1,250.00	6%	\$ 20,700.00
Qualifying Examination	\$ 300,000.00	\$ 10,500.00	4%	\$ 289,500.00
Council and Committees	\$ 45,000.00	\$ 338.12	1%	\$ 44,661.88
Quality Assurance				
QA Peer Circles	\$ 30,000.00	\$ 170.00	1%	\$ 29,830.00
QA Assessor Expenses	\$ 35,000.00	\$ -	0%	\$ 35,000.00
Complaints & Discipline	\$ 200,000.00	\$ 39,292.97	20%	\$ 160,707.03
Capital Expenditures	\$ 15,000.00	\$ -	0%	\$ 15,000.00
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,700,450.00</b>	<b>\$ 161,824.26</b>	<b>10%</b>	<b>\$ 1,538,625.74</b>
<b>NET INCOME</b>	<b>\$ 126,375.00</b>	<b>\$ 982,003.44</b>		

**College of Denturists of Ontario**  
Strategic Initiatives (April 1, 2025-April 30, 2025)

YTD Budget to Actual	BUDGET	Project Anticipated Costs	Costs Incurred to Date	YTD Totals April 30, 2025	Remainder or In Excess of Budgeted Amount*	Costs Not Yet Incurred
<b>STRATEGIC INITIATIVES</b>						
Council Approved Allocations	\$ 175,000.00					
Phase 1: Member Portal Upgrade		\$ 18,000.00	\$ 18,000.00	\$ -	\$ 157,000.00	Project Completed
Phase 2: Member Portal Upgrade - Applicant Portal		\$ 24,000.00	\$ 24,000.00	\$ -	\$ 133,000.00	Project Completed
Phase 3: Member Portal Upgrade - Compliance Centre		\$ 24,000.00	\$ 24,000.00	\$ -	\$ 109,000.00	Project Completed
Strategic Planning Workshop Expenses		\$ 10,000.00	\$ 13,569.53	\$ -	\$ 95,430.47	Project Completed
Regulatory Hub - 2023-2024 Lease Costs		\$ 9,999.96	\$ 9,999.96	\$ -	\$ 85,430.51	Project Completed
Governance - Project 1 & 2 - Strategic Planning & Council Competency Profile		\$ 8,475.00	\$ 7,500.00	\$ -	\$ 77,930.51	Project Completed
Governance - Project 3 - Third Party Governance Assessment		\$ 9,040.00	\$ -	\$ -	\$ 77,930.51	Project Completed
Registration and Professional Misconduct Regulation Implementation		\$ 10,000.00	\$ 10,869.09	\$ -	\$ 67,061.42	-\$ 869.09
Scope of Practice Review		\$ 50,000.00	\$ 37,539.35	\$ -	\$ 29,522.07	\$ 12,460.65
<b>TOTAL STRATEGIC INITIATIVES</b>	<b>\$ 175,000.00</b>	<b>\$ 163,514.96</b>	<b>\$ 145,477.93</b>	<b>\$ -</b>	<b>\$ 29,522.07</b>	<b>\$ 11,591.56</b>



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## MEMO

To: **Council**

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

Date: **June 13, 2025**

Subject: **Governance Initiative – Council Skills-Assessment of Competencies & Potential Next Steps**

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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 that the organization has a clear vision and strategic plan underpinned by a governance framework. This can be achieved when the College Council commits to continually review and evolve its governance practices.

### Purpose

- To complete the last deliverable related to the College's Governance Initiative as part of CDO's 2023-2025 Strategic Plan.
- For Council to undergo a skills-assessment of its competencies to form a skills inventory of its strengths and competency areas for improvement.

### Background

As part of CDO's current Strategic Plan (2023 – 2025), Regulatory Effectiveness forms one of the four key priority areas for the College over the span of the three-year strategic planning cycle. CDO Council interprets regulatory effectiveness as needing to continually strengthen and improve its operational and governance framework to be an effective and nimble regulator.

