



121st Board of Directors Meeting

December 5, 2025 – 10:00 a.m. to 3:00 p.m.

Teleconference via Zoom & YouTube Live Stream

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

AGENDA

Item	Action	Page #
1. Call to Order		
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.		
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15. Other Business <ul style="list-style-type: none"> • 2026-2027 Annual Renewal Fees 		
16. Next Meeting Date(s) <ul style="list-style-type: none"> ➤ 122nd Board Meeting - Friday March 13, 2026 ➤ 123rd Board Meeting - Friday June 12, 2026 ➤ 124th Board Meeting - Friday September 11, 2026 ➤ 125th Board Meeting - Friday December 4, 2026 	Information	
17. Adjournment		



Conflict of Interest Register

Council – 2025-2027 Term

Committee Member	Conflict(s) of Interest Declared
Kristine Bailey – Chair Public Director	None declared
Garnett A.D. Pryce Denturist – District 5 - Vice Chair	<ul style="list-style-type: none"> Denturism Instructor, Oxford College (Toronto) Member, Denturist Association of Ontario
Majid Ahangaran Denturist – District 7	<ul style="list-style-type: none"> Member, Denturist Association of Ontario
Abdelatif (Latif) Azzouz Denturist – District 6	None declared
Alexia Baker-Lanoué Denturist – District 1	None declared
Avneet Bhatia Public Director	None declared
Annie Chu Denturist – District 4	
Lileath Claire Public Director	None declared
Hanneke de Roo Public Director	None declared
Norbert Gieger Denturist – District 2	<ul style="list-style-type: none"> Member, Denturist Group of Ontario
Elizabeth (Beth) Gorham-Matthews Denturist – District 8	<ul style="list-style-type: none"> Member, Denturist Association of Ontario
Aisha Hasan Public Director	None declared
Franklin Parada Denturist – District 3	<ul style="list-style-type: none"> Member, Denturist Association of Ontario Member, Denturist Association of Canada
Gaganjot Singh Public Director	None declared



Last Updated: November 6, 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, spouse¹, child or sibling), close friends, business partners, dating partner, or other person with whom I have a close personal or professional relationship, have or recently² have had the following direct or indirect affiliations, personal or financial interests or relationships, and/or have taken part in the relevant transactions.

¹ 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](#).

² 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 120th 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.³

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

before that date. If you are a newly elected and previously served as an elected Council member for nine consecutive years, at least three years must have passed by any time between the election date and the 120th 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.](#)

³ 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).



120th Council Meeting Hybrid

Held at HUB 601 and via Zoom/YouTube Live Stream

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

September 26, 2025 – 10:00 a.m. to 2:30 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:

Annie Chu, Denturist
Hanneke de Roo, Public Appointee

Legal Counsel:

Rebecca Durcan, Steinecke, Maciura and LeBlanc

Guest:

Lise Betteridge, Dundee Consulting Group Ltd.

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 10:03 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: M. Ahangaran

SECONDED: E. Gorham-Matthews

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. It was noted that a questionnaire will be circulated to Council members following the Council meeting for the purposes of updating the Conflict-of-Interest Register.

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

MOTION: To accept the Consent Agenda

MOVED: A. Azzouz

SECONDED: L. Claire

CARRIED

7. President's Report

The President mentioned the new Registration Regulation, the College's ongoing governance modernization initiatives and introduced the new publicly appointed Council member.

8. Registrar's Report

The Registrar provided an update on the operational activities of the College which occurred since the last meeting of Council, including implementation of new invoice approval software, Microsoft Forms, and French translation option on the CDO website. Past and upcoming events and deadlines were reviewed as was the financial report for April 1, 2025, to August 31, 2025.

9. *In-Camera Meeting of Council*

MOTION: To move the meeting in-camera.

MOVED: N. Gieger

SECONDED: G. Singh

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 10:58 a.m. and ex camera at 11:35 a.m.

10. Overview of the Registration Regulation

The Registrar presented an Overview of the Registration Regulation and the Inactive Class Guidelines.

The Registrar addressed multiple questions from Council members.

11. Governance Modernization

Lise Betteridge, Dundee Consulting Group Ltd., presented on the CDO's Governance Modernization: Skills Assessment Survey Results, Recommendations & Follow Up.

The President canvassed feedback from each Council member. There was a discussion regarding how the College could engage registrants to participate in governance.

Council directed staff to continue working with the consultants to draft an action for new election models to present to Council in either December 2025 or March 2026.

12. Access to Registrant and Applicant Records Policy & Guidelines

The Registrar discussed the proposed update to the Access to Registrant and Applicant Records Policy & Guidelines.

MOTION: That Council approves the updated Access to Registrant and Applicants Records Policy

MOVED: M. Ahangaran

SECONDED: N. Gieger

CARRIED

MOTION: That Council retires the current Accessing Application Records – Process Guidelines.

MOVED: L. Claire

SECONDED: A. Azzouz

CARRIED

13. By-Laws – Governance Terminology Update & Minor Amendment

The Deputy Registrar discussed the proposed Amendments to the CDO’s By-laws that enables the use of updated governance terminology for the College including “Board of Directors” and “Registrants”.

MOTION: That Council approves the College By-Law amendments as presented for updating the governance terminologies and other minor updates.

MOVED: A. Azzouz

SECONDED: A. Bhatia

CARRIED

14. Next Meeting Date(s)

- 121st Council Meeting – December 5, 2025.

The President announced that the December meeting will be held virtually.

15. Adjournment

MOTION: For the meeting to be adjourned.

MOVED: M. Ahangaran

SECONDED: E. Gorham-Matthews

CARRIED

The meeting was adjourned at 2:39 p.m.

Kristine Bailey
President


Date

Roderick Tom-Ying
Registrar and CEO


Date

Responses Overview Active


Responses

5 

Average Time

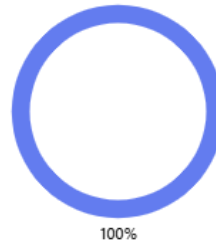
05:47 

Duration

99 Days 

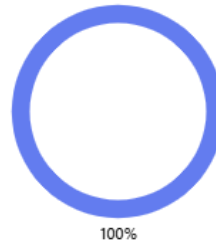
1. I received appropriate, supportive information for this Council meeting.

- Yes 5
- No 0
- Somewhat 0
- Don't know 0



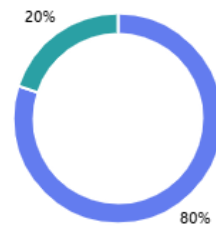
2. I received this supportive information in a timely manner.

- Yes 5
- No 0
- Somewhat 0
- Don't know 0



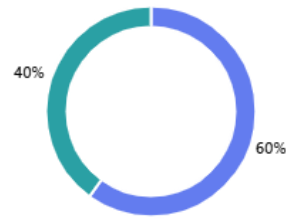
3. I was prepared for this meeting.

- Yes 4
- No 0
- Somewhat 1
- Don't know 0



4. All Council members appeared prepared for this meeting.

● Yes	3
● No	0
● Somewhat	2
● Don't know	0



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

2
Responses

Latest Responses
"Identify on the agenda who is the MRP"
"None"

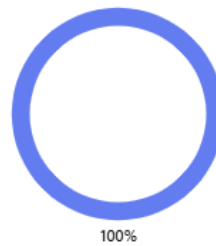
6. This meeting was effective and efficient.

● Yes	5
● No	0
● Somewhat	0
● Don't know	0



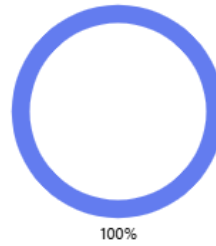
7. The objectives of this meeting were achieved.

● Yes	5
● No	0
● Somewhat	0
● Don't know	0



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

- Yes 5
- No 0
- Somewhat 0
- Don't know 0



9. I felt comfortable participating in the Council discussions.

- Yes 5
- No 0
- Somewhat 0
- Don't know 0



10. The public interest was considered in all discussions.

- Yes 5
- No 0
- Somewhat 0
- Don't know 0



11. List two strengths of this meeting.

1 Responses

Latest Responses

"(1)Availability of mics for better hearing and (2) Staying on topic"

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

2 Responses

Latest Responses

"All council members were engaged"

"(1) All participants using the available mics when speaking (2) Ability to see onlin... "

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

1

Responses

Latest Responses

"A thought on public comments!! Do we ever receive feedback from the public ob... "

14. Additional comments

1

Responses

Latest Responses

"None"

15. Other questions that Council should be asking in a feedback survey?

1

Responses

Latest Responses

"Are the objectives of the meeting clearly defined and understood?"



COMMITTEE REPORT TO THE BOARD

Name of Committee: **Executive Committee**

Reporting Date: **December 5, 2025**

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

On November 24, 2025, the Committee met to discuss and initiate the Registrar's annual performance evaluation.

Respectfully submitted by Kristine Bailey
Board Chair and Chair of the Executive Committee



COMMITTEE REPORT TO THE BOARD

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

Reporting Date: **December 5, 2025**

Number of Meetings since
last Board 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 September 26, 2025, Board meeting, the ICRC has considered 13 complete investigations and made final dispositions in 10 matters (13 complaints investigations).

Decisions Finalized:

Complaints	10
Registrar's Reports	0
Total	10

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

No Further Action	6
Advice/Recommendation/Reminder	2
SCERP (incl. Coaching and Training)	2
Cautions	1
Deferred	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	1
Relationship with Patient		1
Professional Judgment		2
Legislation, standards & ethics		1
Laboratory Procedures	1	
Practice Management		1
Records and Reporting	2	
Professional Relationships	2	

Cases Considered by the Committee:

Complaints **13**
Registrar's Reports **0**

New Files Received during this period:

Complaints **5**
Registrar's Reports **0**
Health Inquiries **0**

HPARB appeals

Total Appeals pending	4
New Appeals	0
Files 150 days	1
Files 210 days	3

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



COMMITTEE REPORT TO THE BOARD

Name of Committee: **Discipline Committee**

Reporting Date: **December 5, 2025**

Number of Meetings since last Board Meeting: **0 meetings, 2 penalty hearings, 1 reprimand**

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 26, 2025, Board meeting, two (2) Panels of the Discipline Committee participated in two (2) penalty and costs hearings and conducted one reprimand, all for matters regarding the same member.

A. Panel Activities

1. The Panel had two (2) penalty and cost hearings and conducted one reprimand in this period.

B. Discipline Committee Meetings

1. The Discipline Committee did not meet in this quarter.

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



COMMITTEE REPORT TO THE BOARD

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

Reporting Date: **December 5, 2025**

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

Activities during the quarter:

There was no activity to report for this quarter.

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



COMMITTEE REPORT TO THE BOARD

Name of Committee: **Patient Relations Committee**

Reporting Date: **December 5, 2025**

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

There was no activity to report for this quarter.

Respectfully submitted by Avneet Bhatia
Chair of the Patient Relations Committee



COMMITTEE REPORT TO THE BOARD

Name of Committee: **Quality Assurance Committee**

Reporting Date: **December 5, 2025**

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

Role of the Committee

The Quality Assurance Committee considers Peer & Practice Assessment reports as an indicator of whether a registrant'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 program and develops tools, programs, and policies for the College's Quality Assurance Program.

The Quality Assurance Committee met once since its last report to the Board on September 26, 2025.

Meeting: September 25, 2025

Peer & Practice Assessment Report Summary:

Renewal Period	Satisfactory	Extension Granted	TCLs imposed	Additional information required	SCERP ordered/ required follow up	Reassessment Ordered	Modified Assessment	Referral to ICRC	Resigned
2020-2021							1		
2023-2024	1	1							
2024-2025	1		1						
2025-2026		3							

The 2025–2026 Peer Assessments are in progress. Forty-one registrants were randomly selected and an additional three (3) registrants elected to undergo assessments. Most assessments will take place over the fall and winter of 2025.

Program Development:

2025 Fall Webinar Series

Three (3) different webinars were delivered as part of the 2025 Fall Webinar Series. All were well attended. The attendance numbers below reflect unique viewers and do not reflect registrants who participated in the webinar as a group on a single login.

The live sessions were as follows:

Webinar Title	Date	Unique visitors
Social Media Smarts for Denturists	October 28, 2025	49
Social Media Smarts for Denturists	October 30, 2025	70
Advertising and Clinic Names Standard of Practice Essential Guidance	November 5, 2025	63
Advertising and Clinic Names Standard of Practice Essential Guidance	November 6, 2025	62
Understanding the Changes to the Registration Regulation	November 18, 2025	70
Understanding the Changes to the Registration Regulation	November 22, 2025	24
Understanding the Changes to the Registration Regulation	November 25, 2025	38

Peer Circles

A Peer Circles event was held at the Denturist Group of Ontario’s continuing education conference on November 20, 2025. There were approximately 90 participants.

Post event feedback

Forty-five attendees completed the post event survey in which they were asked questions to determine the overall effectiveness of the event. The answers to the questions are listed below by percentage.

Did you learn anything new, OR did you have what you already knew confirmed, at this Peer Circles event?

97.8% answered YES

On a scale ranging from strongly agree to strongly disagree the following data was collected:

I would recommend Peer Circles to a colleague.

Strongly Agree – 75.6%

Agree – 24.4%

Disagree – 2.2%

The scenarios presented were relevant to challenges I encounter in my professional practice.

Strongly Agree – 60%

Agree – 40%

The scenarios helped deepen my understanding of key concepts.

Strongly Agree – 68.9%

Agree – 26.67%

Neither agree not disagree – 6.67%

The scenarios encouraged me to reflect on how I handle similar situations in my work.

Strongly Agree – 82.22%

Agree – 37.78%

Neither agree not disagree – 2.2%

Strongly disagree – 2.2%

Respectfully submitted by Abdelatif Azzouz

Chair of the Quality Assurance Committee



COMMITTEE REPORT TO THE BOARD

Name of Committee: **Registration Committee**

Reporting Date: **December 5, 2025**

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

Activities during the Quarter:

The Registration Committee met two (2) times since its last report to Council on September 26, 2025, on the following dates:

- October 30, 2025
- November 24, 2025

October 30, 2025

During this meeting, the Registration Committee considered five (5) new academic assessments all of which were deemed equivalent. The Committee directed the Registrar to impose terms, conditions and limitations in the form of 750 hours of supervision for three (3) new registrants' Certification of Registration based on currency concerns.

November 24, 2025

During this meeting, the Registration Committee considered three (3) new academic assessments all of which were deemed equivalent.

The Committee reviewed and accepted the newly revised Academic Equivalency Assessment form for use.

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



COMMITTEE REPORT TO THE BOARD

Name of Committee: **Qualifying Examination Committee**

Reporting Date: **December 5, 2025**

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

Activities during the Quarter:

The Qualifying Examination Committee has not met since its last report to the Board on September 26, 2025.

The next examination administration is scheduled for February 3, 2026 (MCQ) and February 7-8, 2026 (OSCE). The deadline for registration is December 19, 2025.

The Qualifying Examination Committee will meet in March/April 2026 to complete the examination item review.

Respectfully submitted by Abdelatif Azzouz
Chair of the Qualifying Examination Committee



COMMITTEE REPORT TO THE BOARD

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

Reporting Date: **December 5, 2025**

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

Activities during the Quarter:

The Qualifying Examination Appeals Committee met once since its last report to the Board on September 26, 2025.

At their September 17, 2025, meeting, the Qualifying Examination Appeals Committee heard from three (3) appellants from the June 2025 MJMCQ and OSCE exam administrations. The Committee rendered three (3) decisions - three (3) appeals denied. No outstanding appeals remain.

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



To: **Board of Directors**

From: **Kristine Bailey**

Date: **December 5, 2025**

Subject: **Chair's Report**

The autumn of 2025 continued as a busy time of the year for the staff, volunteers and professional membership of the College.

Canadian Network of Agencies for Regulation Conference 2025 – four Board Directors and four staff attended the conference held in Calgary from October 20 to 22, 2025. The conference included keynotes from Olympic gold medalist, Mark Tewksbury and physician, Dr. Chika Stacy Oriuwa. A program of over 40 sessions addressed topics such as artificial intelligence in regulation, governance, investigations, and equity/inclusion. According to the attendees it was well worth attending.

The annual audit has been completed. The audit results and findings will be presented to the Board.

A complaints survey for both complainants and registrants is to be launched in an effort to garner feedback that will enhance or improve our complaints process to improve relevancy and hopefully streamline the process.

Staff are busily working on the implementation of the Registration Regulation, as signed into legislation in September 2025. The key items include the build out of the inactive class application portal and the reinstatement process for recently retired registrants who can come back under three years retired.

The Peer Circles at the Denturist Group of Ontario Continuing Education Event will be held November 20th, 2025.

Based on our last Board meeting and governance review, we are starting to use the new terminology which you will note with Chair, Directors and Board.

In the near future, the materials for the Registrar's performance will be distributed to the Board for consideration and input. Please take the time to consider this as it helps our Registrar improve his performance and make the College a top performer in Colleges of Regulation.



