



123rd Board Meeting

June 12, 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	3
5. College Mission and Mandate	Information	5
6. Consent Agenda 6.1 Minutes of the 122nd Board meeting – March 27, 2026 6.2 Feedback Survey Results from the 122nd Board meeting 6.3 Executive Committee Report 6.4 Inquiries, Complaints and Reports Committee Report 6.5 Discipline Committee Report 6.6 Fitness to Practise Committee Report 6.7 Patient Relations Committee Report 6.8 Quality Assurance Committee Report 6.9 Registration Committee Report 6.10 Qualifying Examination Committee Report 6.11 Qualifying Examination Appeals Committee Report	Decision	8 14 16 17 19 20 21 22 24 25 27

7. Chair's Report	Information	
7.1 Chairs's Update		28
7.2 Elections Results – Districts 3, 4 & 5		30
8. Registrar's Report	Information & Decision	
8.1 College Update		31
8.2 Financial Report & Budget Update - April 1, 2026 – April 30, 2026		36
8.3 Statement of Operations - April 1, 2026 – April 30, 2026		39
8.4 Updated 2026-2027 Operating Budget		40
8.5 Updated Reserve Funds		41
8.5.1 Briefing Note - Funding for Therapy or Counselling Eligibility Policy Updates		42
8.5.2 Funding for Therapy or Counselling Eligibility Policy		44
9. 2023-2025 Strategic Plan Extension	Decision	
9.1 Presentation		46
10. Code of Ethics, Code of Conduct, & Conflict of Interest Reviews	Decision	
10.1 Briefing Note		56
10.2 Draft By-Laws (Code of Ethics, Code of Conduct, Conflict of Interest Updates)		59
10.3 Draft Conflict of Interest Declaration Form		107
11. Governance Modernization Update	Information	
11.1 Briefing Note		112
12. Qualifying Examinations – OSCE Blueprint & Number of Stations	Decision	
12.1 Briefing Note		115
13. Other Business	Information	
14. In-Camera Meeting of Council	Decision	
Pursuant to section 7(d) of the <i>Health Professions Procedural Code</i> , being Schedule 2 to the <i>Regulated Health Professions Act, 1991</i> .		
15. Next Meeting Date	Information	
➤ Friday, September 18, 2026 (in-person)		
➤ Friday, December 4, 2026 (virtual)		
16. Adjournment		



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).



122nd Board of Directors Meeting Teleconference

Held via Zoom

Friday, March 27, 2026 – 10:00 a.m. to 3:00 p.m.

MINUTES

Directors Present:

Kristine Bailey, Public Appointee ➤ Chair
Garnett A. D. Pryce, Denturist ➤ Vice Chair
Majid Ahangaran, Denturist
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

Regrets:

Majid Ahangaran, Denturist, left meeting at 12 p.m.

Absent:

Annie Chu, Denturist
Franklin Parada, Denturist

Legal Counsel:

Rebecca Durcan, Steinecke, Maciura and LeBlanc
Elizabeth Urso, Steinecke, Maciura and LeBlanc

Guests:

Deanna Williams, Dundee Consulting Group Ltd.

Staff:

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 10:01 a.m.

2. Land Acknowledgement

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

3. Approval of Agenda

MOTION: That the Agenda be approved as presented.

MOVED: A. Azzouz

SECONDED: L. Claire

CARRIED

4. Declaration of Conflicts

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

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

A Board Director noted a correction required to the Draft Minutes from the 121st Board meeting.

MOTION: To approve the consent agenda as amended.

MOVED: N. Gieger

SECONDED: E. Gorham-Matthews

CARRIED

7. Chair's Report

The Chair noted the launch of the Inactive Class of Registration and Labour Mobility application, that Annual Renewal was open and that the College was currently accepting nominations for a regular election of Board Directors for Districts 3, 4 & 5. Recent public member re-appointments were also highlighted.

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 updates to the renewal portal and Certificate of

Authorization Application, the launch of the Inactive Registration Labour Mobility/As of Right portals, Strategic Initiatives, and CPMF Action Items. Past and upcoming events and deadlines were reviewed as were the financial report and Statement of Operations for April 1, 2025, to February 28, 2026 and the Strategic Initiative Budget as of February 28, 2026.

The Deputy Registrar reviewed the Qualifying Examination System Partner Summary and Action Items.

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

9. Governance Modernization – Elections Model

Deanna Williams, Dundee Consulting Group Ltd., presented on proposed updates to the CDO's Governance Elections Model.

The presenter responded to multiple questions from the Board. The Board was receptive to the proposed updates and agreed that staff should continue to work with Dundee Consulting Group Ltd. to bring forward formal motions regarding the proposed updates at a future meeting.

10. Draft 2026-2027 Operating & Strategic Initiatives Budget

The Registrar presented the draft Operating & Strategic Initiatives Budget for the next fiscal year.

The Registrar responded to a question regarding whether the proposed election updates would impact this budget.

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.

MOVED: N. Gieger

SECONDED: L. Claire

CARRIED

11. Deputy Chief Examiner Appointment

The Deputy Registrar introduced the Appointment of the Deputy Chief Examiner.

Board Director, Abdelatif Azzouz, announced the newly appointed Deputy Chief Examiner appointee.

The Board went in-camera after the appointment of the Deputy Chief Examiner for further discussion related to this agenda item.

MOTION: To move the meeting in-camera.

MOVED: K. Bailey

SECONDED: A. Hasan

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 12:54 p.m. and ex camera at 1:33 p.m.

Following the in-camera session, the following motion was put forward to the Board.