Dundee Consulting Group (DCG) Ltd was contracted by the College in 2023 to complete the following objectives:

- Assist with the facilitation of a three-year strategic plan.
- Development of a Council and Committee competency profile/skills matrix.
- Conduct a third-party assessment of Council's effectiveness.

All three objectives were achieved over the past two years. As one of the last deliverables, Dundee Consulting Group provided the College with its final assessment report on Council's effectiveness. The report was made public and published on the College's website.

Building on the recommendations in the report, Council will conclude this phase of its Governance Initiatives by reflecting and assessing its own competencies. The results of the skills-assessment will be tabulated into a skills inventory where areas of strength are highlighted as well as additional skills or competencies considered to benefit Council will be identified.

### **Council Skills Assessment**

Dundee Consulting Group have developed a Skills Assessment Tool with survey questions that will be used by Council members to self reflect and assess on their own competencies. The skills assessment tool is based on the essential competencies and behavioural traits listed in the recently approved Council and Committee Competency Profile.

The completed assessment and self evaluation of Council's skills and competencies would then form the Skills Inventory. Council members would then update the Skills Inventory by completing a self-assessment process to identify or update where Council's existing skills and competencies are collectively strong; where existing skills levels are acceptable; or where identified gaps in skills or competencies exist.

Council could then fill those gaps through a future recruitment, screening, and election/appointment processes. As well, identified gaps would also provide College Staff with a new source of data for future Council professional development opportunities.

College Staff anticipate the results of the self-assessment will be provided at the September 2025 Council Meeting.

### **Risk Considerations**

Risks for failing to implement or continually incorporate governance best practices for a health regulator can lead to consequences including compromised patient safety, regulatory non-compliance, operational risk, fiscal risks, and damaged public trust.

Without robust oversight, transparency, and accountability, Council risks ineffective decision-making, potential conflicts of interest, and regulatory failures that can undermine the integrity of the College. Such risks not only have the potential to expose the College to legal liabilities and reputational harm, but it can also diminish the ability of the College to fulfil its mandate by handicapping the operations side of the organization. Organizational morale may also drop leading to staff turnover further exacerbating an organizational decline.

Financial risks may also exist if Council cannot fulfill its statutory oversight role effectively.

### **For Discussion**

- Council is asked to review the proposed self-assessment questions prior to its dissemination over the next few months.
- Results from the self-assessment will be reported at the September 2025 Council meeting.

### **Attachments**

1. Draft Skills Assessment Tool

# Continuing CDO's Journey towards Governance Modernization

Lise Betteridge and  
Deanna Williams  
Dundee Consulting Group Ltd.

CDO Council has begun its journey to improve governance

In September 2024, Council approved its first Council and Committee Competency Profile and Skills Matrix



Council commissioned an external assessment of its overall effectiveness, receiving the final report with identified opportunities for improvement in September 2024.

# Options for continuing on the journey:

Demonstrate	Use	Develop	Consider
Demonstrate accountability for performance through a self-assessment process	Use the results to develop a 'heat map' highlighting identified areas of strength on Council as well as additional skills or competencies considered to benefit Council going forward	Develop a skills inventory that can be used as a basis to improving the elections process	Consider making changes that can be made within the current regulatory and legislative framework to move modernization forward



# Desired goals and objectives

Demonstrate  
accountability for  
individual and collective  
performance on Council  
through defined  
evaluation processes

Continue to modernize  
governance practices in  
alignment with identified  
best contemporary  
practices

# Proposals for Council's consideration

## Evaluate

Evaluate individual competencies and skills through a self-assessment process

## Apply

Apply changes in terminology to reflect best board governance practices across boards and Councils

## Review and revise

Review and revise governance practices to better align with identified best regulatory governance practices internationally

# 1. Conduct a competency and skills based self-assessment process (summer 2025)

- Every member of the Council scores themselves in each of the identified areas, using a four-point rating scale
- Aggregate results inform a 'heat map' highlighting areas where Council collectively believes its strengths lie, and identifying areas where additional strengths would be beneficial
- The results would give rise to an inventory of the current skills, and experiences on Council and help Council determine what additional skills or experiences it may wish to specifically highlight as desirable in future candidates seeking election onto Council

