



122nd Board Meeting

March 27, 2026 – 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.		
3. Approval of Agenda	Decision	1
4. Declaration of Conflicts 4.1 Conflict of Interest Register	Declaration	4
5. College Mission and Mandate	Information	7
6. Consent Agenda	Decision	
6.1 Minutes of the 121 st Board meeting – December 5, 2025		9
6.2 Feedback Survey Results from the 121 st Board meeting		14
6.3 Executive Committee Report		18
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6.10 Qualifying Examination Committee Report		28
6.11 Qualifying Examination Appeals Committee Report		29

7. Chair's Report 7.1 Chair's Update	Information	30
8. Registrar's Report 8.1 College Update 8.2 QE System Partner Meeting Summary and Action Items 8.3 CPMF Action Items as of March 31, 2026 8.4 Financial Report - April 1, 2025 – February 28, 2026 8.5 Statement of Operations - April 1, 2025 – February 28, 2026 8.6 Strategic Initiatives Budget as of February 28, 2026 8.7 Reserve Funds Update	Information	31 36 42 47 50 51 52
9. Governance Modernization – Elections Model 9.1 Briefing Note 9.2 Presentation	Presentation	53 57
10. Draft 2026-2027 Operating & Strategic Initiatives Budget 10.1 Briefing Note 10.2 2026-2027 Draft Operating Budget 10.3 2026-2027 Draft Strategic Initiatives Budget	Decision	72 77 78
11. Deputy Chief Examiner Appointment 11.1 Briefing Note 11.2 Deputy Chief Examiner Selection Process Document 11.3 Deputy Chief Examiner Roles and Responsibilities Document 11.4 Deputy Chief Examiner Application Form 11.5 In-Camera Discussion - pursuant to section 7(2)(d) of the <i>Health Professions Procedural Code</i> , being Schedule 2 to the <i>Regulated Health Professions Act</i> , 1991.	Decision	79 82 84 89
12. Whistleblower Policy 12.1 Briefing Note 12.2 Draft Whistleblower Policy	Decision	91 94
13. QE Examiner and Item Writer Eligibility & Selection Policy 13.1 Briefing Note 13.2 Draft Examiner and Item Writer Eligibility & Selection Policy 13.3 Current QE Assessor Eligibility & Selection Criteria 13.4 Current Item Writing Group Eligibility & Selection Criteria	Decision	97 99 102 103
14. Funding For Therapy or Counselling Eligibility Policy 14.1 Briefing Note 14.2 Draft Updated Funding for Therapy or Counselling Eligibility Policy 14.3 Current Funding for Therapy or Counselling Eligibility Policy	Decision	105 107 109

<p>15. In-Camera Meeting of the Board Pursuant to section 7(2)(b) of the Health Professions Procedural Code, being Schedule 2 to the Regulated Health Professions Act, 1991.</p>	<p>Information</p>	
<p>16. Other Business</p>		
<p>17. Next Meeting Date</p> <ul style="list-style-type: none"> ➤ Friday, June 12, 2026 (virtual) ➤ Friday, September 18, 2026 (in-person) ➤ Friday, December 4, 2026 (virtual) 	<p>Information</p>	
<p>18. Adjournment</p>		



Conflict of Interest Register

Council – 2025-2026 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-Lanoue Denturist – District 1	None declared
Avneet Bhatia Public Director	None declared
Annie Chu Denturist – District 4	
Lileath Claire 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: March 18, 2026



I. Conflict-of-Interest Declaration of Adherence

Board of Directors 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 Board 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 the Board of Directors 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 Board of Directors, 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 Board Director 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 Board 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).



121st Board of Directors Meeting Teleconference

Held via Zoom

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

MINUTES

<u>Directors Present:</u>	Kristine Bailey, Public Appointee	➤ Chair
	Garnett A. D. Pryce, Denturist	➤ Vice Chair
	Abdelatif (Latif) Azzouz, Denturist	
	Alexia Baker-Lanoué, Denturist	
	Avneet Bhatia, Public Appointee	
	Lileath Claire, Public Appointee	
	Norbert Gieger, Denturist	
	Elizabeth (Beth) Gorham-Matthews, Denturist	
	Aisha Hasan, Public Appointee	
	Gaganjot Singh, Public Appointee	
<u>Regrets:</u>	Majid Ahangaran, Denturist	
	Hanneke de Roo, Public Appointee	
	Franklin Parada, Denturist	
<u>Absent:</u>	Annie Chu, Denturist	
<u>Legal Counsel:</u>	Rebecca Durcan, Steinecke, Maciura and LeBlanc	
<u>Guests:</u>	Blair MacKenzie, Managing Partner, Hilborn LLP	
	Cassidy Johnson, Supervisor, Hilborn LLP	
	Elizabeth Urso, Steinecke, Maciura and LeBlanc	
<u>Staff:</u>	Roderick Tom-Ying, Registrar and CEO	
	Tera Goldblatt, Manager, Registration & Quality Assurance	
	Meghan Hoult, Manager, Deputy Registrar	
	Catherine Mackowski, Manager, Professional Conduct	
	Paige O'Brien, Manager, Board of Directors and Corporate Services	

1. Call to Order

The Chair called the meeting to order at 10:02 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: E. Gorhan-Matthews

SECONDED: L. Claire

CARRIED

4. Declaration of Conflicts

The Chair canvassed the Board Directors for conflict-of-interest declarations related to the meeting agenda. No declarations were made.

5. College Mission and Mandate

The Chair drew Board Directors' attention to the College mandate and the College mission, which were provided.

6. Consent Agenda

MOTION: To accept the Consent Agenda.

MOVED: A. Hasan

SECONDED: G. Singh

CARRIED

7. Chair's Report

The Chair canvassed the Board Directors for questions regarding her Report. No questions were posed.

8. Registrar's Report

The Registrar provided an update on the operational activities of the College which occurred since the last meeting of the Board, including an As of Right Legislation update, CDO Fall webinars, and CNAR. The Deputy Registrar provided an update regarding the multi-jurisdictional exam including the short term and medium to long term plan for the exams. Past and upcoming events and deadlines were reviewed as was the financial report for April 1, 2025, to October 31, 2025.

The Registrar and Deputy Registrar responded to questions regarding content from the Registrar's report.

9. Complaints Process Feedback Survey

The Manager, Professional Conduct presented the new Complaints Process Feedback Surveys that will be implemented to canvass feedback from both registrants and complainants.

10. Annual Report

The Manager, Board of Directors & Corporate Services introduced the draft Annual Report for 2024-2025.

MOTION: To approve the draft Annual Report for 2024-2025 as presented.

MOVED: N. Gieger

SECONDED: A. Azzouz

CARRIED

11. Policies Review

The Deputy Registrar presented updates to the Approved Denturism Programs Policy, Qualifying Examination Appeals Policy, Qualifying Examination Accommodations Policy and the Qualifying Examination Withdrawal & Refund Policy.

The Deputy Registrar responded to several questions regarding the proposed policy updates.

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 suggested implementation dates.

MOVED: N. Gieger

SECONDED: A. Azzouz

CARRIED

12. Draft Audited Financial Statements

Blair MacKenzie and Cassidy Johnson from Hilborn LLP presented the 2024-2025 draft audited financial statements and audit findings communication.

MOTION: To approve the 2024-2025 draft audited financial statements as presented.

MOVED: A. Azzouz

SECONDED: L. Claire

CARRIED

MOTION: To appoint Hilborn LLP as the Auditor for 2025-2026.

MOVED: G. Pryce

SECONDED: A. Azzouz

CARRIED

13. Board Meeting Feedback Survey Questions

The Manager of Board of Directors & Corporate Services introduced proposed updates to the Board Meeting Feedback Survey Questions.

MOTION: That the Board approves the updated Board meeting feedback survey questions as presented.

MOVED: L. Claire

SECONDED: A. Bhatia

CARRIED

14. In-Camera Meeting of the Board

MOTION: To move the meeting in-camera.

MOVED: A. Hassan

SECONDED: L. Azzouz

CARRIED

Pursuant to section 7(2)(d) of the Health Professions Procedural Code, Schedule 2 to the *Regulated Health Professions Act, 1991*, the meeting was moved in-camera at 11:46 am. and ex camera at 12:39 p.m.

15. Other Business

The Registrar discussed pausing any automatic fee increases for the upcoming 2026-2027 Annual Renewal Fees that would be in effect for April 1, 2026.

The Registrar responded to a question regarding the impact of this pause on the operating budget.

MOTION: That the Board waives the automatic CPI fee increase for the 2026-2027 Annual Renewal Fee.

MOVED: N. Gieger

SECONDED: G. Pryce

CARRIED

16. Next Meeting Date(s)

- 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

17. Adjournment

MOTION: For the meeting to be adjourned.

MOVED: N. Gieger

SECONDED: A. Azzouz

CARRIED

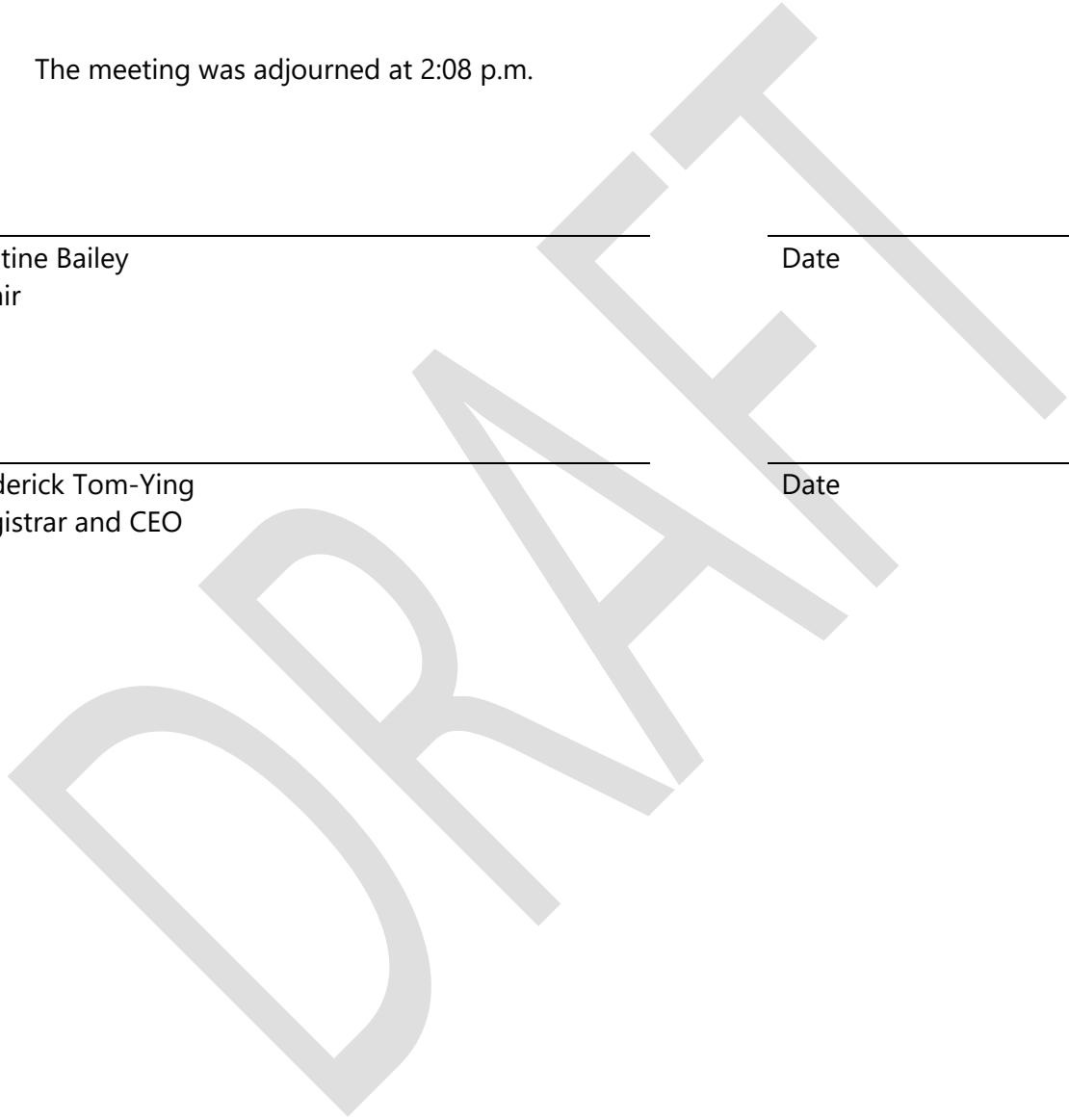
The meeting was adjourned at 2:08 p.m.

Kristine Bailey
Chair

Date


Roderick Tom-Ying
Registrar and CEO

Date



Responses Overview Active


Responses

5 

Average Time

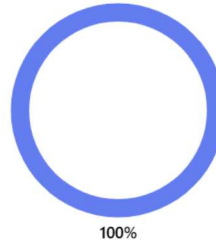
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Duration

233 Days 

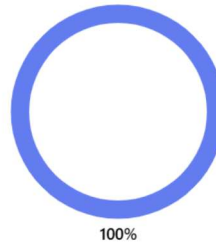
1. I received appropriate, supportive information for this Board meeting.

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



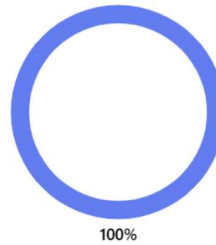
2. I received this supportive information in a timely manner.