Registrar's Updates

Since the last meeting of the Board on September 26th, 2025:

- As of Right coming into force Jan 1st, 2026
- OFC low risk rating updated to 2027
- Fall Webinar Series Completed
- FY25 Annual Audit Completed

From clockwise: Peer Circles at DGO Con Ed Event, Nov 20, 2025, Former Board Chair Lileath Claire with CNAR Keynote Speaker and Olympian Mark Tewksbury, and CDO Board Members and Staff with host and former CBC News Anchor Suhana Meharchand, October 21, 2025

- Sept 20th – National Truth and Reconciliation Day – Oral Health Challenges in Indigenous Communities Staff Event
- Oct 20-22nd – CNAR Regulatory Conference – Calgary, AB
- Oct 29th & Nov 10th – QE System Partners Consultations on Future of Exams (Educators & Associations)
- Nov 5th – Annual Meeting with Ontario's Fairness Commissioner
- Nov 20th – DGO Continuing Education Event & CDO Peer Circles





Current Strategic Initiatives

Agenda Item 8.1

Strategic Initiatives	Operational Leads	Governance Leads	Progress
As of Right	Registrar & CEO Manager of Registration	All of Board	In Force Jan 1, 2026
Registration Regulation	Registrar & CEO Manager of Registration	Registration Committee	Implementation Ongoing
Scope of Practice	Registrar & CEO Deputy Registrar	Board Vice-Chair Working Group – composed of 2 CDO Board Member Delegates	Awaiting Next Steps - Public Consultation Closed November 3, 2025.
Qualifying Examination	Deputy Registrar Chief Examiner Third-Party Psychometricians	Chair, Qualifying Examination	System Partner Consultation Workshops Being Held – Report to Board in 2026
Governance Modernization (Board Elections, Risk Register, Terminology update)	Registrar & CEO Deputy Registrar Governance Consultant	Board Chair All of Board	Ongoing
Alternate Dispute Resolution Process & Complaints Feedback Survey	Manager of Professional Conduct	ICRC	In Queue & Draft Survey Completed



As of Right

Executive Summary:

- Registered Denturists in other provinces, equivalent to Ontario's Active General Class, can work in Ontario for up to 6 months before completing the application process with the CDO.
- New attestation requirements upfront:
 - Hold an equivalent of an Ontario General Class certificate of registration
 - No previous findings of professional misconduct, incompetence, or incapacity
 - Not currently subject to any current professional misconduct, incompetence, or incapacity proceedings
 - Not currently the subject of any complaints made against them to any Denturism regulators
 - No current charges pending or previously found guilty of any offences in any jurisdictions
 - Have not been denied registration with any regulator in the last two years
 - Have engaged in the practice of Denturism within the past three years
 - Currently hold active Professional Liability Insurance in Ontario
- Documents that can be provided within 6 months:
 - Criminal Records and Judicial Matters Check
 - Letter of Standing from Home Regulator
 - Proof of Citizenship, Permanent Residency, or Work Permit



As of Right

CDO's Proposed Implementation Plan:

- Rework the current Labour Mobility application pathway to provide As of Right flexibility if requirements are met upfront.
- There is no difference between As of Right and Labour Mobility documentation requirements.
- The benefits of As of Right is ability to work immediately and up to 6 months prior to licensure if attestation requirements are met.
- Any applicants with previous conduct, criminal offences, lack of good standing, TCLs/SCERPs, will be considered through Labour Mobility pathway for Registrars/Registration Committee review. Under As of Right, these applicants are excluded.
- Labour Mobility Applicants - 2 in 2025(both returning Ontario denturists), 0 in 2024
- As of Q3 2025, CDO was processing completed Labour Mobility Applications in 1 day or less compared to 4.25 days or less for all other applicants (Ontario educated, Canadian educated, Internationally educated).



As of Right

Next Steps

- College Staff requested urgent meeting with database provider to determine feasibility of launching online application pathway before January 1, 2026, or proceed with interim solution (PDF based application).
- College Staff to update website to launch new pathway.
- College Staff monitoring regulatory tools including standards, guidelines, policies for any potential updates as required.



COLLEGE OF
DENTURISTS
OF ONTARIO

QUALIFYING EXAMINATION UPDATE

College of Denturists of Ontario

Meghan Hault, Deputy Registrar



UPDATE SINCE SEPTEMBER 2025 BOARD MEETING

- Deputy Chief Examiner recruitment
- Item Banks are being provided to CDO as of the dates of our withdrawal from the MJ Exams
 - OSCE: March 10, 2025
 - MCQ: August 31, 2025
- Consultation Workshops with Stakeholders & System Partners:
 - Educational Institutions
 - Denturism Associations
 - Qualifying Examination Assessors
- Qualifying Examination Consultation Summary Report (2026)



MOVING FORWARD: WORKING PLAN

Proposed Short Term Improvements (2026)

- Productive collaboration & relationship building with stakeholders
- Creation of textbook list from all Ontario educational institutions and/or a more fulsome resource list for candidates
- Glossary of terms used in the MCQ exam
- More comprehensive performance report for unsuccessful candidates (June 2026) & sample performance report made available to candidates
- Updating QE policies

Proposed Medium – Long Term Improvements (2026-2027)

- Actionable Items from Stakeholder System Partner Consultation Workshops
- More robust sample MCQ questions, exploration of an online mock MCQ examination
- Coordinated rollouts with double candidate cohort in June 2027
 - Transitioning the MCQ to the 2020 Competency Profile
 - Adopting current best practices for OSCE station formats



BRIEFING NOTE

To: **Board of Directors**

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

Date: **December 5, 2025**

Subject: **Financial Report: April 1, 2025 – October 31, 2025**

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 Board 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. The Board must ensure that the College has a fiscally responsible and strategic operating budget each year. As part of this commitment, the Board reviews the financials of the CDO on a quarterly basis.

Statement of Operations for period April 1, 2025 – October 31, 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). This report covers the seven months of the fiscal year, consequently, the anticipated expenses should be captured for the most part within their budget line items. 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 exceeded targets at 128% 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 now collected all outstanding annual renewal fees from the registrant base. The revenue for this line item increased slightly due to new mid year registrants.

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 is 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, launched its all-new Jurisprudence Examination in the member portal, almost completed its fully online Inactive Class application, and will now work on an online Labour Mobility/As of Right application.

The latter three items were not previously allocated specific budgets within the 2025-2026 budget but represent necessary work as part of the Registration Regulation roll out and mandated Ministry Initiatives. The costs are anticipated to be around or under \$20,000 for the Inactive Class Application and Jurisprudence Exam. College staff are awaiting quotes for the Labour Mobility/As of Right application. Due to this non-budgeted but necessary database improvements, College Staff are projecting this budget line item to be exceeded by \$20,000 to \$30,000, or total forecasted expenses of \$200,000 compared to the previous budget of \$170,000.

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 representing 104% of the annual operating budget. The current case files are nearing completion and may be concluded before next year's 2026-2027 budget year.

Inactive Class of Registration

As part of the roll out of the Registration Regulation, an inactive (non-practising) class of registration will be introduced. The annual renewal fees for the inactive class are set at 35% of the active general class. The 2025-2026 Operating Budget will not experience a material decline due to the introduction of this class since all full year annual renewal fees have been collected for the 2025-2026 renewal year. Should the launch of the inactive class occur within this operating budget year, no refunds on remitted renewal fees will be provided and therefore the College will not experience any declines in registration fee revenues for this budget year.

The upcoming 2026-2027 Budget may experience a material decline in renewal fees collected depending on the number of registrants opting to enter the inactive class. Based on current estimates, College staff roughly projects around 20 registrants that may enter the inactive class – representing a

decline of approximately \$22,100 before HST. College staff will provide a more detailed forecasting during the 2026-2027 Draft Operating Budget presentation.

Strategic Initiatives Budget for period April 1, 2025 – October 31, 2025

The Strategic Initiatives Budget was updated up to October 31, 2025. Since the last report to the Board provided at its September 26, 2025, meeting, one further invoice related to the College's Governance Initiatives was captured. No other variances are expected.

College of Denturists of Ontario

Statement of Operations (April 1 - October 31, 2025)

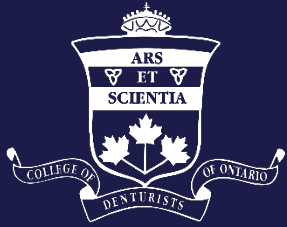
YTD Budget to Actual	2025-2026 BUDGET	October 31, 2025 YTD Totals	YTD as Percentage of Budget	Remainder or In Excess of Budgeted Amount*
REVENUE				
Professional Corporation Fees	\$ 70,000.00	\$ 89,250.00	128%	\$ 19,250.00*
Registration Fees	\$ 1,352,800.00	\$ 1,362,709.77	101%	\$ 9,909.77*
Other Fees	\$ 4,500.00	\$ 17,650.75	392%	\$ 13,150.75*
Qualifying Examination Fees	\$ 354,525.00	\$ 242,900.00	69%	\$ 111,625.00
Other Income	\$ 45,000.00	\$ 40,574.79	90%	\$ 4,425.21
TOTAL REVENUE	\$ 1,826,825.00	\$ 1,753,085.31	96%	\$ 73,739.69
EXPENDITURES				
Wages & Benefits	\$ 673,500.00	\$ 392,103.43	58%	\$ 281,396.57
Professional Development	\$ 60,000.00	\$ 32,773.53	55%	\$ 27,226.47
Professional Fees	\$ 150,000.00	\$ 73,214.97	49%	\$ 76,785.03
Office & General	\$ 170,000.00	\$ 160,163.06	94%	\$ 9,836.94
Rent	\$ 21,950.00	\$ 8,750.00	40%	\$ 13,200.00
Qualifying Examination	\$ 300,000.00	\$ 132,714.98	44%	\$ 167,285.02
Board and Committees	\$ 45,000.00	\$ 18,117.60	40%	\$ 26,882.40
Quality Assurance				
QA Peer Circles	\$ 30,000.00	\$ 1,600.66	5%	\$ 28,399.34
QA Assessor Expenses	\$ 35,000.00	\$ 5,651.18	16%	\$ 29,348.82
Complaints & Discipline	\$ 200,000.00	\$ 207,092.86	104%	\$ 7,092.86*
Capital Expenditures	\$ 15,000.00	\$ 1,749.99	12%	\$ 13,250.01
TOTAL EXPENDITURES	\$ 1,700,450.00	\$ 1,033,932.26	61%	\$ 666,517.74
NET INCOME	\$ 126,375.00	\$ 719,153.05		

College of Denturists of Ontario
Strategic Initiatives (April 1, 2025-October 31, 2025)

YTD Budget to Actual	BUDGET	Project Anticipated Costs	Costs Incurred to Date	YTD Totals October 31, 2025	Remainder or In Excess of Budgeted Amount*	Costs Not Yet Incurred
STRATEGIC INITIATIVES						
Board 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 Registration and Professional Misconduct Regulation Implementation		\$ 9,040.00	\$ -	\$ 12,275.00	\$ 65,655.51	Project Completed
Scope of Practice Review		\$ 10,000.00	\$ 10,869.09	\$ -	\$ 54,786.42	Project Completed
		\$ 50,000.00	\$ 37,539.35	\$ -	\$ 17,247.07	TBD
TOTAL STRATEGIC INITIATIVES	\$ 175,000.00	\$ 163,514.96	\$ 145,477.93	\$ 12,275.00	\$ 17,247.07	\$ -

College of Denturists of Ontario
Reserve Funds As of March 31, 2025 (audited)

	March 31/25	
	Totals	
RESTRICTED FUNDS		
(Non-Reserve Funds) Invested in Capital and Intangible Assets	\$	8,147
Internally Restricted for Therapy and Counselling	\$	140,120
Internally Restricted for Complaints and Discipline	\$	360,000
Internally Restricted for Strategic Initiatives	\$	29,522
UNRESTRICTED FUNDS		
Operating (6 months)	\$	851,418
REMAINING UNASSIGNED		
Unassigned Unrestricted Funds	\$	256,251
TOTAL RESERVE FUNDS	\$	1,637,311



COLLEGE OF
DENTURISTS
OF ONTARIO

COMPLAINTS PROCESS FEEDBACK SURVEYS

College of Denturists of Ontario

Catherine Mackowski, Manager, Professional Conduct



COLLEGE PERFORMANCE MEASUREMENT FRAMEWORK (CPMF) BACKGROUND

The CPMF is a cornerstone of regulatory transparency and excellence in Ontario; it provides the public, the Ministry of Health, and other stakeholders with critical insights into the activities and processes of health regulatory Colleges.

In the spirit of continuous improvement, the College measures benchmarked evidence.

Within the complaints process, surveying complainants and registrants after they have gone through the process, but before they receive the Inquiries, Complaints, and Reports Committee's written decision and reasons is one such dashboard metric.

The survey's developed were a collaborative effort within the oral health College's, specifically with the College of Dental Hygienists of Ontario.



DOMAIN 6: SUITABILITY TO PRACTICE, STANDARD 11

There is a requirement within the CPMF that the information provided to complainants is clear and useful; by administering this voluntary feedback survey, the College will be fulfilling this benchmark evidence requirement.



COMPLAINTS SURVEYS

Surveys to have been drafted to canvass feedback from both parties of an investigation.

- [Complaints Survey for Complainants](#)
- [Complaints Survey for Registrants](#)

COLLEGE OF DENTURISTS
OF ONTARIO

ANNUAL REPORT 2024-2025



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ABOUT THE COLLEGE

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 Denturists 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 CHAIR

YEAR IN REVIEW
APRIL 1, 2024 TO MARCH 31, 2025



**LILEATH
CLAIRE**

Chair, Board of Directors

It is my pleasure to present the 2024–2025 Chair’s Message of the Board, highlighting the work and achievements of the College over the past year.

As we reflect on the year’s journey, I extend my sincere appreciation to everyone whose dedication and collaboration made these achievements possible. To our Board Directors and College staff — thank you for your steadfast commitment, strategic leadership, and strong governance. To our registrants and stakeholders — your professionalism, innovation, and engagement continue to advance the College’s mission and the profession as a whole.

This year, the College reached significant milestones across its key strategic priorities: Regulatory Effectiveness, Stakeholder Engagement, Sustainability, and Diversity, Equity, and Inclusion. While the year presented unexpected challenges at both operational and regulatory levels, our collective resilience ensured continued success in meeting our mandate.

The College Performance Measurement Framework results, reported at the end of calendar year 2024, confirmed that the College continues to fulfill its mandate to act in the public interest — operating as an effective, accountable, and transparent regulator that serves and protects the people of Ontario.

Throughout the year, the Board of Directors maintained its full complement of Public and Professional Directors through elections and appointments by the Lieutenant Governor



in Council. Public Board Director Michael Bakshy completed his term in March 2025 after serving on five statutory committees. His thoughtful contributions and commitment to public service have been greatly appreciated, and we extend our thanks for his valued service.

Under the leadership of Registrar Roderick Tom-Ying, the College also experienced several key staff transitions. Meghan Hault was appointed Deputy Registrar effective January 2025, and Paige O'Brien was promoted to Manager of Council and Corporate Services. We also extend best wishes to Megan Callaway, who concluded more than five years of dedicated service with the College, contributing significantly to both administrative and regulatory initiatives. Congratulations to Registrar Roderick and his team for their continued excellence and professionalism.

Over the past year, the College successfully delivered a range of educational programs, seminars, and workshops — including sessions on Diversity, Equity, and Inclusion, The Smile Gap: A History of Oral Health and Social Inequality, and participation in CNAR, Canada's premier regulatory event, held in October. New registrants also benefited from comprehensive orientation training and a mentorship program designed to support them in their early stages of service.

The College's seven statutory committees and two non-statutory committees remained fully staffed and active throughout the reporting period, meeting the needs of both the public and registrants. Although some committees experienced higher-than-average caseloads, strategic prioritization and effective management ensured all matters were resolved within required timeframes.

In 2023, the College initiated a strategic plan to expand office space, reduce operational costs, and promote collaboration with other health regulators. I am pleased to report on the successful completion of this initiative with the College's move to HUB 601, located at 175 Bloor Street East, Suite 601, Toronto, ON. This new shared office space brings together the College of Dental Hygienists of Ontario, College of Audiologists and Speech-Language Pathologists of Ontario, College of Dietitians of Ontario, and the College of Denturists of Ontario, fostering collaboration, efficiency, and shared learning across the regulatory community.

The Scope of Practice proposal submitted to the Government of Ontario represents another major milestone. This initiative seeks incremental changes that will enhance patient experiences, strengthen interprofessional collaboration among oral health professionals, and align with the province's priority to reduce barriers and improve access to care. Through the dedicated efforts



of the Scope of Practice Working Group, and in partnership with the Denturist Association of Ontario and the Denturists Group of Ontario, this important work has reached a pivotal stage. I commend the team for their perseverance, professionalism, and commitment to the public good.

Selected Noteworthy Accomplishments

- Professional Misconduct Regulation updated by the Government of Ontario, effective July 1, 2024
- College readiness to support Denturists' adaptation to the Canadian Dental Care Plan

As we look ahead to 2025–2026, the College remains committed to regulatory excellence, public protection, and meaningful collaboration. Guided by our strategic priorities and strengthened by the dedication of our Board, staff, and registrants, we will continue to uphold the highest standards of professionalism and integrity in the delivery of oral health care across Ontario.



CDO Council from L to R: R. Tom-Ying (Registrar), F. Parada, G. Singh, G. Pryce, K. Bailey, L. Claire, N. Gieger, E. Gorham-Matthews, M. Ahangaran, A. Azzouz



BOARD OF DIRECTORS

WHO WE ARE | WHAT WE DO

Officers

Lileath Claire, Public Director, Chair
Garnett A.D. Pryce - Vice-Chair

Public Directors

Kristine Bailey
Michael Bakshy
Avneet Bhatia
Aisha Hasan
Gagonjot Singh

Professional Directors

Majid Ahangaran
Abdelatif Azzouz
Alexia Baker-Lanoué (from March 2024)
Annie Chu
Norbert Gieger
Elizabeth Gorham-Matthews
Franklin Parada



In Ontario, the regulation of health care professions is a partnership with the public. The operation of each regulatory college is overseen by a Board of Directors, or Council. The Board of Directors (“the Board”) of the College of Denturists of Ontario is made up of:

- Denturists elected by their peers (registrants of the College); and
- Members of the public appointed by the provincial government

This governing Board is lead by the Chair, elected by the Board from among its Public Directors. The Board 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.

The Board meets four (4) 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).

2023-2025 Strategic Plan

Mission

To regulate and govern the profession of Denturism in the public interest.

Vision

Leading our registrants to provide exemplary denturism care to Ontarians.

Guiding Principles

Integrity, Honesty, Transparency, Accountability, Fairness, Inclusivity

Key Priorities



Regulatory Effectiveness



Effective Stakeholder Engagement



Ensuring Sustainability



Embracing DEI

2023-2025



Regulatory Effectiveness

CDO continually strengthens and improves its operational and governance framework as an effective and nimble regulator.

Focus Areas:

- Unremitting focus on the Public Interest
- Supporting professional standards and multi-jurisdictional examination processes
- Reviewing and mitigating risks
- Continually meet governmental expectations and standards



Effective Stakeholder Engagement

CDO fosters collaboration and engagement with the public, the profession, and system partners to support Ontarians access to safe, quality, oral health care.

Focus Areas:

- Ensuring necessary relationships are formed, maintained, and appropriate
- Demonstrating to the Public how the CDO and the profession can work together to ensure continued access to quality oral health care




Ensuring Sustainability

CDO positions itself strategically for regulatory success by ensuring it has the appropriate capacity and resources to respond to new and emerging issues.

Focus Areas:

- Staying open to opportunities for collaboration, sharing, or integration
- Maintaining or increasing capacity to stay nimble and effectively respond to change
- Embracing new technologies



Embracing DEI

CDO commits to and embraces the principles of diversity, equity, and inclusion.