# The Self- Assessment Survey

- Would include no more than 25 areas for assessment, categorized according to the approved Competency Profile/Skills Matrix:
  - Essential Competencies and Behavioural Traits
  - Desirable Skills, Experiences or Expertise

# The Proposed Rating Scale

- Four points require a score in all areas
  - Outstanding- consistently meets/goes beyond expectations; in most instances has certification, special training or extensive experience
  - Fully Satisfactory- consistent demonstration of sound performance in the given area; a solid performer
  - Good- a modest level of governance experience and performance in the given area; demonstrated commitment to learning and growing skills
  - Basic/Entry Level- little or no previous knowledge or experience in the given area but a strong desire to learn from others and improve own skills

## 2. Consider terminology changes that align with best board governance practices

- The CDO Council to the CDO Board of Directors
- The President/Vice-President to the Chair/Vice Chair of the Board
- Members of the profession to 'Registrants'

### 3. Align governance practices with best contemporary practice internationally

- Consider:
  - Basing electoral criteria on the desired skills and experiences Council is seeking rather than on geographical districts\*
  - Revising the 'eligibility for election' criteria to include a mandatory process for all interested candidates before they may run for election to ensure:
    - a clear understanding on the role of the College and the Council; and
    - the higher expectations placed today on all members of regulatory Councils/Boards
  - Requiring all interested candidates for election to complete/confirm, at minimum, before they run for election:
    - the skills and competency based self-assessment
    - the skills and experiences they would bring forward to their role as a member on Council.

QUESTIONS





# Council and Committee Competency Profile/Skills Matrix

Updated: September 2024

## I. Essential Competencies and Behavioural Traits

The following are essential competencies and behavioural traits that Council would like to see brought forward by all Members of the Council and its Committees:

- ✓ **Honest and ethical:** demonstrates adherence to principles of honesty and integrity in declaring any potential biases or conflicts.
- ✓ **Excellent communicator and listener:** communicate ideas clearly and listen with intent to what others are saying.
- ✓ **Committed and prepared:** understands and is committed to meeting expected time commitments and levels of preparedness for meetings.
- ✓ **Relationship builder and team player:** fosters meaningful relationships with peers, colleagues, staff members, and stakeholders; is able to interact in ways that maintain positive relationships with others.
- ✓ **Open-minded and flexible:** demonstrates adaptability, willing to amend positions where solid arguments or evidence supports such a change.
- ✓ **Analytical and critical thinker:** considers all of the information available and comments brought forth by others before forming an opinion or taking a position; demonstrates independence and objectivity in approach.
- ✓ **Visionary and strategic thinker:** considers wider impact of decisions on the organization and its ability to meet its strategic directions; not afraid to think of and raise new or novel ideas.
- ✓ **Understands the College's public interest mandate:** possesses at least a good understanding of the mandate of the College to put public interests above other interests.
- ✓ **Exhibits sound and balanced judgment:** demonstrates sound judgement in contributing to good decision-making.



- ✓ **Demonstrates high level of emotional intelligence:** uses an emotionally intelligent approach in all interactions and discussions.
- ✓ **Demonstrates respect and courtesy for self and others:** exhibits courteousness, respectful manners, and accepting of differences including dissenting point of views.
- ✓ **Understanding the principles of Equity, Diversity and Inclusion (EDI):** fosters discussion or participation in an inclusive environment and promoting and integrating diverse perspectives.