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



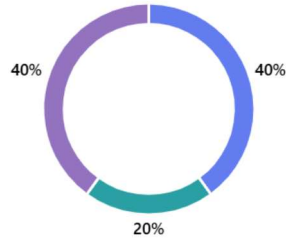
3. I was prepared for this meeting.

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



4. All Board Directors appeared prepared for this meeting.

● Yes	2
● No	0
● Somewhat	1
● Don't know	2



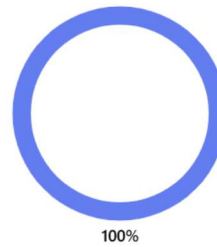
5. List any additional supports or resources that would have helped you better prepare for this meeting.

1
Responses

Latest Responses
...

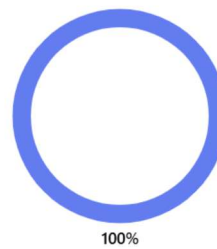
6. This meeting was effective and efficient.

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



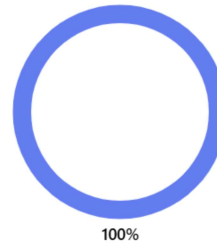
7. The objectives of this meeting were achieved.

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



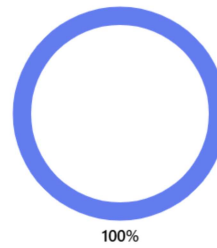
8. The Chair led the meeting in a manner that enhanced the Board's performance and decision-making.

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



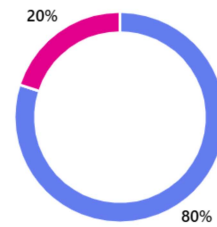
9. I felt comfortable participating in the Board meeting discussions.

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



10. The public interest was considered in all discussions.

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



11. List two strengths of this meeting.

4
Responses

Latest Responses

- "1. Participation through questioning/comments. 2. Comprehensive Auditor's pres..."
- "done on time, ease of trnsition to and from the incamera session"
- "willingness to work a little through lunch to further the agenda and finish early/n..."
- ...

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

2
Responses

Latest Responses

- "Clear moving of motion, seconding and calling for the vote in a consistent manner"
- ...

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

2
Responses

Latest Responses
"Inclusion of Board members who are frequently absent."
...

14. Additional comments

1
Responses

Latest Responses
...

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

0
Responses

0 responses submitted
[Redacted]
[Redacted]
[Redacted]
[Redacted]
...



COMMITTEE REPORT TO THE BOARD

Name of Committee: **Executive Committee**

Reporting Date: **March 27, 2026**

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

The Executive Committee has not met since the last Board Meeting.

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



COMMITTEE REPORT TO THE BOARD

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

Reporting Date: **March 27, 2026**

Number of Meetings since
last Board Meeting: **4**

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 December 12, 2025 Board meeting, the ICRC has considered 9 complete investigations and made final dispositions in 7 matters (7 complaints investigations).

Decisions Finalized:

Complaints	9
Registrar's Reports	0
Total	7

Please note: the numbers reported do not reflect the matters considered by the ICRC at its March 25, 2026, meeting; those numbers will be included at the next report to the Board.

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

No Further Action	6
Advice/Recommendation/Reminder	3
Deferred	2
Withdrawal by complainant	1

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

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

Practice Issue	Primary Issue	Secondary Issue
Communication	6	
Relationship with Patient		3
Professional Judgment		1
Practice Management	1	
Records and Reporting		1

Cases Considered by the Committee:

Complaints **9**
Registrar's Reports **0**

New Files Received during this period:

Complaints **19**
Registrar's Reports **2**
Withdrawals **1**

HPARB appeals

Total Appeals pending	4
New Appeals	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: **March 27, 2026**

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

Introduction: Role of the Committee

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

Executive Summary

Since the December 12, 2025, Board meeting, the Discipline Committee has not met.

Respectfully submitted by Elizabeth Gorham Mathews
Chair of the Discipline Committee



COMMITTEE REPORT TO THE BOARD

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

Reporting Date: **March 27, 2026**

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

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: **March 27, 2026**

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: **March 27, 2026**

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

Role of the Committee

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

November 28, 2025, QAC Meeting

Peer & Practice Assessment Report Summary:

Renewal Period	Satisfactory	Extension Granted	TCL’s imposed	Additional information required	SCERP ordered/ required follow up	Reassessment Ordered	Modified Assessment	Referral to ICRC	Resigned
2024-2025				1					
2025-2026					1	1 (same person)			

February 26, 2026, QAC Meeting

Peer & Practice Assessment Report Summary:

Renewal Period	Satisfactory	Extension Granted	TCL's imposed	Additional information required	SCERP ordered/ required follow up	Reassessment Ordered	Modified Assessment	Referral to ICRC	Resigned
2023-2024							1		
2025-2026	18			1	2				

Peer Circles Update

A Peer Circles event was held at the Denturist Group of Ontario's Annual General Meeting on March 6, 2026. Six (6) facilitators delivered Peer Circles cases to a group of approximately 50 people.

Twenty-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?

100% 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 – 76%
Agree – 24%
- **The scenarios presented were relevant to challenges I encounter in my professional practice.**
Strongly Agree – 68%
Agree – 32%

- **The scenarios helped deepen my understanding of key concepts.**
Strongly Agree – 64%
Agree – 36%
- **The scenarios encouraged me to reflect on how I handle similar situations in my work.**
Strongly Agree – 68%
Agree – 32%

Respectfully submitted by Abdelatif Azzouz
Chair of the Quality Assurance Committee



COMMITTEE REPORT TO THE BOARD

Name of Committee: **Registration Committee**

Reporting Date: **March 27, 2026**

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

Activities during the Quarter:

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

- December 16, 2025
- February 18, 2026

December 16, 2025

During this meeting, the Registration Committee considered nine (9) new academic assessments all of which were deemed equivalent.

February 18, 2026

During this meeting, the Registration Committee considered three (3) new academic assessments, two of which were deemed equivalent. The third required further information. Two registrants were also approved for the Honourary Retired Status.

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



COMMITTEE REPORT TO THE BOARD

Name of Committee: **Qualifying Examination Committee**

Reporting Date: **March 27, 2026**

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

Activities during the Quarter:

The Qualifying Examination Committee has met twice since its last report to the Board on December 5, 2025.

On March 4, 2026 and March 11, 2026, a joint panel of professional members of the Qualifying Examination Committee, along with a subgroup of Qualifying Examination Item Writers, reviewed the MCQ and OSCE item analysis prepared by Dr. Anthony Marini. Items identified as problematic were presented and reviewed by the panel for deletion or kept in scoring.

There were 14 items from the MCQ exam that were presented to the joint panel for further review, of which seven (7) items were deleted to ensure the validity of the candidate's scores.

There were 25 items from the OSCE that were presented to the joint panel for further review, of which seven (7) items were deleted to ensure the validity of the candidate's scores.

As of the submission deadline for Board meeting materials, the examination results have not yet been released.

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



COMMITTEE REPORT TO THE BOARD

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

Reporting Date: **March 27, 2026**

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

There was no activity to report for this quarter.

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



To: **Board of Directors**

From: **Kristine Bailey**

Date: **March 27, 2026**

Subject: **Chair's Report**

Since our last meeting the following activities are well underway:

- Launch of the Inactive Class of Registration
- Launch of Labour Mobility application
- Annual Renewal is Open
- The College is currently accepting nominations for a regular election of Board Directors for Districts 3, 4 & 5 – deadline is April 20, 2026. The election is to be held on June 3, 2026.

Board Directors:

- Gaganjot Singh was reappointed by the Ministry of Health for another three-year period, ending January 31, 2029.
- Kristine Bailey was reappointed by the Ministry of Health for another three-year period, ending March 5, 2029.

Registrar's Updates

Since the last meeting of the Board on December 5th, 2026:

- Technological Updates:
 - Inactive Portal Launched
 - Labour Mobility As of Right Portal launched
 - New online resignation form
- Updated Renewal Portal
- Updated Certificate of Authorization Form

Operational Calendar:

- February 3rd – MCQ Examination
- February 7th-8th – OSCE Examination
- February 13th – Launch of Annual Renewal
- February 19th – Presentation to GBP Students
- March 6th – DGO AGM & CDO Peer Circles
- March 31st – Annual Renewal Deadline

Top: College Staff and Examiners at the Feb 7th & 8th 2026 OSCE Exam



Bottom: College Staff Presentation and GBP Visit, Feb 19, 2026





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	Application Portal Completed
Registration Regulation	Registrar & CEO Manager of Registration	Registration Committee	Deliverables Completed Updating of policies and communications 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	Action Items from System Partners Meeting: MCQ Glossary of Terms Compiled Textbook List OSCE Station Development Potential Mock Exam
Governance Modernization	Registrar & CEO Deputy Registrar Governance Consultant	Board Chair All of Board	Ongoing Board terminology updated

QUALIFYING EXAMINATION UPDATE

Proposed Short Term Improvements

- Productive collaboration & relationship building with system partners
- Hosting system partners consultation Workshops
- 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 OSCE to the 2020 Competency Profile
 - Adopting current best practices for OSCE station formats

SUMMARY OF CONSULTATION WORKSHOPS WITH SYSTEM PARTNERS

- Consultation Workshops with Stakeholders & System Partners
 - Educational Institutions – October 29, 2025
 - Denturism Associations – November 10, 2025
 - Qualifying Examination Assessors – November 28, 2025
- Summary of feedback received
 - Exam questions (non-interactive) should elicit critical thinking, be application-based, and reflect questions relevant to current practice (e.g. incorporate interprofessional collaboration), and balance weighting of jurisprudence vs. health sciences topics
 - Incorporate various testing modalities or strategies currently used by the schools (e.g. critical thinking and clinical application-based questioning & objective short answer formats rather than MCQ format)
 - More detailed performance reporting to educational institutions
 - Non-interactive stations – lack of time or lengthy in nature
 - More transparency on the representation of exam decision-makers, exam structure, committee compositions, etc. where possible
- Feedback received also informed QE item writers at their November 2025, January 2026, and upcoming April 2026 workshops

ACTION ITEMS

- MCQ glossary & textbook list
- Exploration of sub-competency reporting to educational institutions and more detailed performance reports for candidates
- Share insights learned from educators/associations to QE item writing teams and Board of Directors
- Review exam security protocols in light of new technologies and AI
- Work with psychometricians on providing more sample questions/potential mock exam
- Explore opportunities for enhanced transparency regarding the exam (e.g. development of a webpage with information regarding the exam process (committees/working groups involved and their structure, how questions are developed/selected for each exam, reference material sources)



Qualifying Examination System Partner Discussions

October 29, 2025

Participants:

- Andrea Lovering, Denturism Coordinator, Georgian College
- Bethanie Huen, Associate Dean, George Brown College
- Cindy Rotman, Denturism Program Coordinator, Oxford College of Arts and Technology
- Garnett Pryce, Attending as Instructor, Oxford College of Arts and Technology
- Meghan Hout, Deputy Registrar, College of Denturists of Ontario
- Roderick Tom-Ying, Registrar and CEO, College of Denturists of Ontario

Summary of Action Items:

1. **Action Item:** MCQ terminologies need to be verifiable, evidenced based, and referenced to source material.
2. **Action Item:** Schools to provide textbook list to the CDO who will create a resource document for candidates.
3. **Action Item:** In CDO's reporting of student performance results, to explore providing a graph of student performance delineated by performance on tested competency areas. CDO to explore the reporting of sub competencies if possible, in the graph, or to provide more information on the sub competencies tested.
4. **Action Item:** CDO to share insights learned from educators to its exam item writing teams and Board of Directors on the testing modalities, non-interactive stations, relevancy of content to daily practice, weighting of jurisprudence vs. health sciences topics, and fulsomeness of its OSCE stations.
5. **Action Item:** CDO to review exam security protocols during online remote-proctored MCQ exam with Psychometricians and exam testing platform in light of new technologies and AI.
6. **Action Item:** CDO to explore the use of H5P online learning platform.