Focus Areas:

- Increasing commitment to education and training for Council, Committees, and Denturists in Ontario
- Demonstrating CDO's commitment to embracing DEI



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

WHO WE ARE | WHAT WE DO

Officers

Lileath Claire, Public Director, Chair
Garnett A.D. Pryce - Vice-Chair

Professional Directors

Majid Ahangaran
Elizabeth Gorham-Matthews

Public Directors

Gagonjot Singh



The Executive Committee facilitates the efficient and effective functioning of the Board of Directors (“the Board”) and other committees. It also makes decisions between Board 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 the Board. 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 Board 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 Board meetings. As part of its mandate, the Executive Committee provides routine, continuous oversight to the financial management of the College.

- Met four (4) times by teleconference and considered additional matters electronically.
- Considered three (3) Clinic Name Registration requests. The requirement for registrants to have clinic names approved by the Executive Committee ceased as of July 1, 2024.



- Approved the proposed Standard or Practice: Advertising and Clinic Names for implementation on July 1, 2024.
- Received an overview from the Registrar regarding the Scope of Practice Working Group proposal.
- Received updates from the Registrar and Deputy Registrar regarding the Multi-Jurisdictional OSCE Exam.
- Discussed the Registrar's annual performance appraisal.



INQUIRIES, COMPLAINTS & REPORTS COMMITTEE

WHO WE ARE | WHAT WE DO

Chair

Kristine Bailey, Public Director

Public Directors

Gagonjot Singh

Professional Directors

Majid Ahangaran

Annie Chu

Norbert Gieger

Garnett A.D. Pryce

Non-Board

Committee Members

Jae Won (Eric) Kim

Emilio Leuzzi

Karla Mendez-Guzman

Minh Quoc (Quoc) Nguyen

Concerns about a Registered Denturist coming to the College are brought to the attention of the Inquiries, Complaints and Reports Committee 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 practise.
- providing inappropriate care.
- sexually abusing a patient.
- 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 Inquires, 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 their 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

The Committee met 10 times to review 34 cases that included 34 complaints and no Registrar’s reports. Below are the outcomes of the Committee’s 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, 2025.

Took no further action	13
Took no further action but issued reminders or advice to registrant	10
Referred to Discipline	2



The Committee collects risk assessment data by coding cases to address themes in the complaints process. Note, not all cases have a primary issue present. The top themes coded for this fiscal year are as follows:

Practice Issue	Primary Issue
Communication	12
Clinical skill/execution	2
Professional judgement	7
Relationship with patient	2
Professional relationships	1



DISCIPLINE COMMITTEE

WHO WE ARE | WHAT WE DO

Chair

Elizabeth Gorham-Matthews,
Professional Director

Public Directors

Kristine Bailey
Michael Bakshy
Avneet Bhatia
Lileath Claire
Aisha Hasan
Gagonjot Singh

Professional Directors

Majid Ahangaran
Abdelatif Azzouz
Annie Chu
Norbert Gieger
Franklin Parada
Garnett A.D. Pryce

Non-Board

Committee Members

Eugene Cohen
Jae Won (Eric) Kim
Emilio Leuzzi
Karla Mendez-Guzman
Bruce Selinger



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 regulation.



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 (www.denturists-cdo.com).

Achievements

The Discipline Committee held three (3) ongoing hearings in this fiscal year for one (1) registrant.



FITNESS TO PRACTISE

COMMITTEE

WHO WE ARE | WHAT WE DO

Chair

Norbert Gieger, Professional Director

Public Directors

Kristine Bailey

Michael Bakshy

Avneet Bhatia

Lileath Claire

Aisha Hasan

Gagonjot Singh

Professional Directors

Majid Ahangaran

Abdelatif Azzouz

Annie Chu

Norbert Gieger

Franklin Parada

Garnett A.D. Pryce

Non-Board

Committee Members

Cindy Abramovici-Rotman

Eugene Cohen

Karla Mendez-Guzman

Vy Nguyen

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).
- impose terms, conditions or limitations on the Certificate of Registration for a set or indefinite period.

The Committee 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 (www.denturists-cdo.com).

Achievements

There were no Fitness to Practise hearings this fiscal year.



PATIENT RELATIONS

COMMITTEE

WHO WE ARE | WHAT WE DO

Chair

Avneet Bhatia, Public Director

Public Directors

Aisha Hasan

Professional Directors

Elizabeth Gorham-Matthews

Franklin Parada

Non-Board

Committee Members

Danielle Arsenault

Cindy Abramovici-Rotman

Deepak Naik

Vy Nguyen

Rachael Smith

Majd Zaitouni

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, the Board, 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

WHO WE ARE | WHAT WE DO

Chair

Abdelatif (Latif) Azzouz, Professional Director

Professional Directors

Garnett A.D. Pryce

Public Directors

Michael Bakshy

Avneet Bhatia

Aisha Hasan

Gaganjot Singh

Non-Board

Committee Members

Cindy Abramovici-Rotman

Deepak Naik

Vy Nguyen

Taifi Umbareen

Majd Zaitouni

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 they wish to target for 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).
- Randomly selected Registered Denturists to participate in a Peer & Practice Assessment, to ensure that the clinical environment demonstrates, ethically and physically, the highest regard for the patient's well-being.

Achievements

- The Committee met five (5) times during the year to review the Quality Assurance Program components, monitor compliance with the Continuing Professional Development requirements, and review Peer & Practice Assessment reports.
- The Committee reviewed a total of 59 Peer & Practice Assessments over the year.
- A two-day Peer Circles Case Writing event was held in-person, and nine (9) new cases were developed.
- Conducted two (2) in-person Peer Circle events, one at Spectrum Day in collaboration with the Denturists Association of Ontario, and the other at the Denturists Group of Ontario's annual continuing education event. Both were well attended.
- The College hosted four live webinar series covering the rollout of the new Professional Misconduct Regulation, invited a guest author to speak about her book – *The Smile Gap: A History of Oral Health and Social Inequality*, reviewed the Standard of Practice for Record Keeping, and Navigating CPD Credits and How to complete the Self-Assessment Tool. The webinars received over 500 attendees spread over nine (9) live sessions.
- The Record Keeping Standard of Practice was substantially updated in advance of the newly enacted Professional Misconduct Regulation.



PEER CIRCLES

WORKING GROUP

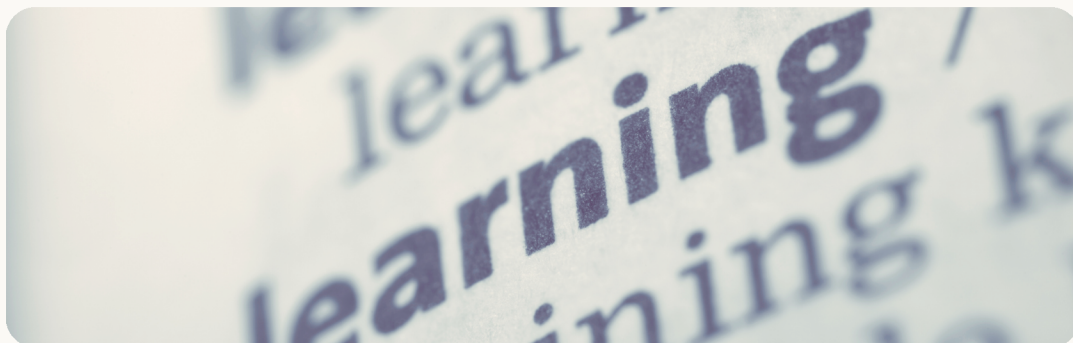
WHO WE ARE | WHAT WE DO

The Peer Circles is an innovative continuing professional development tool developed in collaboration between the College of Denturists of Ontario and several registrants of the profession. Peer Circles typically involves 8-10 practitioners lead by one group facilitator. The facilitator, who is a practising Denturist themselves, is trained to guide the group as they are presented with realistic and difficult clinical scenarios and how the group would navigate them in their own practices.

In order to keep Peer Circles current, new cases need to be developed and refined. In September 2024, eleven Registered Denturists worked diligently for two days to develop nine (9) new cases. These cases continued to be used at events throughout 2024-2025.

Peer Circles was held at the annual Denturists Association of Ontario's Perfecting Your Practice Conference held at Spectrum Day on October 25, 2024. The event was well-received and 100% of participants who submitted the survey indicated they would recommend the activity to a colleague.

November 7, 2024, marked the CDO's third appearance at the Denturist Group of Ontario's continuing education event and from the feedback provided, their members found Peer Circles to be exceptionally useful. 100% of participants who submitted the survey also indicated they would recommend the activity to a colleague.





Peer Circle Team

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

Case Writers:

- Sultana Hashimi
- Mohammad Sarwari
- Vincent Lo
- Tyler Ballantyne
- Sean Akkawi
- Adam Lima
- Gabriel Ghazal
- Kailash Ghai
- Sanjiv Biala
- Mary Shinouda
- William Collings

Trained Facilitators:

- Adam Lima
- Christine Reekie
- David Mulzac
- P.J. Saberton
- Robert Velensky
- Sanjiv Biala
- Sean Akkawi
- Senaa Kadhim
- Sultana Hashimi
- William Collings

November 25, 2024 - Denturists Association of Ontario at Spectrum Day



Peer Circle Facilitators and CDO Staff



DAO Peer Circle Participants



November 7, 2024 - Denturists Group of Ontario Continuing Education Day



L to R: R. Tom-Ying, N. Gieger, R. Velensky, S. Akkawi, S. Hashimi



DGO Peer Circle Event Participants



In memory of Harry Orfanidis



REGISTRATION

COMMITTEE

WHO WE ARE | WHAT WE DO

Chair

Elizabeth Gorham-Matthews,
Professional Director

Professional Directors

Annie Chu
Norbert Gieger

Public Directors

Kristine Bailey
Gaganjot Singh

Non-Board

Committee Members
Taifi Umbareen



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.

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 2024-2025, the College had 36 new registrants, 19 registrants resigned their Certificates of Registration, and two (2) registrants were suspended for non-payment of registration fees. As of March 31, 2025, 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 10 times.
- Conducted 22 academic assessments.
- Considered two (2) approval of terms, conditions, and limitations for registration.
- Considered five (5) retired status applications.
- Reinstated one (1) registrant.

39%

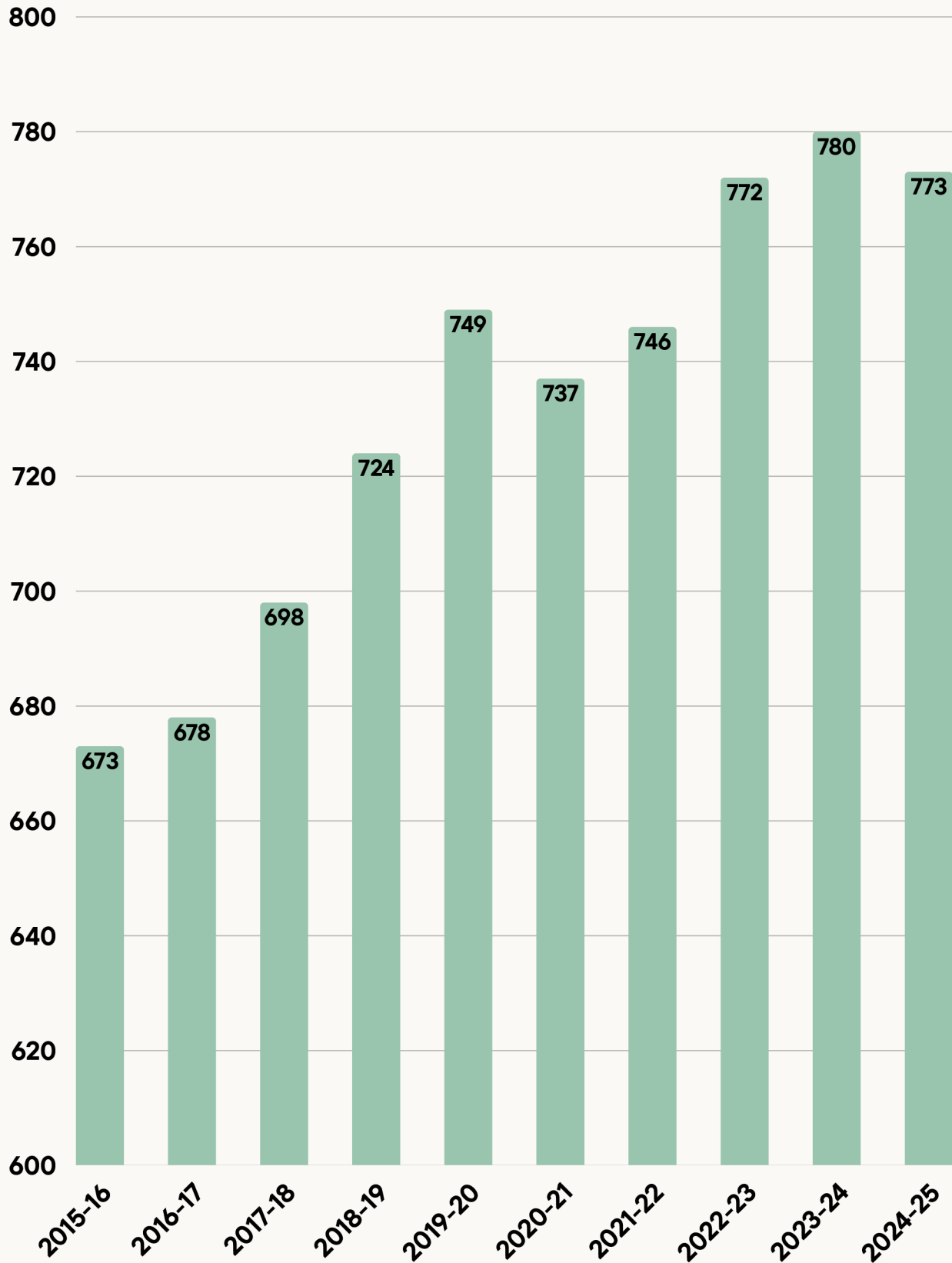
The percentage of Registered Denturists who are **practice owners**

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

36%

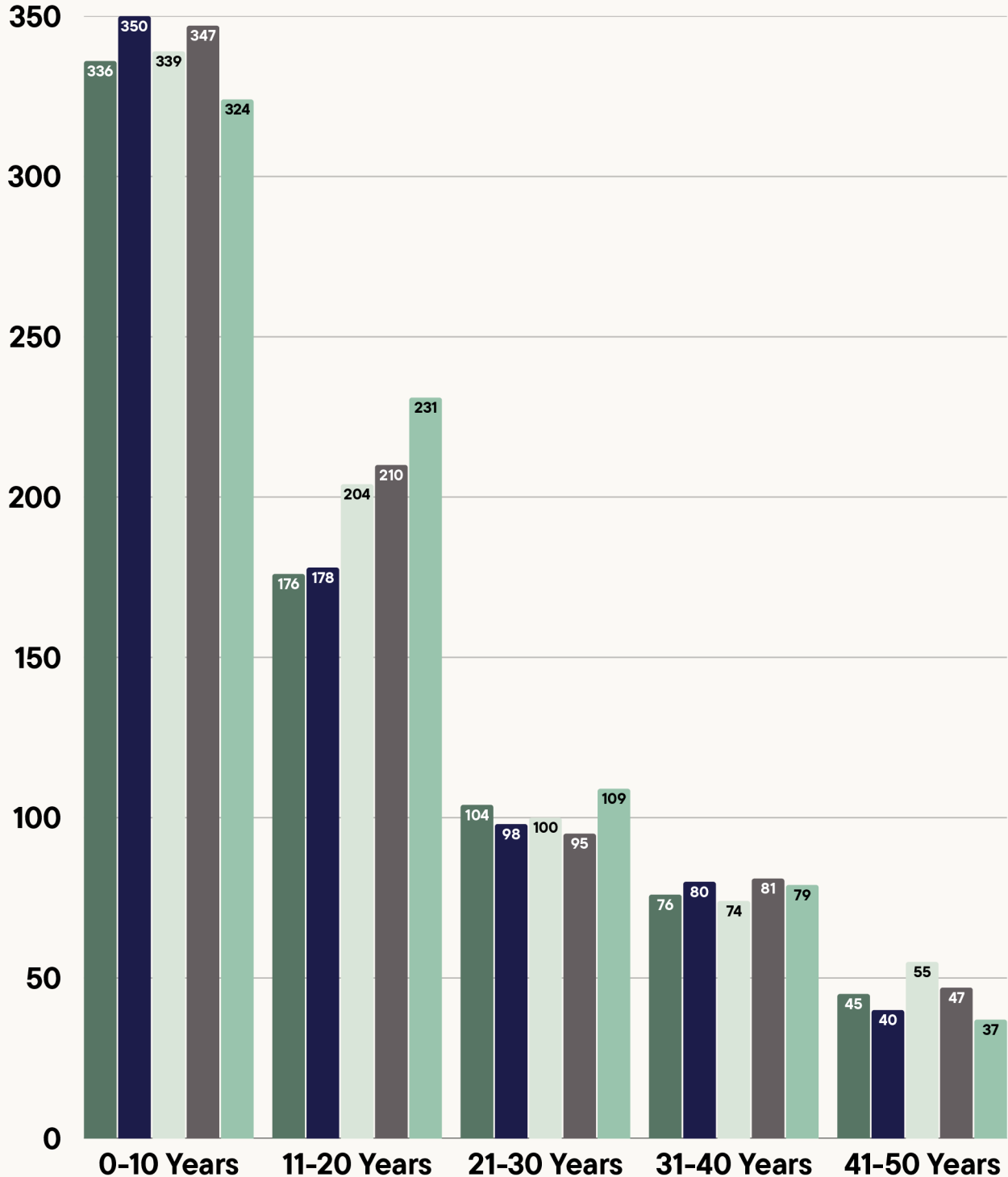
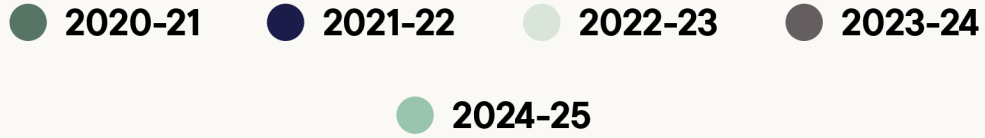


CDO MEMBERSHIP





of Years in Practise





QUALIFYING EXAMINATION COMMITTEE

WHO WE ARE | WHAT WE DO

Chair

Abdelatif (Latif) Azzouz, Professional Director

Public Directors

Avneet Bhatia

Professional Directors

Non-Board

Committee Members

Emilio Leuzzi

Milania Shahata



The Qualifying Examination Committee 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 continued with the bi-annual schedule of conducting the qualifying examinations in June of 2024 and February of 2025.
- The College of Denturists of Ontario, in collaboration with the College of Alberta Denturists and the British Columbia College of Oral Health Professionals, held a common Multi-Jurisdictional MCQ examination component for both the June 2024 and February 2025 administrations.