## II. Desirable Skills, Experiences, or Expertise

The following are desirable skills, experiences, or expertise that Council would like to see brought forward by some but not all Members of the Council and its Committees, as required:

- ✓ **Financial literacy:** possesses, through work, training or other experience, an understanding of generally accepted accounting principles; can read, interpret and ask relevant questions about financial statements and reports.
- ✓ **Risk/risk management:** understanding of Council's role and responsibility for identifying and reviewing risks and overseeing the management of risks.
- ✓ **Governance:** demonstrates knowledge and understanding of good governance principles and practices, possibly gained through board experience or governance education or certification.
- ✓ **Leadership:** demonstrated experience leading teams and/or organizations; ability to lead, inspire and provide feedback to others.
- ✓ **IT/Technology:** knowledge of, and experience in complex IT systems including privacy considerations. Familiarity and comfort with use of new software and platforms to facilitate the work of Council or Committees.
- ✓ **Understanding of the law/legal experience:** ability to interpret and apply application legislation, regulations, and compliance requirements.
- ✓ **Knowledge of the profession/professional regulation in Ontario:** experience in a regulated environment, understanding of the role and purpose of health regulators and health professions, and knowledge of the Denturism profession.
- ✓ **HR and compensation:** knowledge or experience in human resources, recruitment and retention of employees, and management of compensation.
- ✓ **Stakeholder engagement:** understanding, knowledge, or experience in managing external relationships and engaging with key stakeholder groups in a manner that supports the work and objectives of the College.



# Council Member Competency Skills Assessment Tool

1	2	3	4	UA
Entry-Level/Basic	Good	Fully Satisfactory	Outstanding	Unable to Assess
<i>No previous knowledge or experience in a given area but is eager to learn from others and improve own skills</i>	<i>Has a modest level of experience or knowledge in the given area but demonstrates a strong commitment to learning and growing skills</i>	<i>Consistently demonstrates the performance and level of competency expected of a Board/Council member in this given area; a solid performer</i>	<i>Consistently meets and contributes beyond expectations; in most cases would have certification, special training or extensive experience</i>	

Personal Information	
Name:	
Gender (optional):	
I have lived and/or professional experience(s) in issues related to equity, diversity and inclusion (optional):	
I identify as a member of a diverse group (equity deserving) (optional):	
Please describe where you live and work (urban, rural, remote, under-serviced area):	



Essential Competencies and Behavioural Traits	Council Member's Self Rating (1-4)
I understand and support the College's mandate to put public interests above all other interests	
I demonstrate honesty and integrity in declaring any potential biases or conflicts of interest	
I review all materials in advance and come well prepared for each meeting	
I actively engage in and contribute to discussions and debates at our meetings	
I communicate my thoughts clearly and I listen with intent to what others are saying	
I support all decisions of the Board/Council once they are made	
In my decision-making, I consider all information available or brought forward by others before forming an opinion, thereby demonstrating independence and objectivity in my approach	
I work to maintain good relationships with all colleagues through my use of an emotionally intelligent approach to all discussions and interactions	
I demonstrate respect and courtesy for others by accepting dissenting views and gracefully accepting challenges to my own expressed views	
I work to help foster discussion in an inclusive environment that promotes integration of diverse views and perspectives	



<b>Desirable Skills, Experience, and Expertise</b>	<b>Council Member's Self Rating (1-4)</b>
I have a solid understanding of the principles of good governance	
I understand and respect the differences in roles and responsibilities between members of the Board/Council, its Chair, and College staff	
I have experience in, or a good understanding of, risk and the Board/Council's role in reviewing and overseeing risk management	
I have previous experience in board or committee leadership that I bring to this Board/Council	
I lead and inspire others through my demonstrated experience and through positive role modelling	
I can read, interpret and understand financial statements and reports, although I am not necessarily an expert in the field	
I have specific education or training in finance that I bring to this Board/Council	
I have a solid understanding of the purpose and role of a health regulatory College in Ontario	
I have a good understanding of the challenges facing regulated health professions, and particularly the Denturist profession in Ontario and in Canada	
I bring other experience unrelated to health professions regulation to this Board/Council that add valuable perspectives to our discussion (examples may include: legal; accounting; HR and compensation; stakeholder engagement or communications)	



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## MEMO

To: **Council**

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

Date: **June 13, 2025**

Subject: **Results of Elections – Districts 1 & 2**

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

### **18.02 Registrar's Declarations**

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

I write to provide Council with the results of the 2025 Council elections of representatives from the profession from Districts 1 & 2.