Question	Feedback
1. Alignment with Curriculum and Competencies	
<p>a) How well do you believe the current QE aligns with the knowledge/competencies/learning outcomes emphasized in your program's curriculum?</p> <p>b) What new subjects/topics/recent developments to the curriculum should be considered during the exam development and review process?</p>	<p>There is broad alignment with the Qualifying Examinations and those of the current competencies, learning outcomes, and program curriculums.</p> <p>There is an opportunity for the College to develop a list of textbook as a new resource tool for candidates with the help of the three schools.</p> <p>The exam should remain entry to practice level and any terminologies used on the MCQ should be verifiable, evidenced based, and all questions should be referenced.</p> <p>Exam questions should elicit critical thinking, more application based, and reflect questions relevant to current practice. Agreement that students studying for the exam were prepared for biology, pharmacology, health science topics, but encountered more jurisprudence topics.</p> <p>Action Item: MCQ terminologies need to be verifiable, evidenced based, and referenced to source material.</p> <p>Action Item: Schools to provide textbook list to the CDO who will create a resource document for candidates.</p>
2. Candidate Feedback	
<p>a) What specific feedback have you received from your graduates regarding the exam and/or exam resources? Are there any recurring themes?</p> <p>b) How effective is the QE performance report in helping candidates and educators to identify learning needs for unsuccessful candidates?</p> <p>c) What type of feedback or data from the College would be most useful to educational institutions to support ongoing curriculum improvement?</p>	<p>Educators agreed that the CDO could provide data to the Colleges on exam results including their student's performance on the various competency areas. Discussed that the tested competency areas and the exam blueprint are general in nature, and CDO would explore whether data on sub competencies could be provided.</p> <p>Action Item: In CDO's reporting of student performance results to schools, to explore providing a graph on student performance broken down by tested competency areas. CDO to explore the reporting of sub competencies if possible, or to provide more information on the sub competencies tested.</p>
3. Exam Format	

<p>a) Do you feel the current exam format (i.e. MCQ and OSCE components) accurately captures a candidate’s readiness for professional practice?</p> <p>b) Are there any specific feedback or suggested improvements we could consider when updating the examination – MCQ or OSCE?</p>	<p>Comments on the non-interactive station and either lack of time or lengthy in nature.</p> <p>Suggestions that the exam could incorporate various testing modalities or strategies currently used by the schools such as critical thinking and clinical application based questioning, and short answer formats rather than MCQ.</p> <p>Objectivity was brought up regarding short answer questioning, and clarification was provided that it was not sentence/paragraph responses/answers but one- or two-word responses that are objective and indisputable as the correct answer.</p> <p>Is online remote-proctoring here to stay (for MCQ)? Potential security concerns with AI and new technologies. Currently challenging for schools to enforce exam security.</p> <p>Action Item: CDO to share insights learned from educators to its exam item writing teams and Board on the testing modalities, non-interactive stations, relevancy of content to daily practice, and fulsomeness of its OSCE stations.</p> <p>Action Item: CDO to review MCQ Exam Security protocols including the security sweep during online MCQ exam with Psychometricians and exam testing platform.</p>
<p>4. Collaboration and Continuous Improvement</p>	
<p>a) How can educational institutions and the College better collaborate to ensure consistent competency standards and smoother transitions from education to licensure?</p> <p>b) What recommendations do you have regarding the exam and/or exam resources?</p>	<p>To continue these collaborative sessions where the CDO and schools could work together to brainstorm and share ideas.</p> <p>Action Item: CDO to explore the use of H5P online learning platform.</p>



Qualifying Examination System Partner Discussions - Associations

November 10, 2025

Participants:

- Mallory Potter, DAC
- Jaro Wojcicki, DAC
- Ted Protopapas, DGO
- John Tatsiopoulos, DGO
- Yolanda Baldesarra, DAO
- Anas Al Halabi, DAO
- Dillon Gupta, DAO
- Meghan Hoult, Deputy Registrar, College of Denturists of Ontario
- Roderick Tom-Ying, Registrar and CEO, College of Denturists of Ontario

Summary of Action Items:

1. **Action Item:** CDO to work with psychometricians on providing more sample questions and questions that are more reflective of the current exam, to be made available to candidates. CDO will explore the potential for mock exams in future.
2. **Action Item:** CDO to share insights learned from associations to its exam item writing teams, including the development of collaborative interprofessional OSCE stations (e.g. dentist, dental hygienist, RDT, etc.). Potential future topics to include radiographs, implants, CAD CAM, & digital dentures.
3. **Action Item:** CDO to connect with the Federation of Dental Hygienist Regulators of Canada to review resources and performance report templates provided to unsuccessful candidates with the aim of bolstering resources or information reported if appropriate.
4. **Action Item:** CDO to explore opportunities for enhanced transparency regarding the exam, including the development of a webpage with information regarding the exam process from start to finish (committees/working groups involved and their structure, how questions are developed/selected for each exam, reference material sources – including textbook lists from schools, scoring methods used, results, etc.)

Question	Feedback
1. Alignment with Professional Practice	
<p>a) a) How well do you believe the current Qualifying Examination reflects the skills, knowledge, and competencies required for professional practice in denturism?</p> <p>b) What new subjects/topics/emerging trends in denturism should be considered during the exam development and review process?</p>	<p>The National Competency Profile determines the competencies and skills, association participation is critical during its future development. Pass rate statistics for February/June 2025 are concerning (note: CDO is monitoring this trend). Request for more sample questions or a mock exam.</p> <p>Action Item: CDO to work with psychometricians on providing more sample questions and questions that are more reflective of the current exam, to be made available to candidates. CDO will explore the potential for mock exams in future.</p>
2. Candidate Feedback	
<p>a) Have you received any specific feedback from candidates or association members regarding the exam and/or exam resources? Are there any recurring themes?</p>	<p>Transparency is key. More detailed performance reports would be helpful to unsuccessful candidates with information re: where they can improve. More information for candidates re: what to expect.</p> <p>Action Item: CDO to connect with the Federation of Dental Hygienist Regulators of Canada to review resources and performance report templates provided to unsuccessful candidates with the aim of bolstering resources or information reported if appropriate.</p>
3. Exam Format	
<p>a) Do you feel the current exam format (i.e. MCQ and OSCE components) accurately captures a candidate's readiness for professional practice?</p> <p>b) Do you have any specific feedback or suggested improvements we could consider when updating the examination (MCQ and/or OSCE)?</p>	<p>Interprofessional collaboration with dentists/hygienists/technologists is the norm for today's denturists, testing of laboratory competencies will continue. Suggestion to incorporate collaborative stations into the OSCE.</p> <p>Action Item: CDO to share insights learned from associations to its exam item writing teams, including the development of collaborative interprofessional OSCE stations (e.g. dentist, dental hygienist, RDT, etc.)</p>

4. Collaboration and Continuous Improvement	
<p>a) What ongoing input or feedback mechanisms would you recommend to ensure the exam remains transparent?</p> <p>b) What suggestions do you have to support smoother transitions from education to licensure, especially for new graduates?</p>	<p>More transparency on the representation of exam decision-makers, exam structure, committee compositions, etc where possible. CDO's current processes for declaration of conflicts of interest, committee compositions, and committee recruitment does not translate over to ad hoc working groups e.g. Exam Item Writing groups. To explore opportunity for increased transparency for these ad hoc recruited-at-will working groups.</p> <p>Action Item: CDO to explore opportunities for enhanced transparency regarding the exam, including the development of a webpage with information for the membership/general public/candidates regarding the exam process from start to finish (committees/working groups involved and their structure, how questions are developed/selected for each exam, reference material sources – including textbook lists from schools, scoring methods used, results, etc.)</p>



College Performance Measurement Framework – Action Items – As of March 31, 2026

Domain: Standard: Measure: Evidence	Evidence Narrative	Action	Priority (H/M/L)	Timing	Status*	Next Step
11.1.a.iii	The College enables and supports anyone who raises a concern about a registrant	College Staff to develop voluntary feedback survey for complaints process	M	2025-2026	Completed	Staff developed voluntary feedback survey for Complainants and Registrants in late 2025. Awaiting collect of data in 2026 onwards
1.1.1.a.i; 1.1.b.i	Professional members are eligible to stand for election to Board only after meeting pre-defined competency / suitability criteria Statutory Committee candidates have: met pre-defined competency / suitability criteria,	Board will develop and implement a competency criterion for Board and Committee members.	M	2024-2026	Completed & Ongoing	Board exploring new Ontario wide district elections model with implementation of competency criterion during elections process. Board approved a competency profile for Board and Committee members at its September 6, 2024, Board Meeting.
1.2.b	The framework includes a third-party assessment of Board effectiveness at a minimum every three years.	Board will engage a third-party assessor to evaluate its effectiveness.	M	2024	Completed	Next third-party assessment to be conducted in 2027 for review 2028. Third-Party Governance Consultant conducted assessment from September 2023 – June 2024.



						Final report issued to Board at its September 6, 2024, Meeting.
4.1.c.i	Board regularly reviews and updates written operational policies	Board to review and approve operational policies as required.	M	TBD	In Process	For Board’s current review in 2026: <ul style="list-style-type: none"> • Draft Whistleblower Policy • Draft QE Assessor and Item Writer Policy • Update to Funding for Therapy or Counselling Eligibility Policy
2.1	The College Board has a Code of Conduct and Conflict of Interest policy that is reviewed at least every three years	Board will review its Code of Conduct and Conflict of Interest Policy	M	TBD	In Process	Board to review Code of Conduct and Conflict of Interest Policy at its June or September 2026 Board Meeting
8.1.c	The College's policies, guidelines, standards and Code of Ethics should promote Diversity, Equity, and Inclusion (DEI) so that these principles and values are reflected in the care provided by the registrants of the College.	College will review its policies, guidelines, standards, and Code of Ethics to promote DEI principles	M	TBD	In Process	College Staff to review its policies, guidelines, standards, and Code of Ethics for Board approval if required.
7.15.1.b 2.1.e	Board uses performance and risk information to regularly assess the College’s progress against stated strategic objectives and regulatory outcomes. The College has and regularly reviews a formal approach to identify, assess, and manage internal and external risks. This approach is integrated into	The College will be developing a risk register to identify internal and external risks that may impact strategic objectives and regulatory outcomes.	M	TBD	In Project Docket	Explore of a risk register in project docket. Also identified as a recommendation in the 3rd party governance audit report.



	the College’s strategic planning and operations.					
3.3a.	The DEI plan is reflected in the Board’s strategic planning activities and appropriately resourced within the organization to support relevant operational initiatives (e.g. DEI training for staff).	The College to explore the creation of an Equity Impact Assessment process.	M	TBD	On Hold	Board engaged the services of CCDI to deliver DEI training sessions throughout 2022 and 2023. DEI constitutes one of the key priorities as articulated in the CDO’s 2023-2025 Strategic Plan Currently awaiting directions from HPRO’s DEI working group on the progress of this joint regulatory initiative. The current tool was developed but not fully utilized by HPRO Colleges.
3.3b.	The College conducts Equity Impact Assessments to ensure that decisions are fair and that a policy, or program, or process is not discriminatory.					
1.2.1.c	The College has a conflict of interest questionnaire that all Board members must complete annually.	Board will develop and introduce a conflict of interest questionnaire that can be utilized for Board and Committee meetings.	M	2023	Completed	Legal has drafted a Conflict-of-Interest Questionnaire for Consideration by Board at its June 2023 Meeting (after elections)
1.2.a.i,ii	Board has developed and implemented a framework to regularly evaluate the effectiveness of Board meetings and Board.	Board will develop a framework for regularly evaluating the effectiveness of Board and its meetings.	M	2022	Completed	Board reviews the feedback survey and comments received at each Board meeting. A post-Board feedback survey is sent to all Board members following each Board meeting.
1.2.1.d	Meeting materials for Board enable the public to clearly identify the public interest rationale (See Appendix A) and the evidence supporting a decision related to the College’s strategic direction or	Briefing Notes will include a section that identifies the Public Interest in the matter at hand. This section will also include a more explicit explanation of the relationship of the agenda item to	H	2021	Completed	College Staff and other Briefing Note Authors to Include in Future Notes.



	regulatory processes and actions (e.g. the minutes include a link to a publicly available briefing note).	the College’s strategic direction or regulatory processes.				
1.3.1.b	The following information about Executive Committee meetings is clearly posted on the College’s website (alternatively the College can post the approved minutes if it includes the following information). the meeting date; the rationale for the meeting; a report on discussions and decisions when Executive Committee acts as Board or discusses/deliberates on matters or materials that will be brought forward to or affect Board; and if decisions will be ratified by Board.	In the 2021 reporting period, the College will provide information regarding Executive Meetings, including the meeting date, rationale for the meeting, a report on discussions and decisions when the Committee acts as Board or discusses/deliberates on matter or materials that will be brought forward to Board, and if decisions will be ratified by Board.	M	2021	Completed	College Staff to Post Summary Information on Website
4.8.1.a	The College has and uses policies and processes to govern the collection, use, disclosure, and protection of information that is of a personal (both health and non-health) or sensitive nature that it holds	College staff will draft policies for the privacy of personal information and privacy breaches. They will be reviewed by Board during the 2021 reporting period.	M	2022	Completed	Board approved the CDO’s Personal Information and Privacy Policy at its December 9, 2022 meeting with immediate implementation.
7.15.1.a	Outline the College’s KPI’s, including a clear rationale for why each is important.	In the next reporting cycle, the College will investigate KPIs that reflect specific performance targets and risks. For example, establishing benchmark timelines for processing registration, quality assurance and complaint files.	M	Ongoing	Completed and Ongoing	CDO Board developed and regularly reviews KPIs against its 2017-2020 Strategic Plan. CDO Board to conduct strategic planning workshop in 2023 to develop a 2-year strategic plan to include KPIs



		<p>Board considers feedback surveys (Board meetings, webinars, peer & practice assessments, peer circles etc.) and consultation reports to inform performance targets and identify risks. This information will be utilized to inform formal KPI development during the upcoming reporting period.</p>				
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BRIEFING NOTE

To: **Board of Directors**

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

Date: **March 27, 2026**

Subject: **Financial Report: April 1, 2025 – February 28, 2026**

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 – February 28, 2026

Revenues

Since the last report provided to the Board at its December 5, 2025, meeting, the College has received updated data related to revenues captured. With only one month left until year end, the total revenue and expenditures captured represent a fulsome fiscal picture for this budget year.

On the revenue side, an unprecedented surge in new Professional Corporation applications have increased application fees captured. A one-time fee for a new application is \$1,130.00 inclusive of HST, with an annual renewal fee of \$395.50. In this budget year, the College received 38 new applications corresponding exactly to the \$38,250 captured in new revenues over budgeted amount. The increase in professional corporation fees are expected to decline year over year as the new application fee is a one-time fee, with all new corporations renewing at the lower rate.

The College continues to report increased late fees collected during the renewal 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.

Finally, due to an increased number of new candidates and repeat candidates, qualifying examination fees collected have increased over the original budgeted amount.