- The June 2024 qualifying examination components were conducted successfully with the Multi-Jurisdictional MCQ examination held on June 11th, 2024, and the OSCE held on June 22nd, 2024 and June 23rd, 2024.
- The February 2025 qualifying examination components were conducted successfully with the Multi-Jurisdictional MCQ examination held on February 12th, 2025, and the OSCE held on February 22nd, 2025 and February 23rd, 2025.



QUALIFYING EXAMINATION APPEALS COMMITTEE

WHO WE ARE | WHAT WE DO

Chair

Gaganjot Singh, Public Member

Professional Directors

Norbert Gieger

Public Directors

Aisha Hasan

Non-Board

Committee Members

Danielle Arsenault

Emilio Leuzzi

Taifi Umbareen



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

Achievements

- Received and adjudicated seven (7) appeals from the June 2024 administrations of the Multi-Jurisdictional Multiple Choice Qualifying Examination and OSCE.
- Received and adjudicated three (3) appeals from the February 2025 administrations of the Multi-Jurisdictional Multiple Choice Qualifying Examination and OSCE.



QUALIFYING EXAMINATION WORKING GROUP & OSCE ASSESSORS WHO WE ARE | WHAT WE DO

The development and successful administration of the qualifying examination requires the commitment and expertise of many registrants. 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 and Objective Structured Clinic Examination components of the qualifying examination. The College continues to recruit new members providing skills and insight to the working groups and examination process.

Registrants

Adam Lima	Esther Kang
Akram Ghassemiyan	Harry Bang
Albert Ang	James Durston
Annie Gallipoli	John Rafailov
Ben Vorano	Julian Garber
Carlo Zanon	Karla Mendez
Chris Todd	Luc Tran
David Mulzac	P.J. Saberton
Eric Kim	Sam Tran
Erick Godoy-Galvez	Sultana Hashimi

Chief Examiner

Robert Velensky

Consultants

Dr. Anthony Marini, Martek Assessments
Matthew Marini, Martek Assessments

Placeholder for Summary Financial Statements

Placeholder for Summary Financial Statements

Placeholder for Summary Financial Statements

Placeholder for Summary Financial Statements

Placeholder for Summary Financial Statements

Placeholder for Summary Financial Statements



BRIEFING NOTE

To: **Board of Directors**

From: **Meghan Houtt, Deputy Registrar**

Date: **December 5, 2025**

Subject: **Approved Denturism Programs Policy,
Qualifying Examination Appeals Policy,
Qualifying Examination Accommodations Policy
Qualifying Examination Withdrawal & Refund Policy**

Public Interest Rationale

The College of Denturists of Ontario's mandate is to protect the public by ensuring Registered Denturists provide safe, ethical, and competent denturism care and service in Ontario. As part of that mandate, the College hosts its Qualifying Examination (QE) twice a year to ensure a smooth, orderly, and defensible examination process. The QE policies describe the process and requirements related to appeals, accommodations and withdrawals/refunds for candidates.

Background

Approved Denturism Programs Policy

The College's current Approved Denturism Programs Policy must be updated due to the new Registration Regulation that was recently approved by the Ministry of Health. The previous policy and regulation both stipulated that all applicants for the General Class certificate must hold a denturism diploma from George Brown College or equivalent. The new regulation removes specific mentions of George Brown College. The policy has now been updated due to this new minor change.

Appeal Policy

The College's current Qualifying Examination Appeal Policy outlines the guidelines and requirements for the appeal of results of the QE. An examination candidate who is unsuccessful on one or both components of the QE and who meets specific criteria and requirements, has the right to appeal their result(s).

Accommodation Policy

The College’s current Qualifying Examination Special Needs Accommodation Policy outlines the guidelines and requirements for the request for accommodation for the QE based on medical grounds. An examination candidate who requires an accommodation for the QE must request the accommodation in writing from the Registrar outlining the nature of the accommodation requested and must provide details surrounding the need for accommodation.

Withdrawal Policy

The College’s current Qualifying Examination Withdrawal Policy outlines the process for candidates who need to withdraw from the QE. This policy refers to and is connected with the QE Refund Policy.

Refund Policy

The College’s current Qualifying Examination Refund Policy specifies the refund amount following withdrawal from the QE. This policy does not refer to the QE Withdrawal Policy, although the two are connected.

Proposed Changes

Approved Denturism Programs Policy	
Current Policy	Draft Updated Policy
<ul style="list-style-type: none"> • Last published/updated March 7, 2025 • Dated regulation 	<ul style="list-style-type: none"> • Updated language to reflect the new Registration Regulation. Removal of specific language mentioning George Brown College to determine program equivalency.
Appeals Policy	
Current Policy	Draft Updated Policy
<ul style="list-style-type: none"> • Last published/updated in 2014 • Dated regulation, language and process/procedures 	<ul style="list-style-type: none"> • Updated CDO Policy formatting • Updated language to reflect the new Registration Regulation • Updated language to reflect EDI principles • Provides more clarity and detail surrounding the process/procedures for appeals and required documentation for appeals
Accommodation Policy	
Current Policy	Draft Updated Policy
<ul style="list-style-type: none"> • Last published/updated in 2014 • Dated language (“Special Needs”) and process/procedures • No mention of <i>Human Rights Code</i> 	<ul style="list-style-type: none"> • Updated CDO Policy formatting • Updated language to reflect the new Registration Regulation and <i>Human Rights Code</i> • Updated language to reflect EDI principles (removal of “Special Needs”) and broader

	<p>needs for accommodation beyond medical needs only (e.g. religious, etc.)</p> <ul style="list-style-type: none"> • Provides more clarity and detail surrounding the process/procedures for accommodation and required documentation for accommodation • Incorporation of new QE Accommodation Request Form and Consent to Release Personal Health Information Form
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Withdrawal & Refund Policy	
Current Policies	Draft New Policy
<ul style="list-style-type: none"> • Individual Withdrawal and Refund Policies • Last published/updated in 2014 • Dated language and process/procedures 	<ul style="list-style-type: none"> • Combines the Withdrawal and Refund Policies into a single policy for clarity and accessibility of information • Updated CDO Policy formatting • Updated language to reflect the new Registration Regulation • Updated language to reflect EDI principles • Provides more clarity and detail surrounding the process/procedures for withdrawals and refunds • Incorporation of Consent to Release Personal Health Information Form

Risk Considerations

Privacy, Confidentiality, and Legal Risks

Any candidate submitting sensitive personal health information is required to submit a Consent to Release Personal Health Information Form to the College. The new draft policies incorporate a statement on confidentiality of candidate information.

Security and Data Integrity

There are risks associated with the electronic transmission or delivery of sensitive documents. Security measures must be in place to prevent unauthorized access, alteration, or interception. Verification procedures should ensure that only the correct candidate receives sensitive communications, especially in digital communications.

Policy Clarity and Communication

Policies must be clearly written and accessible, so candidates understand the process, procedures and applicable timelines relating to QE appeals, accommodations and withdrawals/refunds. The draft updated policies add clarity and modernized information.

Implementation Dates for Exam Policies

For the purposes of ensuring candidates have ample time to review the changes proposed to the Qualifying Examinations policies, although minor in nature, College Staff recommend the policies come into effect for the June 2026 exam administration onwards.

Staggered implementation dates will be used due to various deadlines found within to the respective policies. The new implementation dates reflect the deadline of the previous policies such that once the deadline as elapsed, the new policy can come into effect in advance of the June 2026 exam.

Suggested Implementation Dates:

Approved Denturism Programs Policy – immediate implementation

Qualifying Examination Accommodations Policy – January 1, 2026

Qualifying Examination Appeal Policy – June 1, 2026

Qualifying Examination Withdrawal & Refund Policy – March 1, 2026

Options

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

1. Approve the updated policies as **presented** with the suggested implementation dates.
2. Approve the updated policies as **amended** with the suggested implementation dates.
3. Request further drafting with a return to the Board for consideration.
4. Other.

After consideration of these matters, the Board may:

Suggested Motion – That the Board approves the updated Approved Denturism Programs policy for immediate implementation and approves the Qualifying Examination Appeals Policy, Accommodations Policy, and Withdrawal & Refund Policy as presented with the suggested implementation dates.

Attachments

1. Draft Approved Denturism Programs Policy
2. Current 2025 Approved Denturism Programs Policy

3. Draft Qualifying Examination Accommodations Policy
4. Current 2014 Qualifying Examination Special Needs Accommodation Policy

5. Draft Qualifying Examination Appeal Policy
6. Current 2014 Qualifying Examination Appeal Policy

7. Draft Qualifying Examination Withdrawal & Refund Policy
8. Current 2014 Qualifying Examination Withdrawal Policy
9. Current 2014 Qualifying Examination Refund Policy



TYPE	Registration
NAME	Approved Denturism Programs Policy
DATE APPROVED BY COUNCIL	March 7, 2025
DATE REVISED BY COUNCIL	December 5, 2025

INTENT

In accordance with Ontario Regulation 183/25 (Registration) made under the *Denturism Act, 1991*, it is a non-exemptible requirement for a General class certificate that an applicant must have successfully completed a post-secondary program in denturism or equivalent that,

- i. is approved by the Council or an accreditation body designated by the Council, or
- ii. is, in the opinion of a panel of the Registration Committee, substantially equivalent to a program approved by the Council or an accreditation body designated by the Council.

The Registration Committee has determined that, for a program to be deemed equivalent, the program will be accredited by Accreditation Canada.

Program accreditation ensures that the educational programs and the graduates of the programs are prepared to practice Denturism safely, competently, and ethically, in line with the College of Denturists of Ontario's mandate to protect the public.

THE POLICY

Pursuant to Section 1.(1)ii of the Registration Regulation, graduates of an approved program are considered to have met the non-exemptible educational requirement for registration in the General Class.

In addition, Denturism programs holding the accreditation status of accredited or accredited with conditions from Equal (Accreditation Canada) are considered approved programs.

The following are programs currently approved by Accreditation Canada:

Educational Institution	City	Name of Program
George Brown College	Toronto	Denturism
Georgian College of Applied Arts and Technology	Barrie	Denturism
Oxford College of Arts, Business and Technology	Toronto	Denturism
Northern Alberta Institute of Technology	Edmonton	Denturist Technology

RELATED LEGISLATION AND DOCUMENTS

[Denturism Act, 1991](#)

[Ontario Regulation 833/93 \(Registration\)](#)

REVISION CONTROL

Date	Revision	Effective
March 7, 2025	Initial Publish Date	March 10, 2025



TYPE	Registration
NAME	Approved Denturism Programs Policy
DATE APPROVED BY COUNCIL	March 7, 2025
DATE REVISED BY COUNCIL	N/A

INTENT

In accordance with Ontario Regulation 833/93 (Registration) made under the *Denturism Act, 1991*, it is a non-exemptible requirement for a General class certificate for an applicant to have a diploma in denture therapy or denturism from:

- i. George Brown College of Applied Arts and Technology (GBC),
- ii. any other institution that, in the opinion of the Registration Committee, issues an equivalent diploma or degree.

The Registration Committee has determined that, for a program to be deemed equivalent to GBC, the program will be accredited by Accreditation Canada.

Program accreditation ensures that the educational programs and the graduates of the programs are prepared to practice Denturism safely, competently, and ethically, in line with the College of Denturists of Ontario's mandate to protect the public.

THE POLICY

Pursuant to Section 1.(1)ii of the Registration Regulation, graduates of an approved program are considered to have met the non-exemptible educational requirement for registration in the General Class.

In addition, Denturism programs holding the accreditation status of accredited or accredited with conditions from Equal (Accreditation Canada) are considered approved programs.

The following are programs currently approved by Accreditation Canada:

Educational Institution	City	Name of Program
George Brown College	Toronto	Denturism
Georgian College of Applied Arts and Technology	Barrie	Denturism
Oxford College of Arts, Business and Technology	Toronto	Denturism
Northern Alberta Institute of Technology	Edmonton	Denturist Technology

RELATED LEGISLATION AND DOCUMENTS

[Denturism Act, 1991](#)

[Ontario Regulation 833/93 \(Registration\)](#)

REVISION CONTROL

Date	Revision	Effective
March 7, 2025	Initial Publish Date	March 10, 2025



TYPE	Qualifying Examination
NAME	Qualifying Examination Accommodations Policy
DATE APPROVED BY COUNCIL	June 20, 2014
DATE REVISED BY COUNCIL	December 5, 2025

INTENT

This policy outlines the guidelines and requirements for the provision of accommodation for the Multiple-Choice Question (MCQ) Examination and/or the Objective Structured Clinical Examination (OSCE) components of the Qualifying Examination (QE) for the College of Denturists of Ontario (the "College").

BACKGROUND

The College is committed to providing accommodations in accordance with its obligations under the *Human Rights Code*, ensuring all candidates receive a fair and equal chance in demonstrating the required knowledge, skills, and abilities for entry to practice, without compromising the Qualifying Examination's reliability, validity, security or the College's public protection mandate.

This policy outlines the process for a candidate to make a request for an accommodation for one or both components of the Qualifying Examination.

THE POLICY

Accommodation requests must clearly outline the protected grounds and rationale for the accommodation and must include all relevant details regarding the specific accommodation being requested.

Accommodation requests based specifically on *medical grounds* must be accompanied by supporting documentation on official letterhead or medical notes from a qualified medical or health care professional appropriate for evaluating the candidate's medical disability, impairment or need. The supporting documentation must be completed and signed by a qualified medical or health care professional familiar with the candidate's medical condition. It is the candidate's responsibility to provide acceptable documentation.

Where a candidate requests an accommodation but does not provide the required supporting documentation to the College prior to the QE Registration Deadline, the College reserves the right to

deny the request for accommodation. In the event that the College requires additional time to implement an accommodation request, the candidate's examination may be required to be rescheduled to a future administration of the Qualifying Examination.

Accommodation Request Process

Accommodation requests must be made in writing to exams@denturists-cdo.com, by no later than the [QE Registration Deadline](#).

A candidate requesting an accommodation must provide:

1. A completed Qualifying Examination Accommodation Request Form; and
2. If applicable, a letter or report from the candidate's educational institution that verifies that an accommodation was provided during the candidate's academic studies.

A candidate requesting an accommodation based specifically on *medical grounds* must also provide:

3. Current* and verifiable documentation from a qualified medical or health care professional (e.g. physician, psychologist, counsellor, etc.) that explains the specific need and rationale for the accommodation; and
4. A completed and signed Consent to Release Personal Health Information Form.

** Current means documentation that was completed within the last six (6) months for psychiatric disabilities, within the last three (3) years for learning disabilities, and within the last three (3) years for all other grounds for accommodations, disabilities or impairments even if they are permanent or chronic in nature.*

Accommodation requests will be reviewed by the Registrar on an individualized, case-by-case basis. The Registrar may request additional information, documentation, or assessments to render a decision. The Registrar may consult with the Chief Examiner(s), College staff, third-party examination consultants, and other third-party experts to determine the logistical or operational implementation considerations of an accommodation request.

Candidates who have an accommodation request approved will be required to sign an Accommodation Agreement prior to the Qualifying Examination.

RELATED LEGISLATION AND DOCUMENTS

[Denturism Act, 1991](#)

[Ontario Regulation 183/25 \(Registration\)](#)

[Qualifying Examination Accommodation Request Form](#)

[Consent to Release Personal Health Information Form](#)

REVISION CONTROL

Date	Revision	Effective
December 5, 2025	Full Policy Update. Updates to reflect changes within O. Reg. 183/25.	January 1, 2026



TYPE	Qualifying Examination
NAME	Qualifying Examination Special Needs Accommodation Policy
DATE APPROVED BY COUNCIL	June 20, 2014

Candidates may request an accommodation for the examination based on medical grounds. All candidates who require an accommodation for Part I- the Multiple-Choice Question (MCQ) examination or Part II- the Objective Structured Clinical Examination (OSCE) must request the accommodation in writing from the Registrar, College of Denturists of Ontario (CDO) outlining the nature of the accommodation requested and providing details surrounding the need for accommodation.

If you have a temporary or permanent physical impairment or any persistent cognitive, psychological, sensory or learning impairment which substantially limits your participation in one or both components of the Qualifying Examination, you may make a request for special needs accommodation. This request must be submitted at the same time as your examination Registration Form. The Registrar will review your request, and may ask for additional information in order to approve or deny it. Confidentiality will be maintained.

Accommodation Request for An Assistive Device-If you use assistive devices such as hearing aids or a wheelchair, or any other assistive devices, then you must include this information in your written request for accommodations together with the appropriate documentation (e.g., official, original letter from a qualified medical professional) and Registration Form. Should the need for an assistive device arise after submission of the Registration Form, you must notify the CDO immediately.

Accommodation Request for A Disability or Impairment-Your request must clearly outline the nature of your disability or impairment, its severity, and the specific accommodation requested. Your request must be accompanied by an official, original letter (on office stationery) from a qualified medical professional appropriate for evaluating the disability or impairment. The documentation should be completed and signed by a professional familiar with your medical condition.

It is your responsibility to provide acceptable documentation.

Applicants must provide the following documentation in support of their request:

1. A detailed letter outlining the accommodation required and how it relates to one or both Parts of the Qualifying Examination;
2. Current* medical verifiable documentation from a qualified medical professional (e.g., physician, psychologist, rehabilitation counsellor or other professional) that explains the specific need for the examination accommodations and a rationale as to why these are needed for the Qualifying Examinations;
3. A letter from the applicant's educational institution that verifies that an accommodation was provided during the applicant's academic studies, if applicable.

*Current means medical documentation that was completed within the last six months for psychiatric disabilities or the last three years for learning disabilities, and all other disabilities or impairments even if they are permanent or chronic in nature.

Note: The CDO may request additional medical information or assessments in order to approve the request for accommodation.

The Registrar will assess such requests on an individualized basis and will provide a reasonable accommodation, as appropriate. You will be required to sign an acknowledgement of the accommodation agreement with the CDO, prior to the examination date.

Since arrangements for some accommodations may have significant cost and other resource implications, a candidate who has signed an acknowledgement of the accommodation agreement will be bound by those conditions.

REVISION CONTROL

Date	Revision	Effective
July 11, 2014		July 11, 2014



TYPE	Qualifying Examination
NAME	Qualifying Examination Appeals Policy
DATE APPROVED BY COUNCIL	December 12, 2014
DATE REVISED BY COUNCIL	December 5, 2025

INTENT

This policy outlines the guidelines and requirements for the appeal of results of the Multiple-Choice Question (MCQ) Examination and/or the Objective Structured Clinical Examination (OSCE) components of the Qualifying Examination (QE) for the College of Denturists of Ontario (the "College").