One (1) nomination of candidacy for election to the College Council was received in each of Districts 1 & 2. The nomination period closed on April 20, 2025, and the deadline to submit a notice of withdrawal of candidacy was April 30, 2025. The online polling period for the election of professional members of Council would have begun on May 5, 2025; however, since these seats were filled by acclamation, no elections were required.

I declare and provide you notice that the following professional members were elected to the Council by acclamation for three-year terms.

District 1	Ms. Alexia Baker-Lanoue
District 2	Mr. Norbert Gieger

Their new terms will commence on June 13, 2025, and will end June 2028.



COLLEGE OF  
DENTURISTS  
OF ONTARIO

# CERTIFICATE OF REGISTRATION

*Potential Wall Certificate Update*

## PURPOSE

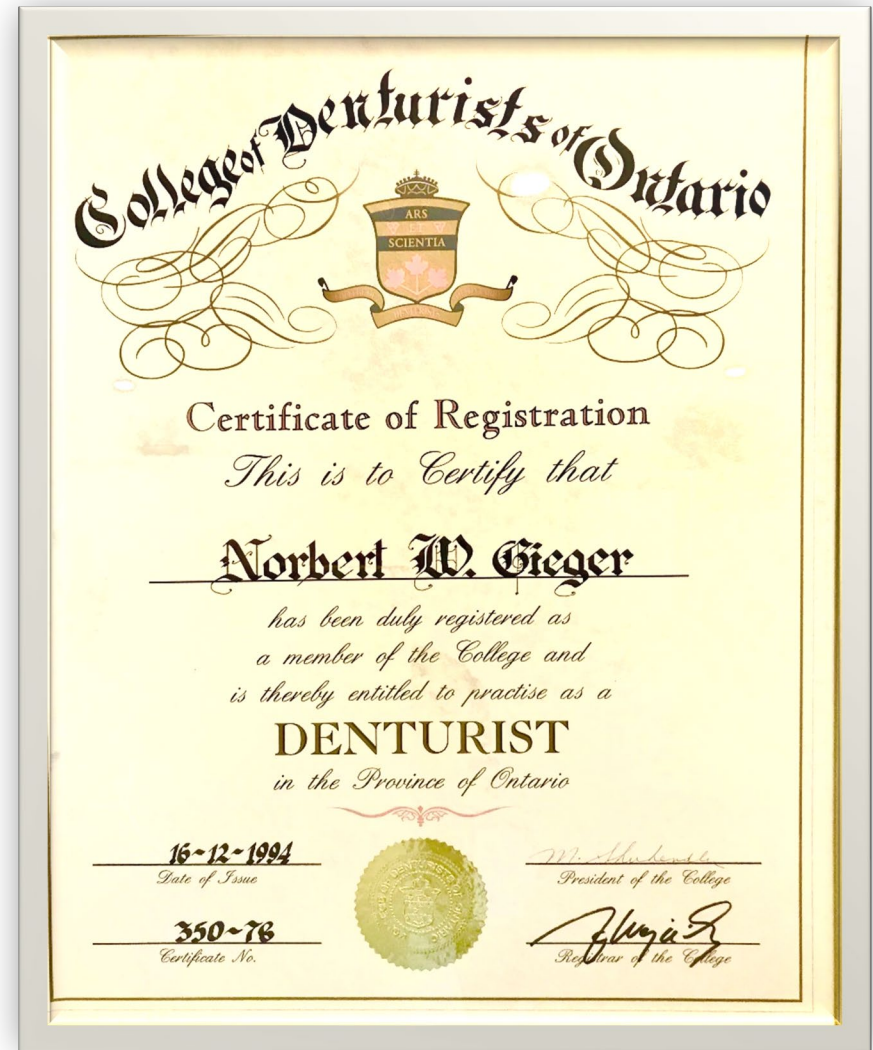
- College's long standing printing shop no longer stocks CDO's specific card stock for its wall certificates.
- Through canvassing other health regulators, a new print shop was selected based on work for other health regulators
- College unfortunately does not have an Adobe Photoshop/Illustrator vector file of its wall certificate resulting in new print shop needing to recreating it
  - Unable to recreate the red motif in the current wall certificate
- Print shop provided the College with opportunity to update its design
- College Staff have made a few quality-of-life suggested updates