Expenses

On the expenses side, all budget line items are proceeding as expected with Office and General and Complaints and Discipline to be highlighted below.

Earlier in 2025, the College invested in improving its digital service offerings with three new digital services launched in 2025, as well as the launch of the all-new Jurisprudence Examination in the registrant portal. Due to increased staff capacity in early 2026, the College used this additional time to develop and launch the online Inactive Class application and Labour Mobility/As of Right application. As well, College Staff developed an online resignation form, updated the renewal process significantly, and made internal backend database improvements to drive efficiency. Due to the increased staff capacity and forecasted budget surplus, College Staff decided to invest spend additional funds in improving its technological capabilities. This resulted in the Office and General budget exceeding the allocated amount by \$66,048.08, all related to these improvements.

In the 2025-2026 budget, the Board approved the creation of a unified Complaints and Discipline budget line item rather than keeping them separate. Total continued expenses have materialized in this year's operating budget due to an increased number of complaints driven by the Canadian Dental Care Plan, and the conclusion of several discipline hearings.

Strategic Initiatives Budget for period April 1, 2025 – February 28, 2026

The Strategic Initiatives Budget was updated up to February 28, 2026. Since the last report to the Board provided at its December 5, 2025, no further invoices or expenses were captured. No other variances are expected.

Reserve Funds

The College's reserve fund currently meets the requirements set out in its Surplus Retention Policy of holding a minimum level of 6 months and upper level of 12 months in unrestricted net reserves. The current reserve funds represented in months is 7.88 indicating a healthy amount.

College of Denturists of Ontario
Statement of Operations (April 1 - February 28, 2026)

YTD Budget to Actual	2025-2026 BUDGET	February 28, 2026 YTD Totals	YTD as Percentage of Budget	Remainder or In Excess of Budgeted Amount*
REVENUE				
Professional Corporation Fees	\$ 70,000.00	\$ 108,250.00	155%	\$ 38,250.00*
Registration Fees	\$ 1,352,800.00	\$ 1,374,059.77	102%	\$ 21,259.77*
Other Fees	\$ 4,500.00	\$ 20,033.50	445%	\$ 15,533.50*
Qualifying Examination Fees	\$ 354,525.00	\$ 410,563.00	116%	\$ 56,038.00*
Other Income	\$ 45,000.00	\$ 59,228.61	132%	\$ 14,228.61*
TOTAL REVENUE	\$ 1,826,825.00	\$ 1,972,134.88	108%	\$ 145,309.88*
EXPENDITURES				
Wages & Benefits	\$ 673,500.00	\$ 627,457.11	93%	\$ 46,042.89
Professional Development	\$ 60,000.00	\$ 47,301.19	79%	\$ 12,698.81
Professional Fees	\$ 150,000.00	\$ 155,984.97	104%	\$ 5,984.97*
Office & General	\$ 170,000.00	\$ 236,048.08	139%	\$ 66,048.08*
Rent	\$ 21,950.00	\$ 13,750.00	63%	\$ 8,200.00
Qualifying Examination	\$ 300,000.00	\$ 282,334.99	94%	\$ 17,665.01
Board and Committees	\$ 45,000.00	\$ 25,851.54	57%	\$ 19,148.46
Quality Assurance				
QA Peer Circles	\$ 30,000.00	\$ 2,776.27	9%	\$ 27,223.73
QA Assessor Expenses	\$ 35,000.00	\$ 16,089.50	46%	\$ 18,910.50
Complaints & Discipline	\$ 200,000.00	\$ 278,219.09	139%	\$ 78,219.09*
Capital Expenditures	\$ 15,000.00	\$ 1,749.99	12%	\$ 13,250.01
TOTAL EXPENDITURES	\$ 1,700,450.00	\$ 1,687,562.73	99%	\$ 12,887.27
NET INCOME	\$ 126,375.00	\$ 284,572.15		

College of Denturists of Ontario
Strategic Initiatives Budget as of Feb 28,2026

YTD Budget to Actual	BUDGET	Project Anticipated Costs	Costs Incurred to Date	YTD Totals February 28, 2026	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 & Board Competency Profile		\$ 8,475.00	\$ 7,500.00	\$ -	\$ 77,930.51	Project Completed
Governance - Project 3 - Third Party Governance Assessment		\$ 9,040.00	\$ -	\$ 12,275.00	\$ 65,655.51	Project Completed
Registration and Professional Misconduct Regulation Implementation		\$ 10,000.00	\$ 10,869.09	\$ -	\$ 54,786.42	Project Completed
Scope of Practice Review		\$ 50,000.00	\$ 37,539.35	\$ -	\$ 17,247.07	\$ 12,460.65
TOTAL STRATEGIC INITIATIVES	\$ 175,000.00	\$ 163,514.96	\$ 145,477.93	\$ 12,275.00	\$ 17,247.07	\$ 12,460.65

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

Total unrestricted reserve funds in months 7.88 months



Dundee Consulting Group Ltd.

To: College of Denturists of Ontario Board of Directors

From: Dundee Consulting Group Ltd.

Date: March 27, 2026

Re: Considerations re Next Steps towards Governance Modernization

Background

Over the past several years, governance modernization has been a topic of interest for the CDO Board, which has embraced a number of changes, and continues to seek best governance practices that could be considered for implementation. At the Board meeting in September 2025, Lise Betteridge introduced more identified best governance practices for the Board's consideration, including:¹

- Selecting a slate of candidates for election using election criteria that is informed by the Board's identified desired skills, competencies and experiences rather than geographical districts
- Developing a learning module that would be required of all candidates interested in seeking an elected seat on the Board
- Requiring all candidates to complete a self-assessment of their own skills and competencies and to provide a written summary to the CDO highlighting the skills, experiences and competencies that they believe they would bring forward to add value to the Board and its work
- Creating an objective process for the recruitment and screening of candidates and an appeal process that would be adjudicated by the Executive Committee, and
- Introducing province-wide elections that would be held once every 3 years, and with 3-year terms for all board members to align with the CDO's staff capacity for onboarding and training of new directors.

¹ It is acknowledged that by-law changes would need to be considered and approved to give effect to such changes.

Considerations for the Board

1. A move to province-wide elections would be aligned with identified best practices, internationally and here in Ontario. Elimination of geographical districts is considered a best practice because there is no evidence that suggests regional representation contributes to a board's effectiveness in governance, but there is much evidence to show that competency and skills-based recruitment does. In Ontario, this best practice of eliminating electoral districts in favour of province-wide elections has been embraced by some health Colleges including the Ontario College of Pharmacists (OCP), the Royal College of Dental Surgeons of Ontario (RCDSO), the College of Dietitians of Ontario (CDO), and the College of Physicians and Surgeons of Ontario (CPSO) to name a few.

In support of the College staff's current capacity for providing onboarding and training to new directors, it is also suggested that CDO consider eliminating the currently staggered, annual elections in favour of one election cycle for all elected directors, every three years.

Question for the Board:

Does the Board agree with a proposal to move forward towards a province-wide election, held once every 3 years, with 3-year terms for all elected directors?

2. To ensure that all interested candidates seeking election onto the CDO Board fully understand the expectations that are placed today on directors of regulatory boards and the desired skills, competencies and experiences that the Board believes will optimize its governance effectiveness, it is suggested that the criteria for eligibility to sit for election should also include: required completion of a learning module developed by the College; submission of the results of an individual's self-assessed skills and competencies; and a written narrative from each individual candidate setting out the particular skills, competencies and experiences that they would bring to add value to the Board and its work.

Question for the Board:

Does the Board agree with adding these new criteria for eligibility for election, as proposed above?

3. Creating a slate of electoral candidates, pursuant to a defined and accountable recruitment and screening process based on the skills, competencies and experiences that the Board has identified as desirable, also aligns with best regulatory board practices in the UK, Ireland, Australia, BC and Ontario. Colleges in Ontario which have implemented such recruitment and screening processes include, but are not necessarily limited to, the Royal College of Dental Surgeons of ON (RCDSO); the Ontario College of Pharmacists (OCP); the Ontario College of Social Workers and

Social Service Workers (OCSWSSW) and the College of Physicians and Surgeons of ON (CPSO).

Initial screening of candidates for basic eligibility at all 4 Colleges is conducted by staff, with deeper levels of screening being overseen by Board appointed or elected committees (Governance Committee - GC, Governance and Nominating Committee - GNC, Election Committees - EC), an external firm, or an External Review Panel (recommended for CDO).

Recruitment of candidates for the CPSO Board is done using an external search firm and once initial eligibility of interested candidates is confirmed by staff, the search firm meets with and screens candidates before bringing forward a recommended list of candidates (who have demonstrated they possess the particular skills, competencies and/or experiences that the board is seeking in a particular year) to the GNC for its consideration and final decision. A panel which includes an independent and external expert conducts interviews and determines the recommended slate. At RCDSO, the determination about whether candidates can stand for election is made by the External Review Committee (ERC) composed of individuals external to the College with significant expertise in professional regulation and governance. At OCP, screening is conducted by an internal committee appointed by the Board. At OCSWSSW, the Election Committee includes Community Appointees appointed to bring objectivity to the recruitment process.

It is suggested that the CDO Board consider a screening process that is overseen by an External Review Panel² and that includes the following components:

- an initial screening for basic eligibility conducted by staff (good character, fees paid up; not subject to disciplinary proceedings, etc);
- a review of all materials provided by the candidates; an assessment of each eligible candidate against approved criteria and desired skills and competencies; and development of a long list of recommended candidates to be interviewed-to be conducted by the External Review Panel, which may include external experts with experience in regulation and governance.
- to mitigate potential and importantly, perceived risks of conflicts, the External Review Panel will conduct candidate interviews on behalf of the Board to determine a recommended slate that will go forward for election.
- a defined process for appeals of unsuccessful candidates to the Executive Committee must be established. The appeals process would need to complete before a recommended slate is put before the Board to eliminate potential for conflicts.

² As noted in the third bullet, the Board should consider benefits to the Board and the College in having external experts with experience in regulation and governance participate in, or conduct, the candidate interview process

Questions for the Board:

Does the Board agree with the suggestion that CDO adopt the screening process as outlined above?

Does the Board agree that all incumbent/returning Board directors should automatically be included on the electoral slate (subject to ability to serve given term limits)?

Would the Board support appointing external experts with experience in regulation and governance, to the recruitment committee(like CPSO), or to external review panels (like the RCDSO) that would conduct interviews on behalf of the Board if needed?

4. To ensure that any ‘campaign materials’ distributed or posted by all candidates are in alignment with the College’s purpose and public interest mandate, a best practice is that any such material publicly posted or distributed in support of any individual’s election campaign is first vetted for approval by the CDO staff

Question for the Board:

Does the Board agree with this proposal?



Governance Modernization Continued...

Board of Directors, CDO

Deanna L. Williams

Dundee Consulting Group Ltd.

Overview for today



Re-cap of additional best practices identified in September 2025



Analysis of each best practice



Board considerations/discussion



Where do we go from here?

Best Practices Identified in September



A province-wide election in favour of geographical districts held once every 3 years for all elected Board Directors



Skills and competency-based election criteria inform slate of candidates for election in each cycle



An objective skills and competency-based process for recruiting, screening and selecting candidates and 'eligibility for election' criteria, expanded to best support this new process



An established appeals process that is adjudicated by the Executive Committee

Consideration # 1

- A shift to one province-wide district/election, held once every 3 years, with 3-year terms for all elected directors

Rationale for this change

- what evidence shows
- capacity and resources
- ensuring continuity

Question for the Board

Does the Board agree with a proposal to move to one province wide election every 3 years with 3-year terms for each elected director?

When could this take effect?

Consideration #2

- Expanded mandatory eligibility criteria that includes desired skills, competencies, and experiences that the Board seeks to optimize its work and effectiveness
- Potential candidates must explain what skills, competencies, and experiences they bring to the Board
- Updated eligibility criteria ensures that all potential candidates fully understand the higher expectations placed on regulatory board members today
 1. completion of a new learning module
 2. submission of an individual's self-assessed scores on skills/competence
 3. written summary of the skills, competencies, and experiences the individual would bring to add value to the Board and its work.

Question for the Board

- *Does the Board agree with adding these new criteria for eligibility for election, as proposed?*

Consideration #3

- Developing a slate of candidates for election based on a defined, accountable, and transparent recruitment and screening process.
- Establishing an External Review Panel, comprised of experts with experience in regulation and governance will determine eligible candidates for election through:
 - reviewing all candidates and develop a 'long list' to be interviewed
 - interviewing identified candidates and determining a recommended slate for election
- Establishing an appeals process that allows candidates unsuccessful in attaining a place on the slate to make an appeal to the Executive Committee

Consideration #3 Continued

- Composition of External Review Panel
 - Independent experts e.g. expertise in governance process
 - Governance consultants
 - Experience with professional regulation and governance
 - Former Registrars/Board Chairs
 - External search firms
 - Professional facilitators, recruiters, etc
 - CDO Directors?
 - Exclusionary requirement of executive committee directors as they will serve as an appeals body

Question for the Board

- ***Does the Board agree with the creation of an External Review Panel?***
- ***How does the Board feel about a fully independent External Review Panel?***

Consideration #4

- Should incumbent directors automatically be placed on the election slate? (subject to willingness to continue and available term limitations)

- ***What are the Board's thoughts or considerations on this?***

Consideration #5

- To assure seats are sought in alignment with the CDO's legislated public interest mandate, a best practice would be to require any campaign material publicly posted or distributed in support of an individual's election campaign to first be vetted for approval by the CDO staff
- ***Does the Board agree with this proposal?***

The proposed process

1. Initial screening for basic eligibility conducted by staff (good character, fees paid, not subject to disciplinary proceedings...)
2. External Review Panel reviews all eligible candidates who are not incumbents ,selects a 'long list' of candidates and conducts candidate interviews to determine a recommended slate.
3. Incumbent directors will automatically have a place on the slate
4. There will be an appeals process for candidates who are not included on the slate. Appeals to the Executive Committee should only be permitted where a candidate alleges or can show there was a problem with the **process** or the panel. Appeals made because a candidate does not agree with the decision should not be allowed.
5. Once the appeals process has been completed, the slate of candidates along with a summary of the process followed would be presented to the Board for approval.
6. Election materials reviewed by College Staff
7. Elections occur.