BACKGROUND

In accordance with Ontario Regulation 183/25, an examination candidate who is unsuccessful on one or both components of the Qualifying Examination and who meets specific criteria and requirements, has the right to appeal their result(s) to a person or body set or approved by the Council that has no involvement in the administration of the Qualifying Examination (the "Committee").

THE POLICY

An appeal is limited solely to the following issues:

1. Whether the process followed in sitting the qualifying examination (administration) was appropriate;
2. Whether a procedural irregularity occurred; or
3. Whether the applicant had an illness or personal emergency sufficient to warrant nullifying the results.

All other questions or circumstances will not be considered in an appeal. Only requests which meet the grounds for appeal will be accepted by the Registrar and forwarded to the Committee for its consideration. The Committee reserves the right to deny any appeal, including when there is insufficient supporting documentation.

A candidate who has attended the examination and experienced any perceived administrative and/or procedural irregularities, illness or personal emergency that impacted their capacity to successfully complete the examination must complete and sign an Incident Report form before leaving the

examination site. In situations where this is not possible, the Chief Examiner will complete and sign the form for submission and ensure the incident is logged.

Appeals and any information or communication relating to appeals must be submitted in writing by the candidate. Appeals will not be accepted from third parties on behalf of any candidate. All appeals are treated impartially and confidentially.

Administrative and/or Procedural Irregularities

The fact that administrative and/or procedural irregularities occur is not in itself grounds for a successful appeal. It is incumbent upon the candidate to establish, to the satisfaction of the Committee, that had the perceived irregularity not occurred, it is more likely than not that the candidate would have been successful on the examination.

Illness on Examination Day

An appeal submitted on the grounds of illness on examination day must also include:

1. An original, signed report from a qualified medical or health care professional who has examined the candidate within three (3) business days following the examination date. The qualified professional must be appropriate for evaluating the candidate's illness and must have the authority to diagnose the condition on which the appeal is based. The report must outline the nature of the relevant condition and the extent to which the condition would have impaired the candidate's performance on the examination, and must include the full name, telephone number, and mailing address of the qualified professional; and
2. A completed and signed Consent to Release Personal Health Information Form, permitting the College to obtain additional records and/or other information from the qualified medical or health care professional as deemed necessary to assist the Committee in its review.

Personal Emergency on Examination Day

An appeal submitted on the grounds of personal emergency on examination day (such as the death or serious, sudden illness or injury of a close family member or close personal friend) must also include:

1. Appropriate supporting documentation (e.g. a death certificate, obituary notice, or medical documentation outlining the details of the illness or injury of a close family member or close personal friend).

Appeals Process

In addition to any specific requirements set out for each of the circumstances outlined above, a candidate who wishes to appeal their Qualifying Examination result(s) must adhere to the following process:

1. Appeals must be made in writing to exams@denturists-cdo.com within fifteen (15) business days of the release of the Qualifying Examination results (the Appeal Deadline) with the subject line: *Notice of Appeal – LAST NAME, FIRST NAME*.

Notice of Appeal requests must describe the specific circumstances and grounds for appeal, based only on the three (3) specific grounds outlined within this policy. Candidates are permitted to appeal under more than one circumstance; however, for each circumstance, the candidate must provide the necessary supporting documentation.

2. The College will acknowledge receipt of a "Notice of Appeal", in writing, within fifteen (15) business days. If the request for appeal does not meet the grounds for appeal, the Registrar will notify the candidate that their appeal request will not be considered by the Committee and will indicate the circumstances why.
3. When considering an appeal, the Committee will review the Incident Report Form(s), Notice of Appeal, any supporting documents, and the candidate's Performance Report(s). The Committee may request additional information or documentation in order to consider the appeal.
4. Once the Committee has rendered a decision and reasons, the decision and reasons will be sent to the candidate in writing within sixty (60) business days of the Appeal Deadline, subject to rare exceptions. Appeal results will not be communicated verbally. Candidates must wait until they have received the results of their appeal before they are eligible to register for a future attempt of the Qualifying Examination.

Appeal Outcomes

The Committee has the ability to make a determination to either deny or grant an appeal. All decisions made by the Committee are final. The Committee cannot grant a passing score to the candidate.

In the event that the Committee's decision is to deny the candidate's appeal, the Committee will take no further action on the matter.

In the event that the Committee's decision is to grant the candidate's appeal, the Committee has the authority to make the following decisions, based on one or more of the specific grounds for appeal:

Administrative and/or Procedural Irregularities	Illness or Personal Emergency on Examination Day
<p>1. Nullification of attempt – the candidate’s appealed examination attempt will not count as one (1) of the three (3) permitted attempts at the Qualifying Examination;</p> <p>and/or</p> <p>2. Fee Adjustment – the candidate will be permitted to pay a future Qualifying Examination fee at an adjusted rate, to be determined by the Registrar.</p>	<p>1. Nullification of attempt – the candidate’s appealed examination attempt will not count as one (1) of the three (3) permitted attempts at the Qualifying Examination;</p> <p>and</p> <p>2. Fee Adjustment – the candidate will be permitted to pay a future Qualifying Examination fee at an adjusted rate, to be determined by the Registrar.</p>

Examination Confidentiality & Access to Qualifying Examination Material

No candidate shall be given access to any information that would undermine the integrity and security of the examination content or process which is not already public.

RELATED LEGISLATION AND DOCUMENTS

[Denturism Act, 1991](#)

[Ontario Regulation 183/25 \(Registration\)](#)

[Consent to Release Personal Health Information Form](#)

REVISION CONTROL

Date	Revision	Effective
December 5, 2025	Full Policy Update. Updates to reflect changes within O. Reg. 183/25.	June 1, 2026



COLLEGE OF
DENTURISTS
OF ONTARIO

TYPE	Qualifying Examination
NAME	Qualifying Examination Appeal Policy
DATE APPROVED BY COUNCIL	December 12, 2014

INTENT

An examination candidate who fails one or both parts of the qualifying examination ("the examination") and who meets specific criteria and requirements, has the right to appeal his/her result(s) to the Qualifying Examination Appeals Committee.

THE POLICY

A candidate must submit a written request, stating "Notice of Appeal", within fifteen (15) business days of the release of the examination results, if he/she wishes the Qualifying Examination Appeals Committee to review the specific circumstances that, in the candidate's opinion, have affected the candidate's examination performance.

The Qualifying Examination Appeals Committee does not consider complaints regarding the content of the examination or possible responses to examination questions. Therefore, the content of the examination is not subject to appeal.

All appeals, or information or communication relating to an appeal must be submitted in writing.

Grounds for Appeal

Where a candidate believes that a failing examination result was due to one or more of the specified circumstances outlined below and the candidate files an appeal, the Qualifying Examination Appeals Committee will review the candidate's specific circumstances to determine which of the remedies outlined below may be provided. An appeal will be considered by the Committee only if the candidate claims that failing the examination is due to one or more of the following specific circumstances:

- Illness on examination day
- Personal emergency
- Procedural irregularities

1. Illness on examination day

A candidate must submit in writing to the Qualifying Examination Appeals Committee, a "Notice of Appeal" letter that describes his/her illness and demonstrates how the illness had a negative impact on the candidate's performance on the examination.

The candidate must include an original, signed medical report from a qualified physician or regulated health care professional who has the authority to diagnose a medical condition and who has examined the candidate within three (3) business days after the examination date.

This report must outline the nature of the relevant condition and the extent to which the condition would have impaired the candidate's performance on the examination. The letter must include the full name, telephone number, and mailing address of the medical or health care professional.

The candidate must give written consent, permitting the College to obtain such additional records and/or other *information* from the medical or health care professional as deemed necessary to assist the Committee in its review. The candidate should obtain a *Consent to Provide Personal Health Information Form* from the College prior to submitting his/her appeal.

A candidate who has attended the examination and experienced illness that has impacted his/her capacity to successfully complete the examination MUST complete and sign an *Incident Report Form* before leaving the examination site. In situations where this is not possible, the invigilator will complete the form for submission. The invigilator will sign the Incident Report Form and enter the incident in the Incident Log Book.

2. Personal emergency

If a candidate experiences difficulty during an examination due to an unforeseen emergency or trauma, such as the death or serious, sudden illness or injury of a close family member or close personal friend, the candidate must submit in writing to the Qualifying Examination Appeals Committee a "Notice of Appeal" letter, along with appropriate supporting documents (e.g. a death certificate, obituary notice, or other similar documents) or medical document outlining the details of the illness or injury of the close family member or close personal friend.

A candidate who has attended the examination and experienced a personal emergency that has impacted his/her capacity to successfully complete the examination MUST complete and sign an *Incident Report Form* before leaving the examination site. In situations where this is not possible, the invigilator will complete the form for submission. The invigilator will sign the Incident Report Form and enter the incident in the Incident Log Book.

3. Procedural irregularities

A candidate must submit in writing to the Qualifying Examination Appeals Committee, a "Notice of Appeal" letter describing any perceived procedural irregularities in the administration of the examination and any perceived irregularities in the environment while the examination was in progress.

The appeal must include facts demonstrating that the procedural and/or environmental perceived irregularities had a negative impact on the candidate's performance on the examination. It is incumbent upon the candidate to establish, to the satisfaction of the Committee, that had the procedural and/or environmental perceived irregularities not occurred, it is more likely than not that the candidate would have passed the examination.

Before leaving the examination site, the candidate MUST complete and sign an *Incident Report Form* outlining the specific procedural and/or environmental perceived irregularity. The candidate should provide the Incident Report Form to the invigilator who will sign it and who will enter the incident into the Incident Log Book.

Monitoring of Appeals

The Qualifying Examination Administrator is responsible for overseeing and managing the administration of the qualifying examination appeals process, including monitoring the progress of appeals and ensuring adherence to timeframes.

All appeals submitted under the Qualifying Examination Appeal Policy will be treated impartially and confidentially.

RELATED LEGISLATION AND DOCUMENTS

Denturism Act, 1991

Ontario Regulation 833/93 (Registration)

Qualifying Examination Protocols

Referral of a Registration Application to the Registration Committee Policy

Registration Appeal Policy

PROCESS AND PROCEDURES**Appeals Procedure**

In addition to the specific procedures and requirements set out for each of the specific circumstances outlined above, the following procedures MUST be adhered to in order for an appeal to be considered by the Qualifying Examination Appeals Committee. Candidates are strongly advised to review the Qualifying Examination Appeal Policy and any other relevant materials, such as the Qualifying Examination Protocols, before requesting an appeal. If the procedures and requirements are not followed, the request for an appeal may not be considered by the Committee.

1. The candidate must deliver to the College a "Notice of Appeal" letter within fifteen (15) business days of the release of the examination results.
2. In the candidate's "Notice of Appeal" letter, the candidate must outline the specific circumstances on which the request is based. If the request is not based on one of the three circumstances listed in the Qualifying Examination Appeal Policy, the request for an appeal will not be considered. The candidate is permitted to appeal under more than one circumstance. For each circumstance, the candidate must provide the necessary documents.
3. The "Notice of Appeal" letter must include all of the information, facts, and supporting documents upon which the candidate intends to rely. Failure to provide the required documentation under each circumstance may cause the candidate's appeal not to be considered.
4. The Qualifying Examination Administrator will acknowledge receipt of a candidate's request for an appeal, in writing, within fifteen (15) business days of receiving the "Notice of Appeal" letter.
5. A request for an appeal which meets these criteria will be forwarded to the Committee for its consideration.
6. If a request for an appeal does not meet the procedures and requirements outlined above, the Registrar will notify the candidate in writing that the request for an appeal will not be considered by the Committee and indicate the circumstances why.
7. The Committee will review the following documentation:
 - a) The candidate's Incident Report Form(s);
 - b) The candidate's "Notice of Appeal" letter and all supporting documents;
 - c) The candidate's performance report.

Once the Committee has rendered a decision and reasons, the decision will be sent to the candidate via registered mail only. No appeal results will be communicated verbally.

The candidate must wait until she/he has received the results of the appeal before she/he will be allowed to register for another attempt at the examination. Subject to rare exceptions, a decision will be mailed to the candidate within sixty (60) business days of receipt of the "Notice of Appeal" from the candidate.

The decision by the Qualifying Examination Appeals Committee is final. A candidate may have a decision of the Committee reviewed by a panel of the Registration Committee.

Possible Outcomes of an Appeal

The Qualifying Examination Appeals Committee will make one of the following determinations:

1. Deny the appeal

Should the Committee's decision be to deny the candidate's appeal, the Committee will take no further action on the matter.

2. Grant the appeal

Should the Committee's decision be to grant the candidate's appeal, the Committee has the authority to make the following decisions based on one or more of the specific circumstances:

- I. Illness on examination day and personal emergency
 - To allow the candidate to attempt the examination without the appealed attempt being counted as one of the three permitted attempts; and
 - To allow the candidate to pay the examination fee at an adjusted rate to be determined by the Registrar.

- II. Procedural irregularities
 - To allow the candidate to attempt the examination without the appealed attempt being counted as one of the three permitted attempts; and/or
 - To allow the candidate to pay the examination fee at an adjusted rate to be determined by the Registrar.

The Committee cannot grant a passing score to the candidate.

Accessing Qualifying Examination Material

No examination candidate shall be given access to any information that would undermine the integrity and security of the examination content or process which is not already public.

DEFINITIONS

"College" means the College of Denturists of Ontario

"Committee" means the Qualifying Examination Appeals Committee (QEAC)

"Invigilator" means the Chief Examiner or his/her designate

"Qualifying Examination Administrator" means the staff person as designated by the Registrar

REVISION CONTROL

Date	Revision	Effective



TYPE	Qualifying Examination
NAME	Qualifying Examination Withdrawal & Refund Policy
DATE APPROVED BY COUNCIL	December 5, 2025

INTENT

This policy outlines the guidelines and requirements for the withdrawal from and refunding of fees related to the Multiple-Choice Question (MCQ) Examination and/or the Objective Structured Clinical Examination (OSCE) components of the Qualifying Examination (QE) for the College of Denturists of Ontario (the "College").

BACKGROUND

The College recognizes that there may be extenuating circumstances that may prevent a candidate from attempting the Qualifying Examination after they have registered and paid the fee(s). An examination candidate who withdraws from one or both components of the Qualifying Examination, and who meets specific criteria and requirements, may be eligible for a refund of fees related to the Qualifying Examination.

THE POLICY

Withdrawal Policy

Subject to the exceptions set out below, if a candidate wishes to withdraw from a Qualifying Examination or a component of the Qualifying Examination, they must advise the College at least fifteen (15) business days prior to the scheduled date of the component of the Qualifying Examination.

The candidate is required to send an email to exams@denturists-cdo.com with the subject line: *Notice of Withdrawal – LAST NAME, FIRST NAME*. Note that the candidate is responsible for sending this email directly. Sending a "Notice of Withdrawal" email alone does not permit a candidate to avoid a forfeited attempt; withdrawal requests are confirmed only when the candidate receives a confirmation email from the College.

If a candidate fails to comply with the withdrawal requirements and does not attend a scheduled component of the Qualifying Examination, the candidate will not be eligible for any refund or carryover of fees.

Refund Policy

In order to be eligible for a full or partial refund of Qualifying Examination fees, the College must receive the candidate's "Notice of Withdrawal" on or before fifteen (15) business days prior to the scheduled date of the component of the Qualifying Examination from which a candidate is withdrawing.

Refunds will be determined based on the date of withdrawal as follows:

Date of Withdrawal	Refund Amount
Before the Qualifying Examination Registration Deadline	Full refund <u>or</u> Option to apply applicable fees to a future Qualifying Examination administration
After the Qualifying Examination Registration Deadline, but on or before fifteen (15) business days prior to the scheduled date of the component of the Qualifying Examination from which the candidate is withdrawing	Full refund, minus: \$100 administrative fee per Qualifying Examination component <u>or</u> Option to apply applicable fees to a future Qualifying Examination administration, minus: \$100 administrative fee per Qualifying Examination component
Less than 15 business days prior to the scheduled date of the component of the Qualifying Examination from which the candidate is withdrawing	No refund or carryover of fees

Exceptions (Medical Illness & Compassionate Grounds)

A candidate who submits a Notice of Withdrawal less than 15 business days prior to the scheduled date of the component of the Qualifying Examination from which they are withdrawing, with a documented medical illness or on compassionate grounds, may be eligible to receive a full or partial refund of their Qualifying Examination fee, at the discretion of the Registrar and on a case-by-case basis.

Candidates must provide documentation in support of their medical illness or compassionate grounds to the College. Additional documentation may also be requested by the Registrar.

A withdrawal which is granted by the Registrar on medical or compassionate grounds will not count as one (1) of the three (3) attempts at the Qualifying Examination component(s).

RELATED LEGISLATION AND DOCUMENTS

[Denturism Act, 1991](#)

[Ontario Regulation 183/25 \(Registration\)](#)

[Consent to Release Personal Health Information Form](#)

REVISION CONTROL

Date	Revision	Effective
December 5, 2025	Combining of Qualifying Examination Withdrawal Policy & Qualifying Examination Refund Policy. Updates to reflect changes within O. Reg. 183/25.	March 1, 2026



TYPE	Qualifying Examination
NAME	Qualifying Examination Withdrawal Policy
DATE APPROVED BY COUNCIL	June 20, 2014

The College of Denturists of Ontario (CDO) recognizes that there may be extenuating circumstances that may prevent you from attempting the qualifying examination after you have registered and paid the fee. Should you need to withdraw from the qualifying examination, please follow the process set out below.

How to Withdraw from the Qualifying Examination

Send an email to info@denturists-cdo.com stating:

- That you intend to withdraw from the qualifying examination
- Submit a new Registration Form for the next qualifying examination you wish to attempt

Please refer to the CDO's Refund Policy to see if you may be eligible for a refund of the qualifying examination fee you have paid.

If you do not show up for your scheduled component(s) of the qualifying examination, and have not advised the College of your intention to withdraw, please note that you will have forfeited one of the three possible attempts at the Qualifying Examination either in its entirety or for the component you are a no show.

Withdrawing due to medical or other compassionate grounds

- As soon as you become aware that you will not be able to attempt one or both parts of the qualifying examination, you must follow the "How to Withdraw from the Qualifying Examination" instructions above.
- If you withdraw on or before 15 business days prior to the scheduled examination date, you must provide medical documentation to the Registrar to support your request to withdraw so that your withdrawal will not count as an attempt to sit the qualifying examination.
- Additional documentation may also be requested by the Registrar to support withdrawal requests on compassionate grounds.