# VALUES & GUIDING PRINCIPLES

- Wall Certificate holds personal, professional, and symbolic meaning.
- Physical manifestation of the practitioner's duty to their patients, to the public, to the College, and to themselves.
- College Staff recognize the sensitivity surrounding the wall certificate and acknowledge the wide range of perspectives including on design and principles surrounding the design.

## Guiding Principles

- Respect for Tradition
- Clarity & Professionalism
- Elegant & Timeless



# College of Denturists of Ontario



## Certificate of Registration

*This is to Certify that*

**John Smith**

*has been duly registered as  
a member of the College and  
is thereby entitled to practise as a*

**DENTURIST**

*in the Province of Ontario*



*Date of Issue*

*President of the College*

*Certificate No.*

*Registrar of the College*

- Text and language remains unchanged since inception
- Red motif was not able to be recreated. Red motif was a recreation of the previous red motif
- Red accents including red border, red coat elements in coat of arms, red motif
- Old English Text MT for Registrant Name

College of Denturists of Ontario



# Certificate of Registration

*This is to Certify that*

**Vybian Brave**

*has been duly registered as  
a member of the College and  
is thereby entitled to practise as a  
DENTURIST  
in the Province of Ontario*



*Date of Issue*

*President of the College*

*Certificate No.*

*Registrar of the College*

Vybian Vyvian

Vb Vv

Vb Bb

Vb Vvb

Vybian Brave

Vyvian Brave



## Certificate of Registration

*This is to Certify that*

**Vyvian Brave**

*has been duly registered as  
a member of the College and  
is thereby entitled to practise as a*  
**DENTURIST**  
*in the Province of Ontario*

January 27, 2025

*Date of Issue*

00001

*Certificate No.*



*A. Davis*  
*President of the College*

*[Signature]*  
*Registrar of the College*



## Certificate of Registration

*This is to Certify that*

**Vyvian Brave**

*has been duly registered as  
a member of the College and  
is thereby entitled to practise as a  
**DENTURIST**  
in the Province of Ontario*

January 27, 2025

*Date of Issue*

00001

*Certificate No.*



*A. Davis*  
*President of the College*

*[Signature]*  
*Registrar of the College*

## Honouring Tradition Embracing Professionalism

Agenda Item 11.1

- Return to CDO's traditional colours – White Gold
- Text and design elements remain unchanged
  - red motif removed
- Cambria font suggested
  - Clear, concise, modern formal, serified
- Clear focus on registrant's name
- Traditional font for College of Denturists of Ontario honours our legacy

# College of Denturists of Ontario



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**DENTURIST**  
*in the Province of Ontario*



\_\_\_\_\_  
*Date of Issue*

\_\_\_\_\_  
*President of the College*

\_\_\_\_\_  
*Certificate No.*

\_\_\_\_\_  
*Registrar of the College*

# College of Denturists of Ontario



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*in the Province of Ontario*

January 27, 2025

*Date of Issue*

00001

*Certificate No.*



*A. Clavie*  
*President of the College*

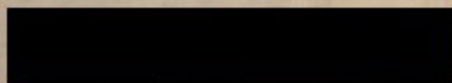
*[Signature]*  
*Registrar of the College*



College of **Dental Hygienists** of Ontario  
L'Ordre des **hygiénistes dentaires** de l'Ontario

***Certificate of Registration as a Dental Hygienist /  
Certificat d'inscription à titre d'hygiéniste dentaire***

*This is to certify that / La présente atteste que*



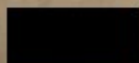
*is registered as a Dental Hygienist under the Dental Hygiene Act, 1991 /  
est inscrit(e) à titre d'hygiéniste dentaire en vertu de la Loi de 1991 sur les hygiénistes dentaires*