Questions for the Board

- ***Does the Board agree with the proposed screening process as outlined above?***
- ***Does the Board believe all incumbent directors should automatically be included on an electoral slate (subject to eligibility due to term limits)?***
- ***Does the Board agree with establishing an External Review Panel to conduct candidate screening and interviews on behalf of the Board?***
- ***Does the Board agree with establishing defined criteria for appeals?***

Questions and Discussion





To: **Board**

From: **Roderick Tom-Ying**

Date: **March 27, 2026**

Subject: **2026-2027 Draft Operating Budget & Strategic Initiatives Budget**

Public Interest Rationale

The College of Denturists of Ontario's mandate is to protect the public by ensuring Registered Denturists provide safe, ethical, and competent denturism care and service in Ontario. As part of that mandate, the 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.

2026 – 2027 Draft Operating Budget

The College's management team has proposed an operating budget for the 2026-2027 fiscal year with total expenditures of **\$1,805,000.00** against a projected revenue of **\$1,899,650.00**. The College expects a potential surplus of **\$94,650.00** for the 2026-2027 budget.

The 2026-2027 draft operating budget was constructed with the following factors in mind:

- The Certificate of Registration renewal fee is set at \$1700.00 + HST.
- Board meetings will occur in person once or twice a year and meet remotely for the remainder of meetings. Any unexpected special Board meetings may occur in-person or remotely. Committees of the College will continue to meet remotely.
- The Strategic Initiatives budget will be used to fund new and emerging projects e.g. governance initiatives, strategic planning, member portal upgrade. Once those project deliverables are

completed, the ongoing work and maintenance will be incorporated into the operating budget.

- The creation of the Inactive Class of Registration will reduce the College's revenues collected from annual renewal. As this represents the first full budget year with the Inactive Class in effect, the management team forecasted potential number of registrants who will enter this class of registration.
- The fixed costs demonstrate increases year over year generally aligned with CPI. This has been accounted for in the proposed budget.

Strategic Initiatives Budget as of Feb 28, 2026

The attached Strategic Initiatives Budget has been updated as of Feb 28, 2026. As the majority of the projects have since been completed, and the remaining balance sits at \$17,247.07, the College management team is proposing to collapse the strategic initiatives budget and discontinue its use. The remaining funds can be transferred into the College's unrestricted net reserves.

The Strategic Initiatives Budget was first created due to a surplus of funds in the unrestricted net reserve funds. As the College's Surplus Retention Policy specify that the College should hold between 6 months to 12 months of reserves, the overflow of funds beyond 12 months was used to create this budget. Currently, the College's reserve fund is under 12 months but above 6 months, and as a result there is no new funding source for the Strategic Initiatives Budget at this time.

Any future initiatives that require funds can draw upon the Operating Budget as the 2026-2027 draft budget accounts for new project funding that meets the needs of our daily operations and the strategic plan and is forecasting a healthy surplus.

Budget Assumptions

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

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

Budget Notes

Revenue	Budget Notes
Professional Corporation Fees	<p>Based on the College’s projections of 228 current active corporations compared with 200 active corporations last budget year, the College is forecasting an increase in renewal revenues collected.</p> <p>The current forecast to March 31, 2026, year end captures actual revenue collected of \$108,250 against the draft 2026-2027 budget of \$79,800.00. The differential is due to the one-time professional corporation application fee of \$1,130.00 vs. annual renewal fees of \$395.50. The budget projects renewal fees only and not the unprecedented surge in new applications.</p>
Registration Fees	<p>The 2026-2027 budget assumes a base of 802 registrants in the Active General Class and 10 registrants in the Inactive Class.</p> <p>The Certificate of Registration renewal is set at \$1700.00 + HST for the Active General Class and \$595.00 + HST for the Inactive Class.</p> <p>Potential Risk: as 2026-2027 represents the first full budget year with the introduction of the inactive class, College staff have formulated the budget with actual numbers as of March 13th, 2026. Variations and discrepancies may exist from presented budget numbers and actuals at budget year end as mid-year applications for the Inactive Class may be received, which would decrease revenues associated with the second renewal installment due Sept 1, 2026. In future years, as more data is collected, variations in this budget line would decrease based on better forecasting data.</p>
Other Fees	<p>A slight increase of \$1000.00 is budgeted year over year due to an elevated trend of increased late fees collected over the past two budget years.</p> <p>Other fees include Reinstatement fees, Duplicate Certificate fees, Late Fees, and Misc Income.</p>
Qualifying Examination Fees	<p>The College is forecasting approximately 100 new candidates challenging the June 2026 and February 2027 qualifying examinations. This represents an increase of approximately 13 net new candidates year over year.</p> <p>The three Denturism educational institutions in Ontario are forecasting growth in new students over the coming years. All three</p>

	educational institutions have invested in upgrades in their denturism facilities and laboratories over the past couple of years in order to invest in new equipment, adopt digital technologies, and create additional capacity to intake more students.
Other Income	For this budget year, the College conservatively estimates that its investment income (all cash savings interest) will return approximately 2.5% in annualized interest for the 2026-2027 year based on the College’s Business Savings Account posted interest rate as of March 13, 2026.

EXPENDITURES	Budget Notes
Wages & Benefits	The College is anticipating increases due to CPI and performance increases. Additional increases to health insurance are anticipated with renewal increases of 4.2% expected from the College’s health insurance provider.
Professional Development	College Staff is recommending no changes year over year. 2019-2020 -\$40,000 2020-2021 -\$45,000 2021-2022 - \$40,000 2022-2023 - \$30,000 2023-2024 - \$40,000 2024-2025 - \$70,000 2026-2027 - \$60,000
Professional Fees	An increase of 3% or \$5,000 is forecasted year over year due to CPI.
Office & General	An increase of 3% or \$5,000 is forecasted year over year due to CPI.
Rent	The College transitioned to the HUB permanently in March 2025. For 2026-2027, the forecasted rent expenditure is as stipulated in the lease agreement.
Qualifying Examination	The 2026-2027 examination year will include June 2026 and February 2027 OSCE & MCQ administrations. Forecasted expenditures include previous actual costs related to the hosting of a two-track OSCE examination at approximately \$150,000 per administration. Year over year expenses are forecasted to rise due to the increase in candidates challenging the exams and the College incurring additional expenses to scale up.

	As well, this budget includes new investments in keeping the examination current with the hosting of new exam station and item development workshops envisioned.
Board and Committees	No changes are contemplated year over year. The College proposes to keep the budget amount, even if it may be unused, to ensure the Board has the financial capacity to meet in person or undertake new Board related activities.
QA Peer Circles	No changes are contemplated year over year.
QA Assessor Expenses	No changes are contemplated year over year.
Complaints & Discipline	No changes are contemplated year over year.
Capital Expenditures	No changes are contemplated year over year

Options

The Board is asked to review and approve the following:

1. Draft 2026-2027 Operating Budget
2. Discontinue use of the Strategic Initiative Funds and transfer remaining funds into the College’s unrestricted net reserves.

After consideration of these matters, Board may:

Suggested Motion – That the Board approves the proposed 2026-2027 Operating Budget as presented, discontinue use of the Strategic Initiatives Budget and transfer remaining funds into the College’s unrestricted net reserves.

Attachments

1. 2026-2027 Draft Operating Budget
2. Strategic Initiatives Budget as of February 28, 2026

College of Denturists of Ontario
Proposed 2026-2027 Budget

YTD Budget to Actual	2025-2026 BUDGET	Forecast to Year End March 31, 2026	Proposed 2026-2027 BUDGET	% Change
REVENUE				
Professional Corporation Fees	\$ 70,000.00	\$ 108,250.00	\$ 79,800.00	14%
Registration Fees	\$ 1,352,800.00	\$ 1,374,059.77	\$ 1,369,350.00	1%
Other Fees	\$ 4,500.00	\$ 20,033.50	\$ 5,500.00	22%
Qualifying Examination Fees	\$ 354,525.00	\$ 410,563.00	\$ 400,000.00	13%
Other Income	\$ 45,000.00	\$ 59,228.61	\$ 45,000.00	0%
TOTAL REVENUE	\$ 1,826,825.00	\$ 1,972,134.88	\$ 1,899,650.00	4%
EXPENDITURES				
Wages & Benefits	\$ 673,500.00	\$ 673,500.00	\$ 723,000.00	7%
Professional Development	\$ 60,000.00	\$ 47,301.19	\$ 60,000.00	0%
Professional Fees	\$ 150,000.00	\$ 160,000.00	\$ 155,000.00	3%
Office & General	\$ 170,000.00	\$ 240,000.00	\$ 175,000.00	3%
Rent	\$ 21,950.00	\$ 17,000.00	\$ 17,000.00	-23%
Qualifying Examination	\$ 300,000.00	\$ 300,000.00	\$ 350,000.00	17%
Board and Committees	\$ 45,000.00	\$ 30,000.00	\$ 45,000.00	0%
Quality Assurance				
QA Peer Circles	\$ 30,000.00	\$ 5,000.00	\$ 30,000.00	0%
QA Assessor Expenses	\$ 35,000.00	\$ 16,089.50	\$ 35,000.00	0%
Complaints & Discipline	\$ 200,000.00	\$ 278,219.09	\$ 200,000.00	0%
Capital Expenditures	\$ 15,000.00	\$ 1,749.99	\$ 15,000.00	0%
TOTAL EXPENDITURES	\$ 1,700,450.00	\$ 1,768,859.77	\$ 1,805,000.00	6%
NET INCOME	\$ 126,375.00	\$ 203,275.11	\$ 94,650.00	

College of Denturists of Ontario
Strategic Initiatives Budget as of Feb 28,2026

YTD Budget to Actual	BUDGET	Project Anticipated Costs	Costs Incurred to Date	YTD Totals February 28, 2026	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 & Board Competency Profile		\$ 8,475.00	\$ 7,500.00	\$ -	\$ 77,930.51	Project Completed
Governance - Project 3 - Third Party Governance Assessment		\$ 9,040.00	\$ -	\$ 12,275.00	\$ 65,655.51	Project Completed
Registration and Professional Misconduct Regulation Implementation		\$ 10,000.00	\$ 10,869.09	\$ -	\$ 54,786.42	Project Completed
Scope of Practice Review		\$ 50,000.00	\$ 37,539.35	\$ -	\$ 17,247.07	\$ 12,460.65
TOTAL STRATEGIC INITIATIVES	\$ 175,000.00	\$ 163,514.96	\$ 145,477.93	\$ 12,275.00	\$ 17,247.07	\$ 12,460.65



BRIEFING NOTE

To: **Board of Directors**

From: **Meghan Hoult, Deputy Registrar**

Date: **March 27, 2026**

Subject: **Appointment of Deputy Chief Examiner**

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 selection of the Deputy Chief Examiner, who assists and supports the Chief Examiner with all aspects of the examination process, must be conducted in a transparent and fair manner to ensure integrity in the Board's decision for appointment.

Background

At its March 8, 2024, meeting, the Board adopted motions to:

- Approve the Roles and Responsibilities and Selection Process documents for the Deputy Chief Examiner (as amended)
- Approve the creation of the Deputy Chief Examiner position
- Approve the creation of a Selection Committee to interview and recommend a final candidate for appointment
- Open recruitment for the Deputy Chief Examiner position

Following delays as a result of competing priorities of the Board, the initiation of the selection process was revisited in the summer of 2025.

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

- Current Chair of the Qualifying Examination Committee – Abdelatif (Latif) Azzouz
- Public Member of the Qualifying Examination Committee – Avneet Bhatia

- Senior Qualifying Examination Assessor – Akram Ghassemiyan
- Public Member of Council – Lileath Claire
- Professional Member of Council – Norbert Gieger

A call for applications was sent to all registrants on August 14, 2025, with a submission deadline of September 12, 2025. The Committee received five applications in total.

The Committee met by teleconference on October 31, 2025, to discuss the interview format, develop interview questions, and finalize the scoring matrix to assist with the scoring of candidates' performance during the interviews. Following an initial review of the applications received, the Committee granted interviews to four applicants.

Interviews were conducted via teleconference on November 24 & 25, 2025 and December 1, 2025. Following all interviews and independent scoring by Committee members, the Committee met on December 8, 2025, to render a decision on their formal recommendation to the Board, to be shared at the March 27, 2026, meeting of the Board of Directors.

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

Risk Considerations

Due to the high-stakes environment and nature of the Qualifying Examination, and in consideration of the roles and responsibilities of the Deputy Chief Examiner (and Chief Examiner, in the event that the Deputy Chief Examiner fulfills that role in the absence of a Chief Examiner and/or as the Chief Examiner's successor), a significant operational risk exists should the Board not appoint a suitable Deputy Chief Examiner.