REVISION CONTROL

Date	Revision	Effective
July 11, 2014		July 11, 2014



TYPE	Qualifying Examination
NAME	Qualifying Examination Refund Policy
DATE APPROVED BY COUNCIL	June 20, 2014

In order to be eligible for a refund, we must receive a notice of withdrawal on or before 15 business days prior to the scheduled date for the component of the qualifying examination from which you are withdrawing. **Otherwise, you may be charged the full examination fee.**

If you submit a notice of withdrawal, your refund will be determined by the following:

DATE OF WITHDRAWAL or REASON FOR WITHDRAWAL	REFUND AMOUNT
After the registration deadline, but more than 15 business days prior to the scheduled date for the component of the qualifying examination from which you are withdrawing.	Examination fee minus the \$200 administrative fee for the entire qualifying examination or \$100 per Part I or Part II
Less than 15 business days prior to the scheduled date for the component of the qualifying examination from which you are withdrawing.	No refund of the qualifying examination fee
Less than 15 business days prior to a scheduled date for the component of the qualifying examination from which you are withdrawing with a documented illness or on compassionate grounds. The Registrar will consider requests on a case by case basis.	Full or partial refund of the qualifying examination fee minus the administrative fee

REVISION CONTROL

Date	Revision	Effective
July 11, 2014		July 11, 2014

COLLEGE OF DENTURISTS OF ONTARIO

FINANCIAL STATEMENTS

MARCH 31, 2025

Draft Statement Subject to Revision

HILBORN_{LLP}

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, 2025, 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, 2025, 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
TBD

Chartered Professional Accountants
Licensed Public Accountants

Statement of Financial Position

March 31	2025 \$	2024 \$
ASSETS		
Current assets		
Cash	3,080,513	2,996,307
Amount receivable	-	5,957
Prepaid expenses	23,054	35,429
	3,103,567	3,037,693
Capital assets (note 3)	7,054	22,345
Intangible assets (note 4)	1,093	1,561
	8,147	23,906
	3,111,714	3,061,599
LIABILITIES		
Current liabilities		
Accounts payable and accrued liabilities (note 5)	464,906	592,323
Deferred registration fees	1,006,850	918,400
	1,471,756	1,510,723
Deferred lease incentives	-	8,399
	1,471,756	1,519,122
NET ASSETS		
Invested in capital and intangible assets	8,147	18,626
Internally restricted for therapy and counselling (note 6)	140,120	142,980
Internally restricted for complaints and discipline (note 7)	360,000	360,000
Internally restricted for strategic initiatives (note 8)	29,522	80,930
Unrestricted	1,102,169	939,941
	1,639,958	1,542,477
	3,111,714	3,061,599

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	2025 \$	2024 \$
Revenues		
Registration fees	1,423,259	1,441,490
Examination fees	390,725	158,475
Administration fees	18,193	12,985
Investment income	79,663	77,799
	1,911,840	1,690,749
Expenses		
Salaries and benefits	676,736	627,849
Examinations	320,209	229,410
Complaints and discipline	178,874	389,453
Rent	126,559	105,725
Office and general (note 3)	119,330	77,043
Computer support	107,949	88,210
Professional fees (note 6)	95,097	116,679
Quality assurance	61,563	50,691
Merchant fees	57,224	58,685
Strategic initiatives (note 8)	51,408	72,589
Amortization of capital assets	12,188	11,239
Council and committees	6,754	21,874
Amortization of intangible assets	468	669
	1,814,359	1,850,116
Excess of revenues over expenses (expenses over revenues) for year	97,481	(159,367)

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 \$	2025 Total \$
Balance, beginning of year	18,626	142,980	360,000	80,930	939,941	1,542,477
Excess of revenues over expenses (expenses over revenues) for year (notes 6 and 8)	-	(2,860)	-	(51,408)	151,749	97,481
Amortization of capital and intangible assets	(12,656)	-	-	-	12,656	-
Amortization of deferred tenant inducements	5,280	-	-	-	(5,280)	-
Purchase of capital assets	6,852	-	-	-	(6,852)	-
Disposal of capital assets (note 3)	(9,955)	-	-	-	9,955	-
Balance, end of year	8,147	140,120	360,000	29,522	1,102,169	1,639,958

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 \$	2024 Total \$
Balance, beginning of year	20,974	148,560	360,000	128,519	1,043,791	1,701,844
Excess of expenses over revenues for year (notes 6 and 8)	-	(5,580)	-	(72,589)	(81,198)	(159,367)
Amortization of capital and intangible assets	(11,908)	-	-	-	11,908	-
Amortization of deferred tenant inducements	5,280	-	-	-	(5,280)	-
Purchase of capital assets	4,280	-	-	-	(4,280)	-
Internally imposed restriction (note 8)	-	-	-	25,000	(25,000)	-
Balance, end of year	18,626	142,980	360,000	80,930	939,941	1,542,477

The accompanying notes are an integral part of these financial statements

Statement of Cash Flows

Year ended March 31	2025 \$	2024 \$
Cash flows from operating activities		
Excess of revenues over expenses (expenses over revenues) for year	97,481	(159,367)
Adjustments to determine net cash provided by (used in) operating activities		
Amortization of capital assets	12,188	11,239
Amortization of intangible assets	468	669
Amortization of deferred lease incentives	(8,399)	(8,398)
Loss on disposal of capital assets	8,015	-
	109,753	(155,857)
Change in non-cash working capital items		
Decrease (increase) in amount receivable	5,957	(5,957)
Decrease in prepaid expenses	12,375	1,738
Increase (decrease) in accounts payable and accrued liabilities	(127,417)	302,788
Increase in deferred registration fees	88,450	575,726
	89,118	718,438
Cash flows from investing activities		
Purchase of capital assets	(6,852)	(4,280)
Proceeds on disposal of capital assets	1,940	-
	(4,912)	(4,280)
Net change in cash	84,206	714,158
Cash, beginning of year	2,996,307	2,282,149
Cash, end of year	3,080,513	2,996,307

The accompanying notes are an integral part of these financial statements

Notes to Financial Statements

March 31, 2025

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 coincides with that of the fiscal year of the College, being April 1 to March 31. 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, if any.

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	55% declining balance

Notes to Financial Statements (continued)

March 31, 2025

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, if any.

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.

Notes to Financial Statements (continued)

March 31, 2025

1. Significant accounting policies (continued)**(d) 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.

(e) 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, 2025

1. Significant accounting policies (continued)

(e) 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.

(f) 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, 2025

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:

	2025 \$	2024 \$
Cash	3,080,513	2,996,307
Amount receivable	-	5,957
	<u>3,080,513</u>	<u>3,002,264</u>

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

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)

March 31, 2025

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. Capital assets

	Cost \$	Accumulated Amortization \$	2025 Net \$
Computer equipment	20,165	13,111	7,054
	Cost \$	Accumulated Amortization \$	2024 Net \$
Furniture and fixtures	95,505	86,822	8,683
Computer equipment	13,313	8,677	4,636
Leasehold improvements	60,173	51,147	9,026
	168,991	146,646	22,345

During the current year, furniture and fixtures and leasehold improvements with a net book value of \$9,955 (cost of \$155,678 and accumulated amortization of \$145,723) were disposed of for proceeds of \$1,940 resulting in a loss on disposal of \$8,015, which is included in office and general in the statement of operations.

During the prior year, computer equipment with a net book value of nil (cost and accumulated amortization each of \$59,546) was disposed of for no proceeds resulting in no gain or loss on disposal.

Notes to Financial Statements (continued)

March 31, 2025

4. Intangible assets

	Cost \$	Accumulated Amortization \$	2025 Net \$
Computer software	52,751	51,658	1,093
Database application software	31,900	31,900	-
	<u>84,651</u>	<u>83,558</u>	<u>1,093</u>
	Cost \$	Accumulated Amortization \$	2024 Net \$
Computer software	52,751	51,190	1,561
Database application software	31,900	31,900	-
	<u>84,651</u>	<u>83,090</u>	<u>1,561</u>

5. Accounts payable and accrued liabilities

	2025 \$	2024 \$
Trade payables and accrued liabilities	173,196	123,583
Accrued liabilities - complaints and discipline	187,434	369,661
HST payable	104,277	99,079
	<u>464,906</u>	<u>592,323</u>

6. 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 \$2,860 (2024 - \$5,580) 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 the Council upon the recommendation of the Executive Committee.

Notes to Financial Statements (continued)

March 31, 2025

7. 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.

8. Net assets internally restricted for strategic initiatives

The Council of the College has internally restricted net assets for the purposes of funding strategic initiatives.

In the current year, expenses in the amount of \$51,408 (2024 - \$72,589) were incurred in connection with strategic initiatives related to governance, scope of practice review and registration and professional misconduct regulation (2024 - applicant and member portal modernization, strategic planning and a regulatory hub), and are recorded in strategic initiatives expense in the statement of operations.

In the prior year, the Council of the College internally restricted net assets in the amount of \$25,000 to fund expenses related to strategic initiatives.

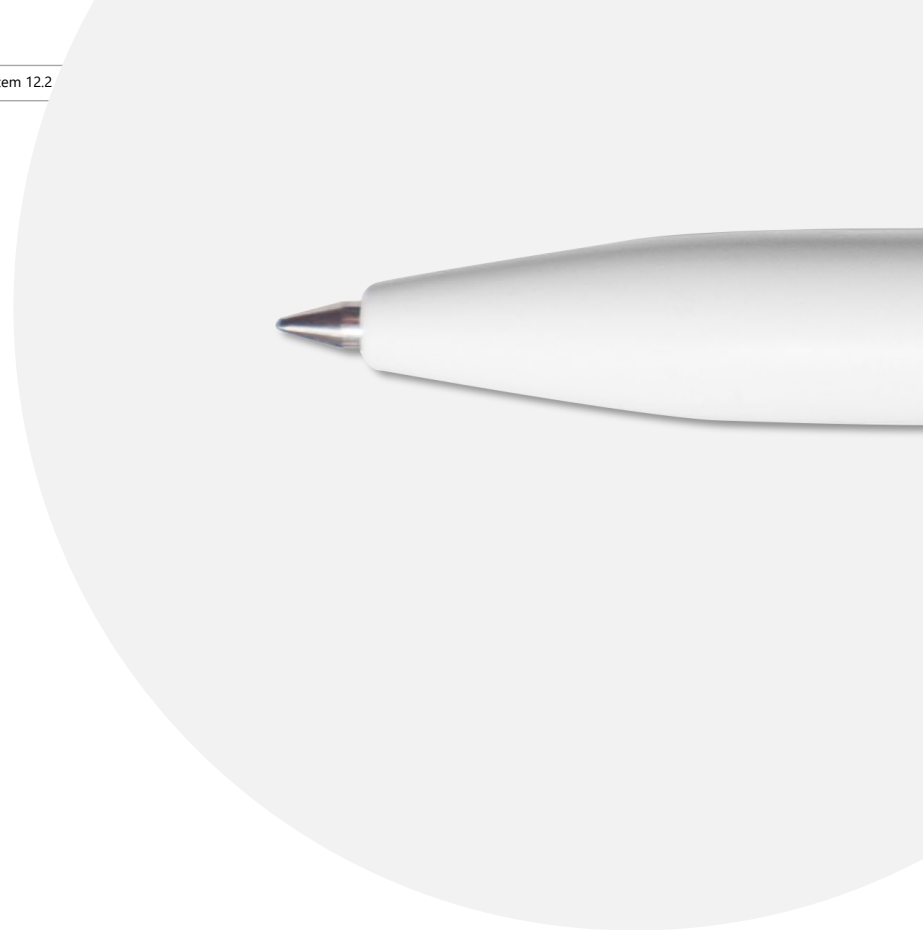
The internal restriction is subject to the direction of the Council upon the recommendation of the Executive Committee.



College of Denturists of Ontario

AUDIT FINDINGS COMMUNICATION FOR THE YEAR ENDED

March 31, 2025



A message from Blair MacKenzie to the Council

We are 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, 2025. We have substantially completed our audit, and we expect to issue an unmodified audit opinion on the financial statements for the year ended March 31, 2025.

Key Highlights of our Audit Findings Communication include:

- The status of the audit
- Audit opinion
- Changes to our Audit Plan Communication dated June 16, 2025, if any
- Observations that are significant to your responsibility to oversee the financial reporting process

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 of the College and should not be distributed to others without our consent.

We look forward to discussing our Audit Findings Communication with you as well as any other matters that you may consider appropriate to address at our meeting scheduled for December 5, 2025.



Blair MacKenzie CPA, CA

Managing Partner

Hilborn LLP

November 18, 2025



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YOUR CLIENT SERVICE TEAM

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“We are committed to audit quality and exceptional client service.”

Executive Summary

STATUS OF THE AUDIT

We have substantially completed our audit of the financial statements of the College of Denturists of Ontario for the year ended March 31, 2025, with the exception of the following procedures:

Completion of subsequent events procedures

Receipt of the signed management representations letter

Board of Director'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 representations letter is expected to be consistent with that issued in our Audit Plan Communication dated June 16, 2025. We ask management to sign and return this letter to us before we issue our auditor's report.

INDEPENDENCE

We last communicated our independence to you through our Audit Plan Communication dated June 16, 2025. We have remained independent since that date and through the date of this communication.

SIGNIFICANT DIFFICULTIES ENCOUNTERED

There were no significant difficulties encountered while performing the audit and there are no unresolved disagreements with management. We received full cooperation from management during the audit.

CHANGES FROM THE AUDIT PLAN

Our audit approach was consistent with the approach communicated to you in our Audit Plan Communication dated June 16, 2025.

Final materiality is consistent with preliminary materiality set at \$80,000.

See Appendix A for a listing of adjusting entries.

Significant Qualitative Aspects of the College's Accounting Practices

Canadian Auditing Standards require that we communicate with you about significant qualitative aspects of the College'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

Management is responsible for the appropriate selection and application of accounting policies under the financial reporting framework of Canadian accounting standards for not-for-profit organizations.

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.

Management is responsible for the accounting estimates included in the financial statements. Estimates and the related judgements and assumptions are based on managements knowledge of the business and past experience about current and future events. The significant accounting estimates include:

- Complaints and discipline accrual

- There were no significant changes in the previously adopted accounting policies or their application.
- Based on the audit work performed, the accounting policies are appropriate for the College and applied consistently.
- We considered whether there was any management bias in preparing the estimates. None was noted.
- We believe management's process for making accounting estimates is appropriate and the estimates made by management are reasonable in the context of the financial statements as a whole.

Significant Qualitative Aspects of the College's Accounting Practices

ACCOUNTING POLICIES, ACCOUNTING ESTIMATES AND FINANCIAL STATEMENT DISCLOSURES

Management is responsible for disclosures made within the financial statements, including the notes to the financial statements.

Annual report

HILBORN'S RESPONSE AND VIEWS

- 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 representation.
- We acknowledge that a copy of the College's financial statements for the year ended March 31, 2025 and a copy of our auditor's report related to the 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.
- 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.

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 communications. We may also communicate orally through discussions. The table below summarizes the communications required at the conclusion of the audit.

SIGNIFICANT MATTER	DISCUSSION
Summary of uncorrected misstatements	We did not identify any misstatements that remain uncorrected in the financial statements.
Corrected misstatements	During the course of the audit, management and Hilborn LLP worked collaboratively to identify adjustments required to the financial statements. All adjustments proposed were reviewed, approved and recorded by management.

Other Significant Matters

SIGNIFICANT MATTER

DISCUSSION

Significant deficiencies in internal control

An increased risk profile exists at the College relative to the lack of segregation of incompatible duties. 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. We did not identify any significant deficiencies in internal control.

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.

During the audit, we noted that the College does not maintain formal documented policies in several key areas (HR, IT/cybersecurity, finance, governance, risk management). The absence of formal documented policies may lead to inconsistent application of internal controls, reduce organizational resilience during growth or turnover, and could weaken governance transparency with external stakeholders. We suggest establishing formal policies in the future.

Fraud and non-compliance with laws and regulations

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 discussed with us.

Other Significant Matters

SIGNIFICANT MATTER

DISCUSSION

Related party transactions

We did not identify any related party transactions or balances.

Subsequent events

No subsequent events, which would impact the financial statements have come to our attention.

APPENDIX A

College of Denturists of Ontario

Year End: March 31, 2025

Adjusting Journal Entries

Date: 4/1/2024 To 3/31/2025

DFC1

Agenda Item 12.2

Number	Date	Name	Account No	Debit	Credit
1	3/31/2025	Restricted Therapy and Counsell	3300		2,860.00
1	3/31/2025	Professional Fees:Prof Fees Consultants:Consu	5320.01	2,860.00	
<p>To adjust opening net asset balance - restricted for therapy and counselling to agree to prior year's closing audited balance and to record therapy and counselling cost incurred in fiscal 2025 through the statement of operations.</p>					
2	3/31/2025	C&D Accrual	2005		131,125.18
2	3/31/2025	Complaints & Discipline.	5800	131,125.18	
<p>To record client's C&D accrual.</p>					
3	3/31/2025	Other Income:Loss on disposal of assets	4612		6,017.26
3	3/31/2025	Other Income:Loss on disposal of assets	4612		1,736.56
3	3/31/2025	Office & General:Depreciation Expense	5460	6,017.26	
3	3/31/2025	Office & General:Depreciation Expense	5460	1,736.56	
<p>To adjust clients journal entry to write off capital assets (record current year amortization as lease ended March 31, 2025).</p>					
4	3/31/2025	C&D Accrual	2005		56,308.37
4	3/31/2025	Complaints & Discipline.	5800	56,308.37	
<p>To adjust C&D accrual.</p>					
5	3/31/2025	Retained Earnings	3200		64,747.00
5	3/31/2025	Restricted Therapy and Counsell	3300	2,860.00	
5	3/31/2025	Invested in Capital Assets	3400	10,479.00	
5	3/31/2025	Strategic Initiatives	3600	51,408.00	
<p>To adjust net asset balances to agree with CY ending.</p>					
6	3/31/2025	Other Income	4600	20,850.90	
6	3/31/2025	Wages & Benefits:Salaries & Benefits:Salaries	5110		20,850.90
<p>To reallocate Megan Callaway's secondment to CDHO to salaries expense.</p>					
				283,645.27	283,645.27
Net Income (Loss)			102,981.02		

College of Denturists of Ontario

Year End: March 31, 2025

Adjusting Journal Entries

Date: 4/1/2024 To 3/31/2025

DFC1-1

Agenda Item 12.2

Number	Date	Name	Account No	Debit	Credit
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We have reviewed, approved and recorded the proposed adjustments summarized in this schedule in our accounting records.