*Initial Registration Date / Date d'inscription initiale*

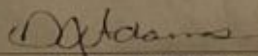
**November 13, 2018**


*Toronto, Ontario, Canada*

*Registration Number / Numéro d'inscription*



**July 05, 2021**

  
*Registrar / Registrare*

  
*President / Président(e)*





Royal College of  
Dental Surgeons of Ontario

Dr.

is currently registered with the  
**ROYAL COLLEGE OF DENTAL SURGEONS OF ONTARIO**  
the regulatory body for Ontario Dentists

Registrar



Dated at Toronto, Ontario

President



General

Registration Number Certificate



## Certificate of Registration

*This is to Certify that*

**Vyvian Brave**

*has been duly registered as  
a member of the College and  
is thereby entitled to practise as a  
**DENTURIST**  
in the Province of Ontario*

January 27, 2025

*Date of Issue*

00001

*Certificate No.*



*A. Davis*  
*President of the College*

*[Signature]*  
*Registrar of the College*





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## BRIEFING NOTE

To: **Council**

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

Date: **June 13, 2025**

Subject: **Committee Appointments for 2025-2027**

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### Public Interest Rationale

In June of every other year, the statutory and non-statutory committees of the College are dissolved and reconstituted on the appointment of new committee members for a two-year term. The review and approval of the College's committee membership by Council serves the public interest by ensuring a full complement of committee members is available to provide effective governance.

### Background

The proposed slate for committee memberships for 2025-2027 is attached. Typically, the Executive Committee develops and reviews the committee slate; however, due to evolving governance best practices since 2020, regulators have reduced the role of the Executive Committee in lieu of Council. As Council holds the highest decision-making authority at the College, Council is now asked to review the Committee Slate for its approval.

Members of Council received priority for their preferences. Diligence was undertaken to ensure that all Council Members received at least one preferred committee.

The College received applications from Registered Denturists for non-Council positions on various committees, including several educational professors/lecturers from the various educational institutions. Due to potential conflicts of interest, educators were placed on the Quality Assurance Committee. College Staff believe that this committee would best utilize their knowledge and background for developing programs/policies to better serve the public

## Risk Considerations

Risks for failing to implement or appoint suitable committee members can lead to consequences including paused operational activity, lack of governance, compromised patient safety, regulatory non-compliance, operational risk, fiscal risks, and damaged public trust due to lack of proper decision-making and functional committees.

Without robust committees, Council risks ineffective decision-making due to lack of proper research, discussion, or matters deliberated as brought forward by the College's committees. As well, the work of the College will halt without proper functioning committees including the College's investigatory role, academic credentialling, examination appeals, issuance of Certificates of Registrations, application of terms, conditions, and limitations, review of Peer and Practice Assessment reports, among many other statutory functions.

Financial risks are also associated for both the College, its registrants, and College applicants if committee work were to be jeopardized or halted due to ineffective committee members.

## Options

Council is asked to review the following options:

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

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

***Suggested Motion – That Council approves the 2025-2027 Committee Slate as presented.***

## Attachments

1. Proposed Committee Slate (Draft)



## 2025-2027 Committee Slate

Inquiries, Complaints & Reports	Registration	Quality Assurance	Patient Relations	Qualifying Examination (Non-Statutory)	Qualifying Exam Appeals (Non-Statutory)
AT LEAST: 2 Professional Members 2 Public Members 1 Non-Council Committee Member or persons	AT LEAST: 2 Professional Members 1 Public Member 1 Non-Council Committee Member or persons  <b>Cannot be a QE Assessor</b>	AT LEAST: 2 Professional Members 1 Public Member 2 or more Non-Council Committee Members or persons MAY HAVE: 1 or more persons  <b>Cannot be a QA Assessor</b>	AT LEAST: 2 Professional Members 2 Public Members 1 Non-Council Committee Member or persons	AT LEAST: 1 Professional Member 1 Public Member 1 Non-Council Committee Member  <b>Cannot be a QE Assessor</b>	AT LEAST: 1 Professional Member 1 Public Member 1 Non-Council Committee Member  <b>Cannot be a QE Assessor</b>
<b>Kristine Bailey</b> Hisham (Sean) Akkawi Danielle Arseneault Lileath Claire Annie Chu Norbert Gieger Jae Won (Eric) Kim Alexia Baker Lanoue Emilio Leuzzi Karla Mendez-Guzman Garnett Pryce Gaganjot Singh	<b>Elizabeth Gorham- Mathews</b> Majid Ahangaran Kristine Bailey Norbert Gieger Franklin Parada Gaganjot Singh	<b>Abdelatif (Latif) Azzouz</b> Cindy Abramovici- Rotman Avneet Bhatia Aisha Hasan Deepak Naik Vy Nguyen Franklin Parada Garnett Pryce Gaganjot Singh	<b>Kristine Bailey</b> Cindy Abramovici- Rotman Majid Ahangaran Danielle Arseneault Avneet Bhatia Elizabeth Gorham- Mathews Deepak Naik Vy Nguyen Garnett Pryce	<b>Abdelatif (Latif) Azzouz</b> Avneet Bhatia Norbert Gieger Emilio Leuzzi Milania Shahata	<b>Gaganjot Singh</b> Danielle Arseneault Majid Ahangaran Eugene Cohen Aisha Hasan Franklin Parada



Discipline	Fitness to Practice		Statutory Committee Chairs	Non-Statutory Committee Chairs
All Members of Council AT LEAST: 1 or more Non-Council Committee Member	All Members of Council AT LEAST: 1 or more Non-Council Committee Member		<b>ICRC</b> - Kristine Bailey  <b>Registration</b> - Elizabeth Gorham-Mathews  <b>Quality Assurance</b> - Abdelatif (Latif) Azzouz  <b>Patient Relations</b> - Kristine Bailey  <b>Discipline</b> - Elizabeth Gorham-Mathews  <b>Fitness to Practice</b> - Norbert Gieger	<b>Qualifying Examination</b> - Abdelatif (Latif) Azzouz  <b>Qualifying Exam Appeals</b> - Gaganjot Singh
<b>Elizabeth Gorham-Mathews</b> Majid Ahangaran Abdelatif (Latif) Azzouz Kristine Bailey Michael Bakshy Avneet Bhatia Lileath Claire Eugene Cohen Norbert Gieger Aisha Hasan Emilio Leuzzi Karla Mendez-Guzman Garnett Pryce Bruce Selinger Gaganjot Singh	<b>Norbert Gieger</b> Cindy Abramovici-Rotman Majid Ahangaran Abdelatif (Latif) Azzouz Kristine Bailey Michael Bakshy Avneet Bhatia Lileath Claire Eugene Cohen Elizabeth Gorham-Mathews Aisha Hasan Karla Mendez-Guzman Vy Nguyen Garnett Pryce Gaganjot Singh			



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## Memo

To: **Council**

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

Date: **June 13, 2025**

Subject: **Election of Officers**

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At today's meeting, Council will elect its officers for a two-year term.

### **Pursuant to Article 5.01 Officers of the College and 5.02 Term of Office:**

- The officers of the College shall be the President, Vice-President, and such other officers as Council may determine from time-to-time.
- The term of office for each officer of the College shall commence immediately following their election as an officer and shall continue for approximately two (2) years until the next election for officers.

Here is the framework:

### **Pursuant to Article 24.01 of the By-laws:**

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

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

### **Pursuant to Article 6.01 of the By-laws:**

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

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

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

In accordance with Article 24.01 above, the composition of the group of Members-at-Large will be informed by the results of the election for positions of President and Vice-President. For example, if both the President and Vice-President positions are filled by Public Members, then all the Member-at-Large positions (assuming there are 3) will be filled by members of the Profession.