Options

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

1. Appoint the Selection Committee's recommended candidate as the Deputy Chief Examiner for a three-year term effective immediately, ending approximately at the February 2029 exam administration.
2. Appoint another candidate as the Deputy Chief Examiner for a three-year term effective immediately, ending approximately at the February 2029 exam administration.
3. Other.

After consideration of these matters, Board may:

Suggested Motion – That the Board appoints [name of recommended candidate] as the Deputy Chief Examiner for a three-year term ending February 2029.

Attachments

1. Deputy Chief Examiner Selection Process document
2. Deputy Chief Examiner Roles and Responsibilities document
3. Deputy Chief Examiner Application Form



Deputy Chief Examiner Selection Process and Timeline

Position Overview

The Deputy Chief Examiner supports the Chief Examiner in overseeing the Qualifying Examination to ensure that each candidate is afforded a fair and optimal standardized assessment, and that the examination is valid, objective, and defensible. The Council of the College of Denturists of Ontario is currently seeking applicants for the Deputy Chief Examiner role.

The selected Deputy Chief Examiner will serve a three (3)-year term encompassing approximately six administrations of the Qualifying Examination.

Process

The Council of the College of Denturists of Ontario will form a Selection Committee to recruit a Deputy Chief Examiner.

The Selection Committee will be responsible for the following:

- Determine the interview format including the length, time, location and method, i.e. electronic, teleconference, in-person
- Determine the scoring matrix for candidates
- Determine the interview questions
- Determine the number of candidates to interview
- Conduct interviews with prospective candidates
- Recommend to Council a candidate for appointment

College Staff will assist the Selection Committee with the administration of the interview process including liaising with the Committee and potential candidates, booking interview dates/times, assisting with and facilitating committee meetings, and corresponding with candidates on behalf of the Committee.

The Selection Committee will interview prospective candidates and recommend to Council a candidate for appointment as the Deputy Chief Examiner.

The selected candidate will undergo training that will include shadowing the Chief Examiner during the administration of the Qualifying Examinations including the preparation and lead up to the administration. The training and onboarding provided by College Staff and the incumbent Chief Examiner will be tailored to the successful candidate.

Selection Committee Composition

Selected applicants will be interviewed by the Selection Committee composed of the following:

- Current Chair of the Qualifying Examination Committee
- Public Member of the Qualifying Examination Committee
- Senior Qualifying Examination Assessor
- Public Member of Council
- Professional Member of Council

Role of the Chief Examiner in the Selection Process

The Chief Examiner will be invited to participate in the selection process for the Deputy Chief Examiner position in a consultative role only and will not participate in the scoring of applicants.

Succession Planning

While the Deputy Chief Examiner role is intended to support the Chief Examiner and serve in a backup capacity in times where the Chief Examiner is unable to fulfil their duties, the Deputy Chief Examiner will play a part in the succession planning of the Chief Examiner. It is Council's intent that the Deputy Chief Examiner, after successfully undergoing objective evaluation processes of their performance, potentially serve as a candidate for the role of Chief Examiner through appointment by Council.

Throughout the three (3)-year term, the Deputy Chief Examiner will be expected to learn the role of the Chief Examiner and should be prepared to serve in the role if appointed by Council.

Council reserves the right to determine the assessment process and evaluation framework at that time and may choose to open the Chief Examiner recruitment process rather than appoint the Deputy Chief Examiner directly. Council may delegate the assessment/evaluation process to a Selection Committee who may provide a formal recommendation to Council. Council will balance the intent of the Deputy Chief Examiner role in succession planning processes along with the values of transparency, fairness, and suitability.

In a situation of vacancy, Council reserves the right to determine whether to appoint the Deputy Chief Examiner to the role of Chief Examiner, or open recruitment for the role of Chief Examiner. In the event of a crisis, it may be appropriate for Council to appoint the Deputy Chief Examiner to serve as Interim Chief Examiner until the role can be filled.

Council has the final determination in the recruitment and selection of both the Chief Examiner and Deputy Chief Examiner positions but will take into serious consideration the recommendations from the Selection Committee.



DEPUTY CHIEF EXAMINER 3 Year Term (Approx)

Position Overview

The Deputy Chief Examiner oversees the Qualifying Examination to ensure that each candidate is afforded a fair and optimal standardized assessment, and that the examination is valid, objective, and defensible. The College of Denturists of Ontario is currently seeking applicants for the Deputy Chief Examiner role.

ROLE AND RESPONSIBILITIES

1. Is familiar with all examination policies, procedures, and protocols.
2. Assists and supports the Chief Examiner with all aspects of the examination process.
3. Participate, lead, and/or supervise item writing working groups throughout the year.
4. Establish and maintain a safe and respectful examination culture that includes attention to expected professional boundaries and ethics.
5. Prepared to serve as an Acting Chief Examiner in instances where the Chief Examiner is unable to fulfil their duties due to incapacitation, medical emergencies, scheduling conflicts, personal emergencies, etc.
6. Support the Chief Examiner in the execution of their duties or any duties as assigned by the Chief Examiner during and prior to the Qualifying Examinations.
7. **Multi-Jurisdictional Multiple Choice Question (MCQ) Examination:**
 - Be on-call along with the Chief Examiner, to monitor and supervise the online examination and is available to assist with any inconsistencies or candidate matters.
8. **Objective Structured Clinical Examination (OSCE):**
 - a) Is familiar with the OSCE cases, materials, and checklists before exam administration.
 - b) Participate in assessor training with attention to:

- a thorough orientation for all assessors to the requirement for fair, equitable, confidential, safe and consistent treatment of ALL candidates.
 - the goals of the examination process.
 - the procedures to be followed during the examination.
 - the process and requirements for recording a candidate's performance.
 - the process for completing an Incident Report.
- c) Assist in the evaluation of the OSCE assessment process.
- Provide feedback regarding the assessment content, format, procedures, scenarios, ratings, and processes.
9. Support the Chief Examiner on writing the Chief Examiner's Summary Report.
 10. Attend any post-examination analysis meetings following the exam administration.
 11. Lead and participate in the candidate orientation session.
 12. Ensure the protection and security of the examination and examination materials.
 13. Act as one of CDO's formal representatives, along with the Chief Examiner, in national or multi-jurisdictional workshops.

REQUIREMENTS AND ELIGIBILITY

Desirable

Experience in the development, administration, and oversight of the College Qualifying Examination Process. Such experience may be gained as a member of a College Qualifying Examination Working Group, a Qualifying Examination Assessor, item writing workshops, examination development workshops, or previously serving on Council or its Committees.

Required

The successful candidate will have a strong commitment to transparency, accountability, security, and fairness and an appreciation for and attention to the risk of real or perceived bias in the administration of the College's Qualifying Examination.

At the time of application:

- The applicant must be a Denturist registered with the College of Denturists of Ontario.
- The applicant must have been registered in a Canadian jurisdiction in the general, active class, or equivalent, for at least five (5) years.

- The applicant must not be in default of payment of any fees prescribed by the College By-laws.
- The applicant is not in any default of returning any required form or information to the College.
- The applicant must not be the subject of any disciplinary or incapacity proceedings.
- The applicant must not have been the subject of any findings related to professional misconduct, incompetence, or incapacity in the preceding five (5) years.
- The applicant's Certificate of Registration must not have been revoked or suspended in the preceding five (5) years for any reason other than non-payment of fees.
- The applicant's Certificate of Registration is not currently subject to any terms, conditions, or limitations imposed by either the Discipline or Fitness to Practise Committees.
- The applicant does not hold or has not held in the preceding five (5) years, a position, such as director, owner, board member, officer or employee, with any provincial or national Professional Association whose business is directed toward the profession of denturism.
- The applicant is not currently or has not been in the preceding five (5) years involved in teaching denturism in an academic setting or bridging program or the training and/or assessment of professional skills of groups of students or candidates (e.g., professional practice labs, or other small group sessions involving the use of standardized patients, role-playing scenarios or simulations).
- The applicant is not currently or has not been in the preceding five (5) years involved in denturism program curriculum development.
- The applicant is not currently a member of the College Council, the Registration, Qualifying Examination, or Qualifying Examination Appeals Committee.
- The applicant has not been disqualified from Council or a Committee within the preceding five (5) years.
- The applicant is not a member of a council of any other College regulated under the RHPA.
- The applicant is not currently or has not been in the preceding five (5) years an employee of the College.
- The applicant must declare, at the time of their application and throughout their appointment as Deputy Chief Examiner, any conflicts of interest and/or potential or perceived conflicts of interest (for example, if the applicant has an immediate family member or close associate who is or is likely to be a Qualifying Examination candidate during their appointment, etc.).

Expectations

- Access to a vehicle and ability to drive themselves to the CDO Office in Downtown Toronto or examination sites in Hamilton, Ontario.
- Strong familiarity with conducting and hosting online meetings, use of Microsoft Office suite of applications, and comfort with reviewing emails outside of normal business hours.

- During the course of their tenure and for a period of ten (10) years after the completion of service as Deputy Chief Examiner, the successful applicant must agree to refrain from participating in the development, administration, or dissemination of preparatory practice exams, cases or courses or other materials that are specifically designed to prepare candidates for the CDO Qualifying Examination.
- The successful applicant must agree to comply with the confidentiality, security, conflict of interest and code of conduct policies and agreements.
- To assist with the succession planning process of the Chief Examiner role including learning and preparing for the role.
- Selected applicants will be interviewed by the Selection Committee composed of the following:
 - Current Chair of the Qualifying Examination Committee
 - Public Member of the Qualifying Examination Committee
 - Senior Qualifying Examination Assessor
 - Public Member of Council
 - Professional Member of Council

Time Commitment

The Deputy Chief Examiner is a significantly demanding role. Attendance at frequent meetings during business hours or evenings is required.

- Approximately one (1) to two (2) full day in person meetings per quarter or teleconference calls during business hours or weekday evenings.
- Weekend travel once a year to attend a national item-writing workshop (potential).
- Approximately two (2) to three (3) meetings during examination months (February and June of each year).
- Required for three (3) full days (Friday, Saturday, Sunday) during examination week, twice per year (each exam administration) in Hamilton, Ontario, or designated city.

Terms and Honoraria

- To serve approximately six (6) administrations of the Qualifying Examinations (February and June of each year) ending with the June 2028 administration.
- ***During examination days:*** a full day honorarium rate of \$400, or \$200 for half day rate for each examination day.

- ***For meetings or teleconferences related to duties as a Deputy Chief Examiner:*** a full day honorarium rate of \$200, or \$100 for half day rate for each day of.
- ***For meetings or teleconferences related to national or multi-jurisdictional meetings:*** a full day honorarium rate of \$150, or \$75 for half day rate for each day of.
- All applicable expenses in keeping with the College's honorarium policy, including travel, parking, accommodation, and meals are reimbursed.



Deputy Chief Examiner

Application Form

Contact Information

Last Name: First Name: Registration #:

Address:

City: Province: Postal Code:

Phone: Email:

Eligibility

Please review the Deputy Chief Examiner Roles & Responsibilities *before* submitting your application.

I have been a registered Denturist in a Canadian jurisdiction in the general active class, or equivalent, for the past five (5) years.
I am a member in good standing with the College of Denturists of Ontario (CDO).
I am not in default of payment of any fees prescribed by the College By-laws.
I am not in default of returning any required form or information to the College.
I am not the subject of any disciplinary or incapacity proceedings.
In the past five (5) years, I have not been the subject of any findings related to professional misconduct, incompetence, or incapacity.
In the past five (5) years, my Certificate of Registration has not been revoked or suspended for any reason other than non-payment of fees.
My Certificate of Registration is not currently subject to any terms, conditions, or limitations imposed by either the Discipline or Fitness to Practise Committee.
I do not currently hold or have not held in the preceding five (5) years, a position such as director, owner, board member, officer or employee, with any provincial or national Professional Association whose business is directed toward the profession of denturism.
I am not currently or have not been in the preceding five (5) years, involved in teaching denturism in an academic setting or bridging program or the training and/or assessment of professional skills of groups of students or candidates (e.g., professional practice labs, or other



small group sessions involving the use of standardized patients, role-playing scenarios or simulations).
I am not currently or have not been in the preceding five (5) years, involved in denturism program curriculum development.
I am not currently a member of the College Council, the Registration, Qualifying Examination, or Qualifying Examination Appeals Committee.
I have not been disqualified from Council or a Committee within the preceding five (5) years.
I am not a member of a council of any other College regulated under the RHPA.
I am not currently or have not been in the preceding five (5) years, an employee of the College.
I will declare, at the time of my application and throughout my appointment as Deputy Chief Examiner, any conflicts of interest and/or potential or perceived conflicts of interest.

Declaration

I declare that the information contained in this form is accurate.

Signature

Date

Please return your completed form, cover letter and CV to:

exams@denturists-cdo.com



BRIEFING NOTE

To: **Board of Directors**

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

Date: **March 27, 2026**

Subject: **Whistleblower Policy**

Public Interest Rationale

The College of Denturists of Ontario (CDO) is committed to maintaining standards of ethical conduct in all its governance and operational activities. The purpose of this policy is to foster and maintain a culture of compliance and accountability while encouraging employees, Board members, Committee members, system partners, and/or members of the Public to raise concerns in good faith. The policy provides clarity on reportable matters and the process for making such reports.

Background

As part of its commitment in strengthening operational and financial processes, and in alignment with the Board's fiduciary duties, College Staff have identified in conjunction with the College's third-party auditors, an opportunity to strengthen its accounting and financial policies with the development of a whistleblower policy.