Signed

Account	Prelim	Adj's	Reclass	Rep	Rep 03/24	%Chg
A Cash	3,080,513.12	0.00	0.00	3,080,513.12	2,996,307.34	3
1000 Chequing/Savings:TD Bank-Operating XXX5712	497,675.44	0.00	0.00	497,675.44	301,512.14	65
1015 Chequing/Savings:TD Business Investor 348	2,374,156.47	0.00	0.00	2,374,156.47	2,395,445.28	(1)
1020 Chequing/Savings:Petty Cash	0.00	0.00	0.00	0.00	52.47	(100)
1200 Undeposited Funds	208,681.21	0.00	0.00	208,681.21	299,297.45	(30)
C Accounts Receivable	0.00	0.00	0.00	0.00	5,957.40	(100)
1205 Accounts Receivable:Accounts Receivable	0.00	0.00	0.00	0.00	5,957.40	(100)
E Prepaid expenses	23,054.40	0.00	0.00	23,054.40	35,429.23	(35)
1340 Prepaid Expenses	23,054.40	0.00	0.00	23,054.40	35,429.23	(35)
K Capital assets	7,054.12	0.00	0.00	7,054.12	22,345.20	(68)
K. 1. A Furniture & Fixtures	0.00	0.00	0.00	0.00	95,504.57	(100)
1520 Furniture & Fixtures	0.00	0.00	0.00	0.00	95,504.57	(100)
K. 1. B Accumulated Amortization - Furniture & Fixtures	0.00	0.00	0.00	0.00	(86,821.75)	(100)
1525 Furniture & Fixtures:Accum Dep - Furn & Fixtures	0.00	0.00	0.00	0.00	(86,821.75)	(100)
K. 2. A Computer	20,165.33	0.00	0.00	20,165.33	13,313.33	51
1510 Computer	20,165.33	0.00	0.00	20,165.33	13,313.33	51
K. 2. B Accumulated amortization - Computer	(13,111.21)	0.00	0.00	(13,111.21)	(8,676.85)	51
1515 Computer:Accum Dep - Computer	(13,111.21)	0.00	0.00	(13,111.21)	(8,676.85)	51
K. 3. A Leasehold Improvements	0.00	0.00	0.00	0.00	60,172.61	(100)
1540 Leasehold Improvement	0.00	0.00	0.00	0.00	60,172.61	(100)
K. 3. B Accumulated amortization - Leasehold improvements	0.00	0.00	0.00	0.00	(51,146.71)	(100)
1545 Leasehold Improvement:Accum Dep - Leasehold Improv	0.00	0.00	0.00	0.00	(51,146.71)	(100)
M Intangible assets	1,092.68	0.00	0.00	1,092.68	1,560.97	(30)
M. 1 Intangible assets - cost	84,650.08	0.00	0.00	84,650.08	84,650.08	0
1550 Software	52,750.08	0.00	0.00	52,750.08	52,750.08	0
1560 Database	31,900.00	0.00	0.00	31,900.00	31,900.00	0
M. 2 Intangible assets - accumulated amortization	(83,557.40)	0.00	0.00	(83,557.40)	(83,089.11)	1
1555 Software:Accum Dep - Software	(51,657.40)	0.00	0.00	(51,657.40)	(51,189.11)	1
1565 Database:Accum Dep - Database	(31,900.00)	0.00	0.00	(31,900.00)	(31,900.00)	0
BB Accounts payable and accrued liabilities	(271,972.94)	(187,433.55)	0.00	(459,406.49)	(592,324.61)	(22)
BB. 1 Trade payables and accrued liabilities	(166,981.29)	0.00	0.00	(166,981.29)	(123,584.13)	35
2000 Accounts Payable	(84,800.40)	0.00	0.00	(84,800.40)	(34,826.02)	143
2118 TD VISA:TD Visa - 4893	0.00	0.00	0.00	0.00	(4,181.68)	(100)
2119 TD VISA:TD Visa - 2205	(1,753.99)	0.00	0.00	(1,753.99)	(277.84)	531
2120 Amex 1000	(790.47)	0.00	0.00	(790.47)	0.00	0
2410 Accrued Liabilities	(79,636.43)	0.00	0.00	(79,636.43)	(84,298.59)	(6)
BB. 2 HST payable	(104,991.65)	0.00	0.00	(104,991.65)	(99,079.33)	6
2550 GST/HST Payable	(104,991.65)	0.00	0.00	(104,991.65)	(99,079.33)	6
BB. 3 Complaints and discipline	0.00	(187,433.55)	0.00	(187,433.55)	(369,661.15)	(49)
2005 C&D Accrual	0.00	(187,433.55)	0.00	(187,433.55)	(369,661.15)	(49)
CC Deferred revenue	(1,006,850.00)	0.00	0.00	(1,006,850.00)	(918,400.00)	10

College of Denturists of Ontario

Year End: March 31, 2025

Trial Balance

Adjusted G/L Balances

Account	Prelim	Adj's	Reclass	Rep	Rep 03/24	%Chg
3100 Deferred Revenue	(1,006,850.00)	0.00	0.00	(1,006,850.00)	(918,400.00)	10
EE Lease Inducement	0.00	0.00	0.00	0.00	(8,398.72)	(100)
2560 Lease Inducement	0.00	0.00	0.00	0.00	(8,398.72)	(100)
TT Net assets	(1,539,616.81)	(2,860.00)	0.00	(1,542,476.81)	(1,701,843.84)	(9)
TT. 1 Restricted Therapy and Counselling	(140,120.00)	0.00	0.00	(140,120.00)	(142,980.00)	(2)
3300 Restricted Therapy and Counsell	(140,120.00)	0.00	0.00	(140,120.00)	(142,980.00)	(2)
TT. 2 Opening surplus - unrestricted	(939,940.81)	(64,747.00)	0.00	(1,004,687.81)	(1,099,307.84)	(9)
3200 Retained Earnings	(939,940.81)	(64,747.00)	0.00	(1,004,687.81)	(1,099,307.84)	(9)
TT. 3 Invested in capital assets	(18,626.00)	10,479.00	0.00	(8,147.00)	(18,626.00)	(56)
3400 Invested in Capital Assets	(18,626.00)	10,479.00	0.00	(8,147.00)	(18,626.00)	(56)
TT. 4 Restricted - C&D	(360,000.00)	0.00	0.00	(360,000.00)	(360,000.00)	0
3500 Internally Restricted	(360,000.00)	0.00	0.00	(360,000.00)	(360,000.00)	0
TT. 5 Invested in strategic initiatives	(80,930.00)	51,408.00	0.00	(29,522.00)	(80,930.00)	(64)
3600 Strategic Initiatives	(80,930.00)	51,408.00	0.00	(29,522.00)	(80,930.00)	(64)
100 Revenue	(1,932,691.81)	20,850.90	0.00	(1,911,840.91)	(1,690,749.28)	13
100. 1 Registration and annual fees	(1,423,258.94)	0.00	0.00	(1,423,258.94)	(1,441,490.15)	(1)
4015 Registration:Incorporation:Incorp-Renewal	(66,150.00)	0.00	0.00	(66,150.00)	(66,150.00)	0
4018 Registration:Incorporation:Incorp-Application Fees	(14,000.00)	0.00	0.00	(14,000.00)	(12,000.00)	17
4026 Registration:Registration Application:Active-Tempo	(13,708.96)	0.00	0.00	(13,708.96)	(3,191.15)	330
4027 Registration:Registration Application:Active-New R	(36,550.00)	0.00	0.00	(36,550.00)	(44,500.00)	(18)
4028 Registration:Registration Application:Active	(1,292,849.98)	0.00	0.00	(1,292,849.98)	(1,315,324.00)	(2)
4035 Registration:Other Fees:Clinic Name	0.00	0.00	0.00	0.00	(325.00)	(100)
100. 2 Administration and other fees	(39,044.40)	20,850.90	0.00	(18,193.50)	(12,984.75)	40
4025 Registration:Registration Application:Application	(4,000.00)	0.00	0.00	(4,000.00)	(3,300.00)	21
4040 Registration:Other Fees:Reinstatement	(500.00)	0.00	0.00	(500.00)	(500.00)	0
4045 Misc Income:QA Manual/Assessments	(1,120.00)	0.00	0.00	(1,120.00)	0.00	0
4050 Misc Income:Letter of Good Standing	(973.50)	0.00	0.00	(973.50)	(884.75)	10
4060 Registration:Other Fees:Duplicate Certificate	(700.00)	0.00	0.00	(700.00)	(600.00)	17
4070 Registration:Other Fees:Late Fees	(10,650.00)	0.00	0.00	(10,650.00)	(7,200.00)	48
4071 Misc Income:Admin Fee for Notices	(100.00)	0.00	0.00	(100.00)	(200.00)	(50)
4080 Registration:Other Fees:Retired Status	(150.00)	0.00	0.00	(150.00)	(300.00)	(50)
4600 Other Income	(20,850.90)	20,850.90	0.00	0.00	0.00	0
100. 3 Examination fees	(390,725.00)	0.00	0.00	(390,725.00)	(158,475.00)	147
4024 Examinations Income:QE Initial Application	(8,325.00)	0.00	0.00	(8,325.00)	(2,475.00)	236
4205 Examinations Income:EI-Written-MCQ	(86,400.00)	0.00	0.00	(86,400.00)	(40,800.00)	112
4210 Examinations Income:EI-Clinical-OSCE	(296,000.00)	0.00	0.00	(296,000.00)	(115,200.00)	157
100. 5 Interest income	(79,663.47)	0.00	0.00	(79,663.47)	(77,799.38)	2
4611 Other Income:Investment Income:Interest	(79,663.47)	0.00	0.00	(79,663.47)	(77,799.38)	2
400 Expenses	1,639,417.24	169,442.65	0.00	1,808,859.89	1,850,116.31	(2)
400. 1 Salaries	697,586.54	(20,850.90)	0.00	676,735.64	627,849.15	8
5110 Wages & Benefits:Salaries & Benefits:Salaries	589,361.46	(20,850.90)	0.00	568,510.56	527,376.27	8
5115 Wages & Benefits:CPP/EI/EHT:EI Expense	9,043.82	0.00	0.00	9,043.82	7,683.06	18
5120 Wages & Benefits:CPP/EI/EHT:CPP Expense	23,725.13	0.00	0.00	23,725.13	20,263.63	17
5130 Wages & Benefits:Salaries & Benefits:Employee Bene	37,089.96	0.00	0.00	37,089.96	35,406.74	5

Account	Prelim	Adj's	Reclass	Rep	Rep 03/24	%Chg
5131 Wages & Benefits:Salaries & Benefits:Employee Bene	3,444.65	0.00	0.00	3,444.65	2,584.49	33
5132 Wages & Benefits:Salaries & Benefits:Employee Bene	34,921.52	0.00	0.00	34,921.52	34,534.96	1
400.2 Professional fees	92,237.28	2,860.00	0.00	95,097.28	116,678.92	(18)
5300 Professional Fees	1,600.00	0.00	0.00	1,600.00	800.00	100
5310 Professional Fees:Prof Fees Financial:Audit	32,150.00	0.00	0.00	32,150.00	27,000.00	19
5321 Programs & Policy Development:Governance Training	1,200.00	0.00	0.00	1,200.00	5,957.11	(80)
5330 Professional Fees:Prof Fees Financial:Bookkeeping	28,100.00	0.00	0.00	28,100.00	27,060.00	4
5315.01 Professional Fees:Prof Fees Legal:Legal:General	27,488.38	0.00	0.00	27,488.38	25,912.46	6
5315.08 Professional Fees:Prof Fees Legal:Legal:Reg Comm	0.00	0.00	0.00	0.00	9,065.50	(100)
5315.17 Professional Fees:Prof Fees Legal:Legal:Patient Re	648.90	0.00	0.00	648.90	3,853.85	(83)
5320.01 Professional Fees:Prof Fees Consultants:Consulting	1,050.00	2,860.00	0.00	3,910.00	17,030.00	(77)
400.3 Merchant fees	57,223.89	0.00	0.00	57,223.89	58,685.03	(2)
5450 Office & General:Bank Service Charges:Processing F	57,223.89	0.00	0.00	57,223.89	58,685.03	(2)
400.4 General expenses	127,083.59	(7,753.82)	0.00	119,329.77	77,042.37	55
4612 Other Income:Loss on disposal of assets	15,768.72	(7,753.82)	0.00	8,014.90	0.00	0
5210 Professional Development:Education/Training	46,077.46	0.00	0.00	46,077.46	24,288.83	90
5225 Professional Development:Org. Membership	8,431.83	0.00	0.00	8,431.83	10,869.87	(22)
5410 Office & General:Telephone Expenses	5,689.61	0.00	0.00	5,689.61	5,525.66	3
5415 Office & General:Postage & Courier	2,249.67	0.00	0.00	2,249.67	1,790.86	26
5435 Office & General:Insurance Expense	10,047.24	0.00	0.00	10,047.24	7,423.16	35
5445 Office & General:Office Expenses	29,553.62	0.00	0.00	29,553.62	17,678.51	67
5446 Office & General:Office Expenses:WFH Expenses	6,325.00	0.00	0.00	6,325.00	6,200.00	2
5451 Office & General:Bank Service Charges:Electronic P	2,829.04	0.00	0.00	2,829.04	2,807.31	1
5455 Office & General:Bank Service Charges	102.47	0.00	0.00	102.47	417.20	(75)
5560 Office & General:Penalty and Interest	8.93	0.00	0.00	8.93	40.97	(78)
400.5 Council and committees	6,754.15	0.00	0.00	6,754.15	21,874.49	(69)
5501.06 Honorarium:Council	150.00	0.00	0.00	150.00	1,800.00	(92)
5502.06 Travel/Accom/Meals:Council	5,271.15	0.00	0.00	5,271.15	18,041.49	(71)
5502.07 Travel/Accom/Meals:Executive	594.00	0.00	0.00	594.00	518.00	15
5502.08 Travel/Accom/Meals:Reg Com	739.00	0.00	0.00	739.00	646.00	14
5502.17 Travel/Accom/Meals:Patient Relations	0.00	0.00	0.00	0.00	869.00	(100)
400.6 Complaints and discipline	(8,559.24)	187,433.55	0.00	178,874.31	389,453.06	(54)
5800 Complaints & Discipline.	(369,661.15)	187,433.55	0.00	(182,227.60)	230,093.15	(179)
5315.12 Professional Fees:Prof Fees Legal:Legal:Discipline	69,705.00	0.00	0.00	69,705.00	20,085.00	247
5315.13 Professional Fees:Prof Fees Legal:Legal:ICRC	262,152.56	0.00	0.00	262,152.56	105,232.49	149
5320.13 Professional Fees:Prof Fees Consultants:Consulting	16,107.50	0.00	0.00	16,107.50	19,045.00	(15)
5501.12 Honorarium:Discipline Hearing	6,750.00	0.00	0.00	6,750.00	2,100.00	221
5501.13 Honorarium:ICRC	250.00	0.00	0.00	250.00	0.00	0
5502.13 Travel/Accom/Meals:ICRC	3,072.00	0.00	0.00	3,072.00	6,625.00	(54)
5508.08 Investigations:Registration	0.00	0.00	0.00	0.00	2,083.20	(100)
5508.13 Investigations:ICRC	3,064.85	0.00	0.00	3,064.85	4,189.22	(27)
400.7 Computer support	107,949.29	0.00	0.00	107,949.29	88,210.17	22
5420 Office & General:Computer Support/Expenses:Compute	20,287.95	0.00	0.00	20,287.95	22,161.96	(8)
5421 Office & General:Computer Support/Expenses:Website	27,759.85	0.00	0.00	27,759.85	26,057.65	7
5422 Office & General:Computer Support/Expenses:Compute	17,211.49	0.00	0.00	17,211.49	15,990.56	8
5440 Office & General:Computer Support/Expenses:Databas	42,690.00	0.00	0.00	42,690.00	24,000.00	78
400.8 Quality assurance	61,562.97	0.00	0.00	61,562.97	50,691.37	21
5323 Programs & Policy Development:QA Peer Circles	9,677.39	0.00	0.00	9,677.39	1,204.03	704
5501.1 Honorarium:QA Assessment	15,120.00	0.00	0.00	15,120.00	11,850.00	28
5502.1 Travel/Accom/Meals:QA Assessment	11,148.87	0.00	0.00	11,148.87	11,371.47	(2)
5501.16 Honorarium:QA Peer Circles	5,025.00	0.00	0.00	5,025.00	4,050.00	24

Account	Prelim	Adj's	Reclass	Rep	Rep 03/24	%Chg
5502.11 Travel/Accom/Meals:QA Committee (Panel A)	1,741.00	0.00	0.00	1,741.00	1,974.00	(12)
5502.16 Travel/Accom/Meals:QA Peer Circles	18,850.71	0.00	0.00	18,850.71	20,241.87	(7)
400.9 Strategic Initiatives	51,408.44	0.00	0.00	51,408.44	72,588.81	(29)
5701 Strategic Initiatives Expense:Database Improvement	0.00	0.00	0.00	0.00	45,000.00	(100)
5702 Strategic Initiatives Expense:Strategic Planning	0.00	0.00	0.00	0.00	13,088.85	(100)
5703 Strategic Initiatives Expense:Governance Projects	3,000.00	0.00	0.00	3,000.00	4,500.00	(33)
5704 Strategic Initiatives Expense:Regulatory Hub	0.00	0.00	0.00	0.00	9,999.96	(100)
5705 Strategic Initiatives Expense:Reg. & Prof. Miscond	10,869.09	0.00	0.00	10,869.09	0.00	0
5706 Strategic Initiatives Expense:Scope of Practice Re	37,539.35	0.00	0.00	37,539.35	0.00	0
400.15 Examination costs	314,708.63	0.00	0.00	314,708.63	229,410.20	37
5324 Programs & Policy Development:National Exam	103,007.15	0.00	0.00	103,007.15	58,275.70	77
5326 Academic Program Accreditation	2,261.25	0.00	0.00	2,261.25	1,989.75	14
5320.02 Professional Fees:Prof Fees Consultants:Consulting	31,500.00	0.00	0.00	31,500.00	24,000.00	31
5320.14 Professional Fees:Prof Fees Consultants:Consulting	0.00	0.00	0.00	0.00	3,000.00	(100)
5501.02 Honorarium:QEC	475.00	0.00	0.00	475.00	200.00	138
5501.03 Honorarium:Clinical Exam (OSCE)	31,625.00	0.00	0.00	31,625.00	17,450.00	81
5501.04 Honorarium:Written Exam (MCQ)	400.00	0.00	0.00	400.00	0.00	0
5501.15 Honorarium:Exam Improvements (OSCE)	200.00	0.00	0.00	200.00	2,650.00	(92)
5502.02 Travel/Accom/Meals:QEC	557.00	0.00	0.00	557.00	1,788.39	(69)
5502.03 Travel/Accom/Meals:Clinical Exam (OSCE)	34,433.40	0.00	0.00	34,433.40	22,094.90	56
5502.14 Travel/Accom/Meals:Exam Improvements (MCQ)	0.00	0.00	0.00	0.00	1,218.69	(100)
5502.15 Travel/Accom/Meals:Exam Improvements (OSCE)	534.82	0.00	0.00	534.82	8,898.26	(94)
5504.03 Admin Expense:Clinical Exam (OSCE)	266.01	0.00	0.00	266.01	139.99	90
5504.16 Admin Expense:Peer Circles	0.00	0.00	0.00	0.00	332.40	(100)
5505.03 Facility Rental:Clinical Exam (OSCE)	18,949.00	0.00	0.00	18,949.00	19,107.12	(1)
5507.03 Proctoring Fees:OSCE SPP	90,500.00	0.00	0.00	90,500.00	68,265.00	33
400.16 Rent	126,559.05	0.00	0.00	126,559.05	105,724.52	20
5425 Rent Expense	126,559.05	0.00	0.00	126,559.05	105,724.52	20
400.18 Amortization	4,902.65	7,753.82	0.00	12,656.47	11,908.22	6
5460 Office & General:Depreciation Expense	4,434.36	7,753.82	0.00	12,188.18	11,239.23	8
5465 Office & General:Depr Expense - Intangible Asset	468.29	0.00	0.00	468.29	668.99	(30)
	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0</u>
Net Income (Loss)	293,274.57			102,981.02	(159,367.03)	(165)

We have reviewed, approved and recorded all of your proposed adjustments to our accounting records. This includes journal entries, changes to account coding, classification of certain transactions and preparation of, or changes to, certain accounting records.