In June 2025, the College underwent its annual audit for fiscal year 2025. As part of the audit process, the third-party auditors evaluated the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements. At the conclusion of the audit process, the auditors concluded that the FY25 financial statements present fairly, in all material respects and made additional recommendations.

Their recommendations noted an opportunity to strengthen internal controls, increase organizational resilience during growth or turnover, and increase transparency by documenting formal policies related to finance, governance, and risk management. This created the nexus for the drafting of the proposed Whistleblower Policy.

The Policy

After an environmental scan of other health regulators that had standalone Whistleblower policies in place, the College enlisted the assistance of College Legal Counsel to help develop a fulsome draft policy that balances the policy goals of maintaining a culture of compliance and accountability while providing guidance on what constitutes reportable matters and documenting a reporting process.

Reportable Matters -a non-exhaustive list of potential reportable matters is articulated in the policy to provide examples of issues or matters that should be reported. Some of the matters center on financial/accounting/and unethical conduct. Other reportable matters include breach of confidentiality, violations of federal or provincial laws, or matters/actions that pose a danger to the health or safety of persons.

Procedures – in an effort to provide as much flexibility as possible to potential whistleblowers, the College takes the position that reports can be provided in a number of formats and ways including email, postal mail, in person, or by phone. The policy also specifies the process that occurs after the report is submitted and what information to include in the report.

Generally, if the reportable matters are operational in nature, the Registrar or the Deputy Registrar is the most responsible person in conducting an analysis and determining what investigation is necessary. Legal Counsel may be engaged to provide legal advice in guiding the Registrar's determination. Should the matters involve governance issues, the Board Chair will be informed and may take a role (lead or support) in assisting the Registrar with determining next steps with legal. If the report pertains to the Registrar's conduct, the Deputy Registrar shall assume these responsibilities, and likewise, if the report pertains to the Board Chair's conduct, the Board Vice-Chair shall assume these responsibilities.

Governance Oversight and Reporting – should reportable matters get reported, and at the conclusion of the matters or at an appropriate time, the Board of Directors will receive updates on this policy and a high-level briefing on actions taken.

Risk Considerations

Operational Risk

While a process for whistleblowing currently exists, a documented policy better clarifies reportable matters and the process for reporting. The absence of a formal whistleblower policy may result in concerns going unreported or raised through different channels that are inconsistent resulting in delays.

Governance and Accountability Risk

A lack of a formal whistleblower policy may weaken the organization's internal governance and

oversight mechanisms. In the absence of a formal whistleblower policy, the College spends more time and resources demonstrating that it has appropriate processes in place to detect and address internal misconduct rather than refer to a documented policy.

Legal and Compliance Risk

Ontario health regulators operate within a broader legislative and accountability environment that emphasizes transparency and ethical conduct. While regulators are not explicitly required to draft whistleblower policies, the absence of such a policy may expose the College to increased legal and compliance risks if College Staff or Board directors allege retaliation, unfair treatment, or failure to address misconduct. A formal policy helps demonstrate due diligence and adherence to best practices in organizational accountability and workplace protection.

Reputational Risk

If concerns about misconduct, financial mismanagement, or regulatory failures emerge publicly and it becomes apparent that the College lacked a clear internal reporting mechanism, the College may face reputational damage. Public confidence in health regulators depends heavily on perceptions of transparency, integrity, and strong oversight.

Options

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

1. Approve the draft policy as **presented** for implementation.
2. Approve the draft policy as **amended** for implementation.
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 draft Whistleblower Policy for implementation.

Attachments

1. Draft Whistleblower Policy



TYPE	Operational
NAME	Whistleblower Policy
DATE APPROVED BY BOARD	N/A
DATE REVISED BY BOARD	N/A

THE POLICY

The College of Denturists of Ontario (CDO) is committed to maintaining standards of ethical conduct in all its governance and operational activities.

The purpose of this policy is to foster and maintain a culture of compliance and accountability while encouraging employees, Board members, Committee members, system partners, and/or members of the public to raise concerns regarding CDO's governance or operations in good faith. This policy provides clarity on reportable matters and the process for making such reports.

Note that this policy does not preclude governance complaints being filed against Board and Committee members pursuant to s. 26.02 of the by-laws.

REPORTABLE MATTERS

The following is a non-exhaustive list of potential reportable matters pertaining to the conduct of employees, Board members, Committee members, system partners, consultants, or vendors of the CDO:

- Fraud or theft;
- Accounting, auditing, or other financial reporting misconduct;
- Receiving gifts from vendors which could create a bias or a conflict of interest (perceived or actual);
- Unethical conduct or behaviour;
- Disclosure of confidential information in breach of s. 36 of the RHPA;
- Violations of federal and/or provincial laws that could result in fines or civil damages payable by the CDO, or that could otherwise harm CDO's reputation; or

- Danger to the health and safety of employees, Board members, Committee members, volunteers, system partners, and/or the general public.

PROCEDURE

A Whistleblower may submit their report in writing by email or postal mail. Reports can also be hand delivered or made verbally by phone.

The CDO encourages a Whistleblower to identify themselves to facilitate the review and/or investigation of their report. However, a Whistleblower may wish to remain anonymous. While the CDO will treat reports in confidence, there may be circumstances in which the identity of a Whistleblower may be disclosed (including, but not limited to, where ordered by a court).

The following information should be included in the report:

- Where and when the conduct occurred;
- The names of all individuals involved;
- How and when the Whistleblower became aware of the conduct; and
- All relevant details that will assist in a complete and thorough analysis.

The Registrar shall receive the report.

The Registrar is responsible for conducting an analysis and determining what investigation, if any, is required. The Registrar has discretion to refer the analysis or investigation of the matter to a third party. If the conduct involves a Board or Committee member, the Registrar shall inform the Board Chair.

In all cases, the Registrar will make the person who is subject of the report aware of the incident at the appropriate time.

If the report pertains to the Registrar's conduct, the Deputy Registrar shall assume these responsibilities.

If the report pertains to the Board Chair's conduct, the Board Vice-Chair shall assume these responsibilities.

GOVERNANCE OVERSIGHT AND REPORTING

The Board of Directors will receive routine updates on this policy and CDO's activities under it on a high-level basis.

REVISION CONTROL

Date	Revision	Effective



BRIEFING NOTE

To: **Board of Directors**

From: **Meghan Hault, Deputy Registrar**

Date: **March 27, 2026**

Subject: **Qualifying Examination Examiner and Item Writer Eligibility & Selection 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 develops and hosts its own Qualifying Examination (QE). The proposed policy outlines the criteria and requirements for establishing the eligibility and selection criteria for QE examiners and item writers for the College.

Background

The QE examiner and item writer eligibility and selection criteria ensure that examiners and item writers:

- Have current practice experience in a patient care setting.
- Are well equipped to assess candidates' performance and to review and develop QE items.
- Avoid perceived or real conflicts of interest or bias.
- Protect the security of the examination.

Currently, these criteria are found within separate documents. The College is proposing a single joint policy for QE examiner and item writer eligibility and selection.

Proposed Changes

Current Eligibility & Selection Criteria	Draft Policy
<ul style="list-style-type: none">• Two separate documents• Last published/updated in 2016 (examiner) and 2025 (item writer)	<ul style="list-style-type: none">• Combined into a single policy• Updated language to reflect the new Registration Regulation practice currency hours ("Must meet the minimum practise

<ul style="list-style-type: none"> • Dated language around practice currency (“Currently practises in a patient care environment providing clinical services full or part-time”) • No timeline for past association executive positions held (“Must not hold an executive position with a professional association”) 	<p>hours requirement to maintain currency in the General class”)</p> <ul style="list-style-type: none"> • Updated language to apply timeline for holding association executive positions (“Must not have held an executive position with a professional association within the past three (3) years.”) • Added basic information regarding the application and selection process
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Risk Considerations

Policy Clarity and Communication

Policies must be clearly written and accessible, so registrants understand the eligibility and selection criteria and selection process relating to QE examiners and item writers. The draft policy adds clarity and modernized information and criteria.

Options

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

1. Approve the draft policy as **presented** with immediate implementation.
2. Approve the draft policy as **amended** with immediate implementation.
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 draft Qualifying Examination Examiner and Item Writer Eligibility & Selection Policy for immediate implementation.

Attachments

1. Draft Qualifying Examination Examiner and Item Writer Eligibility & Selection Policy
2. Current 2016 Qualifying Examination Assessor Eligibility & Selection Criteria
3. Current 2025 Qualifying Examination Item Writer Eligibility & Selection Criteria



TYPE	Qualifying Examination
NAME	Qualifying Examination Examiner and Item Writer Eligibility & Selection Policy
DATE APPROVED BY BOARD	March 27, 2026
DATE REVISED BY BOARD	

INTENT

This policy outlines the criteria and requirements for establishing the eligibility and selection criteria for Qualifying Examination (QE) examiners and item writers for the College of Denturists of Ontario (the "College").

BACKGROUND

The QE examiner and item writer eligibility and selection criteria ensure that examiners and item writers:

- Have current practice experience in a patient care setting.
- Are well equipped to assess candidates' performance and to review and develop QE items.
- Avoid perceived or real conflicts of interest or bias.
- Protect the security of the examination, avoiding intentional or unintentional use or distribution of exam information and materials other than for actual review, development and administration of the QE.

THE POLICY

Eligibility Criteria

In order to be eligible to represent the College as an examiner or item writer, registrants must meet and maintain the following requirements and criteria:

- Must be a Denturist that has been registered in a Canadian jurisdiction in the General class for at least five (5) years.
- Must be a registrant in good standing with the College, meaning that a registrant:
 - Is not in default of payment of any fees or completing and returning any form or information required by the College.
 - Is not currently or has not been in the past three (3) years, a subject of proceedings for professional misconduct, incompetence or incapacity, or any similar proceeding.

- Has not had a finding of professional misconduct, incompetence or incapacity, or any similar proceeding, in the past three (3) years.
- Is not currently or has not been in the past three (3) years, a subject of unresolved investigation by the College or any other professional body.
- Is not currently subject to any terms, conditions or limitations on their Certificate of Registration.
- Has not had their Certificate of Registration revoked or suspended in the past three (3) years for any reason other than non-payment of fees.
- Has not been disqualified from the Board of Directors or its Committees in the past three (3) years.
- Has demonstrated commitment to continuing professional development.
- Must meet the minimum practise hours requirement to maintain currency in the General class.
- Must comply with the College's confidentiality, security, conflict of interest and code of conduct policies and agreements.
- Must not participate in any examination preparatory activities such as developing or providing practice questions, practice exams, educational sessions or coaching to assist one or more current or potential candidates in QE preparation, for five (5) years after serving as a QE examiner or item writer.

Ineligibility Criteria

Due to real or perceived conflicts of interest, the following are ineligibility criteria for serving as an examiner or item writer:

- Must not be a member of the Board of Directors, the Registration Committee, the Qualifying Examination Committee or the Qualifying Examination Appeals Committee.
- Must not be or have not been a member of the College staff within the past three (3) years.
- Must not have held an executive position with a professional association within the past three (3) years.
- Must not have been an instructor in a Denturism program within the past three (3) years.
- Must not have any immediate family or a close associate who is a potential candidate or candidate who may undertake the exam over the next one (1) year.
- Must not have been involved in the past three (3) years in Denturism program curriculum development or in the training or assessment of professional skills of groups of students or candidates (e.g. professional practice labs, bridging programs or other small group sessions involving the use of standardized patients, role-playing scenarios or simulations).
- Must not currently be involved in external examination preparatory activities (e.g. developing or providing practice questions, practice exams, educational sessions or coaching to assist one or more current or potential candidates in QE preparation).

Expectations

1. Access to a vehicle and/or the ability to commute to the College Office in downtown Toronto, Ontario and/or examination sites in Hamilton, Ontario, or designated location.

Qualifying Examination – Qualifying Examination Examiner and Item Writer Eligibility & Selection Policy

2. Strong familiarity with the use of Microsoft Applications and online meeting and file sharing platforms.
3. Comfort with reviewing emails and participation in meetings or teleconferences during or outside of normal business hours.
4. Attendance at full-day in-person meetings/workshops (one (1) to three (3) days each), approximately once per quarter (item writers only).
5. Attendance at approximately two (2) to three (3) item selection/review teleconferences leading up to and following each examination month (February and June of each year, including additional exam administrations as required).
6. Attendance for three (3) full days (Friday, Saturday & Sunday) during examination weekends (up to twice per year, including additional exam administrations as required) in Hamilton, Ontario, or designated location (examiners only).

Honoraria

The honoraria amounts for examiners and item writers are defined within the College’s Expense and Honoraria Policy.

Application & Selection Process

Interested registrants who meet the eligibility criteria can apply to be an examiner or item writer by completing the Qualifying Examination Examiner & Item Writer Application. Applications are screened by College staff, and applications meeting the criteria are reviewed and approved by the Chief Examiner and Deputy Chief Examiner.

RELATED LEGISLATION AND DOCUMENTS

- [Ontario Regulation 183/25 \(Registration\)](#)
- [Qualifying Examination Examiner & Item Writer Application](#)

REVISION CONTROL

Date	Revision	Effective



Qualifying Examination: Assessor Eligibility & Selection Criteria

Objectives:

- Ensure that assessors have current practice experience in a patient care setting.
- Ensure that assessors are well-equipped to assess candidates' performance.
- Avoid perceived or real conflicts of interest or bias.
- Protect the security of the examination, avoiding intentional or unintentional use or distribution of exam information other than for actual administration of the Qualifying Examination.

Eligibility Criteria:

- Must be a Denturist that has been registered in a Canadian jurisdiction in the general active class for at least five years.
- Must be a member in good standing (see below) with the College of Denturists of Ontario (CDO).
- Not a member of the Council, the Registration Committee, the Qualifying Examination Committee or the Qualifying Examination Appeals Committee.
- Not currently or has not been a member of the College staff within the preceding three years.
- Does not hold an executive position with a professional association.
- Currently practises in a patient care environment providing denturist services full or part-time.
- Agrees to comply with the confidentiality, security, conflict of interest and code of conduct policies and agreements.
- Agrees not to participate in any examination preparatory activities, creating practice questions or exams, educational sessions or coaching, until one year after serving as a Qualifying Examination assessor.

If you are regularly involved in teaching denturism to students in an academic setting or a bridging program, you may NOT be eligible to participate as an assessor because of perceived or real conflicts of interest.

In light of these perceived or real conflicts of interest you are ineligible to participate as an assessor if you:

- Are immediate family or a close associate of a potential candidate;
- Have been involved in the past three years in curriculum development or in the training and/or assessment of professional skills of *groups* of students or candidates (e.g., professional practice labs, bridging programs or other small group sessions involving the use of standardized patients, role-playing scenarios or simulations);
- Have been an instructor in a Denturism program within the last three years; or
- Are currently involved in examination preparatory activities such as developing or providing practice questions, practice exams, educational sessions or coaching to assist one or more current or potential candidates in qualifying examination preparation.

For the purposes of establishing eligibility for the role of assessor, a member in good standing means:

- Not in default of payment of any fees
- Not in default in completing and returning any form required by the College
- Not the subject of any disciplinary or incapacity proceeding
- Is not, or has not been in the past three years, a subject of disciplinary action or unresolved investigation by the CDO or any other professional body
- Not had a finding of professional misconduct, incompetence or incapacity against him/her in the preceding 3 years.
- Has not been disqualified from Council or Committee in the previous three years
- Demonstrated commitment to their own continuing professional development

To apply please complete the [Qualifying Examination Assessor Application Form](#)



Qualifying Examination Item Writer Eligibility & Selection Criteria

Objectives

- Ensure that item writers have current practice experience in a patient care setting.
- Ensure that item writers are well equipped to review and develop Qualifying Examination items.
- Avoid perceived or real conflicts of interest or bias.
- Protect the security of the examination, avoiding intentional or unintentional use or distribution of exam information and/or materials other than for actual review and/or development of the Qualifying Examination.

Eligibility Criteria

- Must be a Denturist that has been registered in a Canadian jurisdiction in the general active class for at least five (5) years.
- Must be a member in good standing with the College of Denturists of Ontario (CDO).
- Currently practises in a patient care environment providing clinical services full or part-time.
- Agrees to comply with the confidentiality, security, conflict of interest and code of conduct policies and agreements.
- Agrees not to participate in any examination preparatory activities such as developing or providing practice questions, practice exams, educational sessions or coaching to assist one or more current or potential candidates in qualifying examination preparation, for five (5) years after serving as a Qualifying Examination item writer.

For the purposes of establishing eligibility for the role of Item Writer, a member in good standing means, you:

- Are not in default of payment of any fees or completing and returning any form required by the College.
- Are not the subject of any disciplinary or incapacity proceeding.
- Are not currently or have not been in the past three (3) years, a subject of disciplinary action or unresolved investigation by the CDO or any other professional body.
- Have not had a finding of professional misconduct, incompetence or incapacity in the past three (3) years.
- Have not been disqualified from Council or Committee in the past three (3) years.
- Have demonstrated commitment to your own continuing professional development.



Ineligibility Criteria

Due to real or perceived conflicts of interest:

- Must not be a member of the Council, the Registration Committee, the Qualifying Examination Committee or the Qualifying Examination Appeals Committee.
- Must not be or have not been a member of the College staff within the past three (3) years.
- Must not hold an executive position with a professional association.
- Must not have been an instructor in a Denturism program within the past three (3) years.
- Must not have any immediate family or a close associate who is a potential candidate or candidate who may undertake the exam over the next year.
- Must not have been involved in the past three (3) years in curriculum development or in the training and/or assessment of professional skills of groups of students or candidates (e.g., professional practice labs, bridging programs or other small group sessions involving the use of standardized patients, role-playing scenarios or simulations).
- Must not currently be involved in examination preparatory activities such as developing or providing practice questions, practice exams, educational sessions or coaching to assist one or more current or potential candidates in qualifying examination preparation.



BRIEFING NOTE

To: **Board of Directors**

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

Date: **March 27, 2026**

Subject: **Funding for Therapy or Counselling Eligibility 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 has a zero-tolerance policy for any form of abuse – verbal, physical, emotional, or sexual abuse - of patients by Denturists. The College is committed to preventing sexual abuse by promoting awareness of the College's expectations and by effectively addressing patient complaints.

The Funding for Therapy or Counselling Eligibility Policy outlines the available funding and eligibility requirements for patients who have experienced sexual abuse by a registrant to obtain funding for therapy or counselling.

Background

The College's Funding for Therapy or Counselling Eligibility Policy must be updated as the amount of available funding quoted in the current policy, approximately \$16,000, was increased to \$17,940 on April 1, 2025. This funding allotment is available to applicants over a five-year period.

As outlined in the policy, the amount of available funding is equivalent to the amount that the Ontario Health Insurance Plan (OHIP) would pay for 200 half-hour sessions of individual out-patient psychotherapy with a psychiatrist. Based on the [Schedule of Benefits for Physician Services Under the Health Insurance Act](#) – updated October 25, 2025 but effective April 1, 2025, this billable amount is \$80.70. This information is located on page A175 under Psychiatry – Psychiatric care: outpatient.

Proposed Changes

Funding for Therapy or Counselling Eligibility Policy	
Current Policy	Draft Updated Policy
<ul style="list-style-type: none"> • Last published/updated June 14, 2019 • Out-of-date funding amounts • Dated terminology 	<ul style="list-style-type: none"> • Updated current funding amount • Updated terminology and language and formatting reflective of the ongoing Governance Modernization project and current plain language best practices

Risk Considerations

Policy Clarity and Communication

Policies must be clearly written and reflect current information, so applicants understand the current amount of funding available and eligibility requirements when seeking funding for therapy or counseling. The draft updated policy includes current funding data and includes modernized language for clarity.

Options

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

1. Approve the updated policy as **presented**.
2. Approve the updated policies as **amended**.
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 Funding for Therapy or Counselling Eligibility Policy as presented.

Attachments:

1. Draft Funding for Therapy or Counselling Eligibility Policy
2. Current Funding for Therapy or Counselling Eligibility Policy



TYPE	Patient Relations
NAME	Funding for Therapy or Counselling Eligibility Policy
DATE APPROVED BY BOARD	March 27, 2026

ELIGIBILITY

If you have been sexually abused by a registrant of the College of Denturists of Ontario (the "College"), you may qualify for this program. A person is eligible for funding if **any** of the following scenarios apply:

- (a) It is alleged in a complaint or report that the applicant, while a patient, was sexually abused by a current or former registrant.
- (b) There has been a finding by a panel of the College's Discipline Committee that the applicant, while a patient, was sexually abused by a current or former registrant.
- (c) A current or former registrant enters into an undertaking with the College to provide funding for therapy or counselling.
- (d) There is an admission made by a registrant in a statement to the College or in an agreement with the College that he or she sexually abused the applicant while the applicant was a patient of the registrant.
- (e) A current or former registrant has been convicted under the Criminal Code of Canada of sexually assaulting the applicant while the applicant was a patient of the registrant and the facts supporting the sexual assault constitute sexual abuse within the meaning of the Health Professions Procedural Code.
- (f) There is a statement, contained in the written reasons of a committee of the College given after a hearing, that the applicant, while a patient, was sexually abused by a current or former registrant.
- (g) There is sufficient information presented to the Patient Relations Committee to support a reasonable belief that the applicant, while a patient, was sexually abused by a current or former registrant.

THE POLICY

Funding for Therapy or Counselling Eligibility Policy

Therapy and Counselling

The maximum funding available to each applicant for therapy or counselling is established by the *Regulated Health Professions Act* (the "RHPA") and is equivalent to the amount that the Ontario Health Insurance Plan (OHIP) would pay for 200 half-hour sessions of individual out-patient psychotherapy with a psychiatrist. This funding amounts to approximately \$17,940 per person and is accessible over a

five-year period. Under the RHPA, the funding provided is reduced by the amount that OHIP or a private insurer is willing to pay.

Support Funding

The College will provide additional funding for certain expenses associated with accessing therapy or counselling related to the sexual abuse. This support funding is only available concurrently with therapy or counselling that a patient is receiving pursuant to the RHPA. The total amount of support funding available is \$9,000. The \$9,000 may be used towards any of the following expenses:

Medications, Treatments or Remedies

The College will provide funding for medications, treatments or remedies directly connected to therapy for sexual abuse by a registrant, if it is prescribed or recommended by an Ontario regulated health professional and it is not paid for either through a government payment program (e.g., ODSP) or a third-party insurance company. These may take the form of prescription drugs, natural remedies, homeopathic treatments and other supplements.

The following documentation is required:

- Receipts identifying the medications, treatments or remedies and their costs.

Dependent care

The College will provide funding to support the cost of dependent care for one or more dependents who require care during the hours that an applicant attends therapy or counselling for sexual abuse by a registrant.

The following documentation is required:

- Completion of an attestation form provided by the College attesting that they have one or more dependent that requires care services while the patient is receiving therapy or counselling.

Travel expenses

The College will provide funding to a patient for the following expenses for travel to their therapist’s office – mileage, public transit, taxi/ride share.

The following documentation is required:

- Mileage: a Google map setting out the kilometres between their home and therapist’s office.
- Public Transit: Completion of an attestation form provided by the College regarding the costs to take public transit to their therapist’s office.
- Taxi/Ride Share: Receipts for the costs for a taxi or ride share to their therapist’s office.

REVISION CONTROL

Date	Revision	Effective
February 10, 2026	Funding amount and terminology updated. Minor content and formatting changes.	March 27, 2026



TYPE	Patient Relations
NAME	Funding for Therapy or Counselling Eligibility Policy
DATE APPROVED BY COUNCIL	June 14, 2019

ELIGIBILITY

If you have been sexually abused by a member of the College of Denturists of Ontario (the "College"), you may qualify for this program. A person is eligible for funding if **any** of the following situations apply:

- (a) It is alleged (in a complaint or report) that the applicant, while a patient, was sexually abused by a member or former member;
- (b) There has been a finding by a panel of the College's Discipline Committee that the applicant, while a patient, was sexually abused by a member or former member;
- (c) A member or former member enters into an undertaking with the College to provide funding for therapy and counselling;
- (d) There is an admission made by a member in a statement to the College or in an agreement with the College that he or she sexually abused the applicant while the applicant was a patient of the member or former member;
- (e) A member or former member has been convicted under the Criminal Code (Canada) of sexually assaulting the applicant while the applicant was a patient of the member or former member and the facts supporting the sexual assault constitute sexual abuse within the meaning of the Health Professions Procedural Code;
- (f) There is a statement, contained in the written reasons of a committee of the College given after a hearing, that the applicant, while a patient, was sexually abused by a member or former member; or

There is sufficient information presented to the Patient Relations Committee to support a reasonable belief that the applicant, while a patient, was sexually abused by a member or former member.

THE POLICY

Available Funding for Patients who have been Sexually Abused by a Member of the College of Denturists of Ontario Policy

Therapy and Counselling

The maximum funding available to each applicant for therapy or counselling is established by the *Regulated Health Professions Act* (the "RHPA"), and is equivalent to the amount that the Ontario Health Insurance Plan (OHIP) would pay for 200 half-hour sessions of individual out-patient psychotherapy with a psychiatrist. This funding amounts to approximately \$16,000 per person and is accessible over a five-year period. Under the RHPA, the funding provided is reduced by the amount that OHIP or a private insurer is willing to pay.

Support Funding

The College will provide additional funding for certain expenses associated with accessing therapy or counselling related to the sexual abuse. This support funding is only available concurrently with therapy or counselling that a patient is receiving pursuant to the RHPA. The total amount of support funding available is \$9,000. The \$9,000 may be used towards any of the following expenses:

Medications, Treatments or Remedies

The College will provide funding for medications, treatments or remedies directly connected to therapy for sexual abuse by a member, if it is prescribed or recommended by an Ontario regulated health professional and it is not paid for either through a government payment program (e.g., ODSP) or a third-party insurance company. These may take the form of prescription drugs, natural remedies, homeopathic treatments and other supplements. The following documentation is required:

- The patient must provide receipts identifying the medications, treatments or remedies and their costs.

Dependent care

The College will provide funding to support the cost of dependent care for one or more dependents who requires care during the hours that an applicant attends therapy or counselling for sexual abuse by the member. The following documentation is required:

- The patient must attest to the fact that they have one or more dependent that requires care services while the patient is receiving therapy or counselling (attestation form provided by the College).

Travel expenses

The College will provide funding to a patient for the following expenses for travel to their therapist's office:

1. Mileage
2. Public Transit
3. Taxi/Ride share

The following documentation is required:

- Mileage: The patient must provide a Google map setting out the kilometres between a patient's home and their therapist's office.
- Public Transit: The patient must attest to their costs to take public transit to their therapist's office (attestation form provided by the College).
- Taxi/Ride Share: The patient must provide receipts identifying the costs for a taxi or ride share (e.g., Uber) to their therapist's office.

REVISION CONTROL

Date	Revision	Effective