Signed





BRIEFING NOTE

To: **Board of Directors**

From: **Paige O'Brien, Manager, Board of Directors and Corporate Services**

Date: **December 5, 2025**

Subject: **Board Meeting Feedback Survey Questions**

Public Interest Rationale

Effective governance is fundamental to ensuring that Ontario's health regulatory colleges fulfill their statutory mandate to act in the public interest. Regular evaluations help ensure the Board of Directors fulfill governance duties, make informed decisions, and protect the public. Feedback from these evaluations supports continuous improvement in leadership, meeting processes, and overall effectiveness. Transparent reporting of evaluation methods builds stakeholder trust, while examining common practices across colleges provides evidence to guide governance reforms and strengthen the Board's functionality and public-interest focus.

Background and Rationale

A review of past Board meeting materials indicates that the Board Meeting Feedback Survey questions were last revised in early 2021. Since then, the College has undertaken a comprehensive Governance Modernization initiative aimed at enhancing the evaluation of Board meeting effectiveness and overall governance practices. As part of this work, it is essential to ensure that the Board Meeting Feedback Survey Questions meaningfully support the Board in assessing its performance and identifying opportunities for improvement.

A high-level environmental scan of the 26 health regulatory colleges in Ontario found that the majority of Colleges employ post-Board meeting surveys as a mechanism to review the effectiveness of their Boards and Board meetings. Further, the questions posed in these surveys were comparable to the current questions in the CDO's Board Meeting Feedback Survey.

Proposed Updates

To ensure the Board Meeting Feedback Surveys continue to serve as an effective tool for assessing Board meetings and to encourage greater participation among Directors, the attached revised questions are proposed.

Upon review of the other health regulators and conducting a scan on their board meeting survey questions, College Staff are proposing some updated questions that are more concise than the current version and place greater emphasis on evaluating the effectiveness of the Board's governance rather than the meeting logistics themselves.

Options

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

1. Approve the updated Board meeting feedback survey questions as presented.
2. Approve the updated Board meeting survey feedback questions as amended.
3. Request further drafting with a return to the Board for consideration

After consideration of these matters, the Board may:

Suggested Motion – That the Board approves the updated Board meeting feedback survey questions as presented.

Attachments

1. Summary of Board Meeting and Governance Evaluation Methods for Regulated Health Colleges
2. Board Meeting Feedback Survey Questions



Summary of Board Meeting Evaluations for the Regulated Health Colleges

Health Regulator	Board Meeting and Governance Evaluation Method
College of Traditional Chinese Medicine Practitioners and Acupuncturists of Ontario	<p>Conduct a post meeting survey with the following questions. Survey Summary included in Council Meeting package</p> <p>December 2024, Council Meeting Survey Results</p> <p>Unable to find CPMF report on website</p>
College of Applied Behaviour Analysts	<p>Conduct a post meeting survey with the following questions. Survey Summary included in Council Meeting package.</p> <p>Council Meeting Evaluation Summary</p> <p>2024 CPMF Report</p>
College of Audiologists and Speech-Language Pathologists of Ontario	<p>Board Directors complete an annual survey. The results are included in the next Council meeting package. There are 36 questions in the survey.</p> <p>2024 Survey questions and results; pg 136 of package</p> <p>2024 CPMF Report</p>
College of Chiropodists of Ontario	<p>Conduct a post meeting survey with the following questions. Survey Summary included in Council Meeting package:</p> <p>2024 CPMF Report</p>
College of Chiropractors of Ontario	<p>Conduct a post meeting survey with the following questions. The results of these surveys, which are reviewed by the Executive Committee and Council, appear to have been removed from the publicly posted Council materials.</p> <p>2024 CPMF Report</p>
College of Dental Hygienists of Ontario	<p>Through the Policy Governance model, Council evaluates its performance at each meeting according to the schedule found on pages 20-21 and 45-46 of CDHO's Policy Manual.</p>



	<p>Examples include:</p> <ul style="list-style-type: none"> • GP-9 and GP-10 (pages 4-5 of the March 2024 meeting minutes) • CRD-1 and GP-1 (pages 5-6 of the June 2024 meeting minutes) • GP-6 and GP-6.3 (page 6 of the September 2024 meeting minutes) • GP-13 (page 5 of the December 2024 meeting minutes) <p>Council uses this feedback to improve their monitoring and overall performance. Separately, Council also administers a feedback survey at the end of each meeting that focuses on the conduct of the meeting. Those results are reviewed and discussed by the Executive Committee.</p> <p>2024 CPMF Report</p>
College of Dental Technologists of Ontario	<p>CDTO Board evaluation processes using the new framework, which includes: Board meeting evaluation and Board annual performance evaluation, sharing the results of evaluations through the Board meeting package, And reviewing results of meeting evaluations at the next Board meeting.</p> <p>Board Meeting Evaluation Board Member Self-Assessment Form 2023 Board Annual Evaluation</p> <p>2023 CPMF Report</p>
Royal College of Dental Surgeons of Ontario	<p>Council members complete a brief evaluation form following each Council meeting. Evaluation results continue to be included in the subsequent Council meeting package that is posted publicly on the RCDSO’s website.</p> <p>2024 CPMF Report</p>
College of Dietitians of Ontario	<p>Annual evaluations to evaluate the Board’s effectiveness and meeting quality against criteria foundational to the governance role and the responsibility of CDO directors.</p> <p>Post-meeting debriefs facilitated by the Chair of the Board to gather direct, timely and meaningful feedback on the Board’s meeting performance.</p> <p>A three-year evaluation cycle that includes a third-party comprehensive review of the Board and meetings.</p> <p>2024 Annual Board Performance Evaluation Results</p> <p>2024 CPMF Report</p>
College of Homeopaths of Ontario	<p>Following each Council meeting, Council members are asked to complete a meeting evaluation form.</p>



	<p>Council Meeting Evaluation form</p> <p>Council members are asked to complete an annual Council self-evaluation. The results of this evaluation are posted in a Council meeting package.</p> <p>CHO Council Self-Assessment form</p> <p>2024 CPMF Report</p>
College of Kinesiologists of Ontario	<p>The College uses a Council Effectiveness Review Framework (CERF) to evaluate the effectiveness of Council meetings and Council.</p> <p>Links to CERF (from CPMF) do not work.</p> <p>2024 CPMF Report</p>
College of Massage Therapists of Ontario	<p>The Board conducts an annual self-assessment and an evaluation after each Board meeting in accordance with the CMTO Board Evaluation and Continuous Improvement Policy. The assessment and evaluation are administered by an external governance advisor.</p> <p>Board Meeting Evaluation</p> <p>2024 CPMF Report</p>
College of Medical Laboratory Technologists of Ontario	<p>The Board assesses its effectiveness as per its Governance Process Policy GP IV-70 CMLTO Board Effectiveness Self Evaluation Policy.</p> <p>Briefing report summarizing the evaluation conducted by Board Meeting Monitors.</p> <p>2024 CPMF Report</p>
Regulator of Medical Radiation and Imaging Technologists in Ontario	<p>Evaluation results are included in the agenda material and discussed at each Council meeting</p> <p>Summary of Meeting Evaluations; pg 145</p> <p>2024 CPMF Report</p>
College of Midwives of Ontario	<p>The Annual Board evaluation enables the Board to assess their performance in four categories: 1) governance and decision making; 2) leadership; 3) financial performance and risk; and 4) Board performance. It is also used to identify Board continuous improvement priorities for the following year, and to inform annual training plans.</p>



	<p>The College also regularly solicits feedback from Board and Committee members after both training days and meetings using post-meeting evaluations.</p> <p>The results of post-meeting and training day evaluations are reviewed by staff and provided to the Executive Committee at their next meeting following each Board meeting. A summary of feedback and any discussion is also provided to the Board in the Executive Committee Report at each Board meeting.</p> <p>2024 Annual Board Evaluation; pg 46</p> <p>2024 CPMF Report</p>
<p>College of Naturopaths of Ontario</p>	<p>The Council of the College meets six times per year. At the conclusion of each meeting, Council members are provided a link to an on-line meeting evaluation. Responses are tabulated from the previous meeting and the results are provided to the Council at its next meeting as part of its Consent Agenda.</p> <p>Council Meeting Evaluation</p> <p>With respect to the Council itself, at the end of the Council year (April/May) the Council and Committee evaluation process is initiated. This process is described in the Council’s governance policy GP16 – Governance Evaluation whereby the Council evaluates itself as an entity, and each Council member evaluates themselves and their peers.</p> <p>Annually in July, the Council is presented with an evaluation report from an independent consultant supporting the process which sets out the findings regarding Council and Committee effectiveness, based on interviews and rating exercises conducted with Council and Committee members. Following Council review, the consultant meets with each Committee to review their overall committee assessment.</p> <p>2024 Council Review</p> <p>2024 CPMF Report</p>
<p>College of Nurses of Ontario</p>	<p>It does not appear Council Evaluations are posted. The CNO conducts a “pulse check” survey after each Council meeting to identify areas for improvement and what worked well.</p> <p>2024 CPMF Report</p>
<p>College of Occupational Therapists of Ontario</p>	<p>Complete a Board Meeting Evaluation and an Annual Board Evaluation.</p>



	<p>Board Assessment and Evaluation Policy Board Meeting Evaluation Template Annual Board Evaluation Template</p> <p>2024 CPMF Report</p>
College of Opticians of Ontario	<p>Since 2019, board members have also completed a survey following each meeting to assess meeting effectiveness. In addition, in 2023 the COO introduced a short “Reflection Period” debrief immediately following each board meeting to reflect on the meeting that just ended and note any suggestions for improving meeting effectiveness.</p> <p>While evaluation <u>results are not directly discussed in a public session</u>, the board uses the results to develop an action plan, which is approved at a public meeting. The board’s 2024 action plan was approved at its June meeting and posted to the COO’s website here.</p> <p>2024 CPMF Report</p>
College of Optometrists of Ontario	<p>The College includes a third-party review of Council effectiveness (both for meetings and of Council itself) as a part of its strategic planning cycle, which occurs approximately every three years. The evaluation functions as a key input and is timed to ensure maximum impact on the College’s planning and activities to inform the College’s strategic plan and its activities for the new cycle.</p> <p>2024 CPMF Report</p>
Ontario College of Pharmacists	<p>Board Meeting Effectiveness Assessment Policy The Board Chair (or designate) will ask each Director to complete a board meeting effectiveness questionnaire. The Board Chair (or designate), will summarize the input of the Directors on a confidential basis and prepare a summary for the Board. The Chair and CEO & Registrar will receive a copy of the summarized results and it will be circulated to the Board in the materials for the next meeting in the Chair’s report. Time will be set aside at that meeting for a full and comprehensive discussion of Board and Board meeting effectiveness, and for the establishment of improvement goals for the Board in the upcoming year.</p> <p>Meeting Evaluation Form Evaluation of Directors and the Board Director Performance Self Evaluation Questions</p> <p>September 2024 Board Meeting Evaluation</p>



<p><u>College of Physicians and Surgeons of Ontario</u></p>	<p><u>2024 CPMF Report</u></p> <p>The Council meeting evaluation results are not publicly available. Evaluation and assessment results are discussed at public Council meeting: The evaluation and assessment results are discussed at Council meetings in camera.</p> <p><u>OHA Board Self Assessment Tool for Not for Profit 2019</u></p> <p><u>2024 CPMF Report</u></p>
<p><u>College of Physiotherapists of Ontario</u></p>	<p>The College has an assessment framework to evaluate the effectiveness of the Board and its meetings. The high-level summary of the results of the Board meeting surveys is included in the Chair’s Report, which is also presented verbally during Board meetings.</p> <p>Board Meeting Evaluation: Following each Board meeting, a meeting-specific evaluation survey is sent to all Directors, and the results are shared with the Chair and Registrar. This process is informal and generally deals with the different aspects of the meeting. The Chair reviews the information, and the results are reported to the Board in an aggregate form as part of the Chair’s Report and/or provided to all Directors ahead of the next meeting. These are not anonymous surveys.</p> <p>Board Operations Evaluation: As part of the usual Board Performance Assessment process, Directors are required to complete a yearly Board Operations Evaluation. This is an electronic survey sent to each Director that focuses on seven domains: (1) Board Activity, (2) Mission and Mandate, (3) Governance/Partnership Alignment, (4) Organization, (5) Meetings, (6) Board Membership, and (7) Administration and Staff Support. Directors are also provided with an opportunity to give comments and feedback on the work and effectiveness of the Board outside of these domains. The results of this survey are reviewed by the Chair and Registrar and help inform changes and/or improvements to governance processes and overall planning for Board meetings, training, and education.</p> <p><u>2024 CPMF Report</u></p>
<p><u>College of Psychologists and Behaviour Analysts of Ontario</u></p>	<p>Evaluations are sent to Council members immediately after each Council meeting and results distributed in the subsequent Council Materials package for discussion. The Council meeting evaluations encompass not only the effectiveness of Council meetings but also of the Council itself.</p> <p><u>Council Meeting Evaluation Summary</u></p> <p><u>2024 CPMF Report</u></p>
<p><u>College of Registered Psychotherapists of Ontario</u></p>	<p>CRPO’s Council has been using a framework that includes:</p> <ul style="list-style-type: none"> • meeting evaluation tools (for every Council, committee plenary and panel meeting) that allows participants to assess meeting efficacy and the quality of decisions in the public interest



	<ul style="list-style-type: none"> • a Council effectiveness survey 2022-03-31-Council-Meeting-package-for-website.pdf (crpo.ca) • an annual committee 'renewal' assessment (through the review of the terms of reference and work plan). <p>In 2022, Council implemented the final components of the framework:</p> <ul style="list-style-type: none"> • an annual competence self-reflection to be completed by every Council member • an annual competence evaluation to be completed by a committee chair and senior staff member for every Council member <p>The combined results of the three (one self-reflection, two evaluations) are used to develop a plan to support each Council member in competence development, as well as to inform ongoing training that is provided to Council and committee members.</p> <p>2024 Annual Council Effectiveness Evaluation Report</p> <p>2024 CPMF Report</p>
<p>College of Respiratory Therapists of Ontario</p>	<p>At the end of each Council meeting, professional and public members complete an online Council Meeting Evaluation Survey. Once the surveys are completed, CRTO staff collect the results and provide a quarterly Council Member Evaluation Summary to the Executive Committee for review and discussion.</p> <p>2024 CPMF Report</p>



Proposed Board Meeting Feedback Survey Questions

Current Feedback Questions	Proposed Draft Questions
<p>1. I received appropriate, supportive information for this Council meeting.</p> <p>2. I received this supportive information in a timely manner.</p> <p>3. I was prepared for this meeting.</p> <p>4. All Council members appeared prepared for this meeting.</p> <p>5. List any additional supports or resources that would have helped you better prepare for this meeting.</p> <p>6. This meeting was effective and efficient.</p> <p>7. The objectives of this meeting were achieved.</p> <p>8. The President chaired the meeting in a manner that enhanced Council's performance and decision-making.</p> <p style="text-align: right;">9. I</p> <p>felt comfortable participating in the Council discussions.</p> <p>10. The public interest was considered in all discussions.</p>	<p><u>Meeting Effectiveness & Board Materials</u></p> <p>I received the necessary information in the meeting packages in a timely manner to make informed decisions during the Board meetings. (1 = Strongly Disagree, 5 = Strongly Agree)</p> <p>The Board meetings are well-organized and efficiently managed. (1 = Strongly Disagree, 5 = Strongly Agree)</p> <p>Any additional feedback or comments? (open ended)</p> <p><u>Public Interest</u></p> <p>The Board is achieving its strategic objectives and serving the public interests. (1 = Strongly Disagree, 5 = Strongly Agree)</p> <p>Any additional feedback or comments? (open ended)</p>



<p>11. List two strengths of this meeting.</p> <p>12. List two ways in which the technical aspects of this meeting could have been improved.</p> <p>13. List two ways in which Council meetings could be improved.</p> <p>14. Additional Comments</p> <p>15. Other Questions that Council should be asking in a feedback survey?</p>	<p><u>Participation & Meeting Facilitation</u></p> <p>The Board meetings are effective in facilitating productive discussion and decision-making. (1 = Strongly Disagree, 5 = Strongly Agree)</p> <p>The Board Chair was effective in facilitating the meeting. (1 = Strongly Disagree, 5 = Strongly Agree)</p> <p><u>Opportunities for Improvement</u></p> <p>What improvements, if any, would you suggest to improve the Board of Directors Meetings (Open-ended)</p>
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