MOTION: That the Board appoints Joey Della Marina as the Deputy Chief Examiner for a three-year term ending February 2029.

MOVED: K. Bailey

SECONDED: G. Pryce

CARRIED

12. Whistleblower Policy

The Registrar introduced the CDO's proposed new Whistleblower Policy. Elizabeth Urso, Steinecke, Maciura and LeBlanc, spoke to the specifics of the new policy.

The Registrar responded to a question regarding the necessity of this policy.

MOTION: That the Board approves the draft Whistleblower Policy for implementation.

MOVED: K. Bailey

SECONDED: A. Baker-Lanoué

CARRIED

13. QE Examiner and Item Writer Eligibility & Selection Policy

The Deputy Registrar introduced the proposed updated QE Examiner and Item Writer Eligibility Selection Policy.

The Board requested that the policy be revised to eliminate requirements related to applicants being in the general registration class and fulfilling minimum practice hour criteria.

MOTION: That the Board approves the draft Qualifying Examination Examiner and Item Writer Eligibility & Selection Policy as amended for immediate implementation.

MOVED: A. Latif

SECONDED: G. Singh

CARRIED

14. Funding for Therapy or Counselling Eligibility Policy

The Manager of the Board of Directors & Corporate Services introduced the proposed updates to the Funding for Therapy or Counselling Eligibility Policy.

Staff responded to a question about whether patients were currently using or had previously used this funding.

MOTION: That the Board approves the Funding for Therapy or Counselling Eligibility Policy as presented.

MOVED: A. Baker-Lanoue

SECONDED: N. Gieger

CARRIED

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.

MOTION: To move the meeting in-camera pursuant to section 7(2)(b) of the Health Professions Procedural Code.

MOVED: K. Bailey

SECONDED: G. Singh

CARRIED

Pursuant to section 7(2)(b) of the Health Professions Procedural Code, Schedule 2 to the Regulated Health Professions Act, 1991, the meeting was moved in-camera at 2:11 p.m. and ex camera at 2:30 p.m.

16. Adjournment

MOTION: For the meeting to be adjourned.

MOVED: K. Bailey

SECONDED: G. Pryce

CARRIED

The meeting was adjourned at 2:32 p.m.

Kristine Bailey
Chair

Date

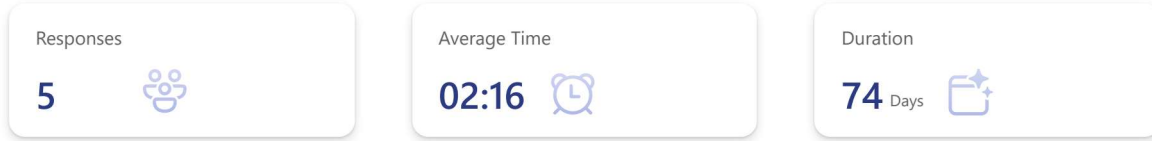
Roderick Tom-Ying

Date

Registrar and CEO

DRAFT

Responses Overview Active

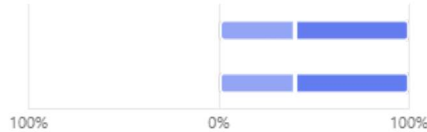


1. Meeting Effectiveness & Board Meeting Materials

● Strongly Disagree ● Disagree ● Neither Agree or Disagree ● Agree ● Strongly Agree

I received the necessary information in the meeting packages in a timely manner to make informed decisions during the Board...

The Board meetings are well-organized and efficiently managed.



2. Any additional feedback or comments regarding Meeting Effectiveness & Board Meeting Materials?

1 Responses

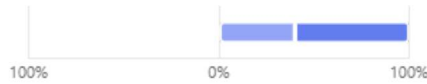
Latest Responses

"The flow and preparedness by staff was excellent, to meet for a fluid execution of..."

3. Public Interest

● Strongly Disagree ● Disagree ● Neither Agree or Disagree ● Agree ● Strongly Agree

The Board is achieving its strategic objectives and serving the public interests.



4. Any additional feedback or comments regarding Public Interest?

1 Responses

Latest Responses

"Public interest was always at the forefront of the decision-making process regardi..."

5. Participation & Meeting Facilitation

● Strongly Disagree ● Disagree ● Neither Agree or Disagree ● Agree ● Strongly Agree

The Board meetings are effective in facilitating productive discussion and decision-making.

The Board Chair was effective in facilitating the meeting.



6. Opportunities for Improvement

What improvements, if any, would you suggest to improve the Board of Directors Meetings?

2
Responses

Latest Responses
"Just keep doing what you are doing. Well done."
...



COMMITTEE REPORT TO THE BOARD

Name of Committee: **Executive Committee**

Reporting Date: **June 12, 2026**

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

The Executive Committee has not met since its last report to the Board on March 27, 2026.

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: **June 12, 2026**

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

Role of the Committee

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

Executive Summary

Since the March 27, 2026 Board meeting, the ICRC has considered 20 investigations and made final dispositions in 18 matters.

Decisions Finalized:

Complaints	18
Registrar's Reports	0
Total	18

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

No Further Action	9
Advice/Recommendation/Reminder	6
SCERP (incl. Coaching and Training)	5
Cautions	5



COMMITTEE REPORT TO THE BOARD

Name of Committee: **Discipline Committee**

Reporting Date: **June 12, 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 March 27, 2026, Board meeting, the Discipline Committee did not meet and there were no hearings.

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



COMMITTEE REPORT TO THE BOARD

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

Reporting Date: **June 12, 2026**

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

The Fitness to Practise Committee has not met since its last report to the Board on March 27, 2026.

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: **June 12, 2026**

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

The Patient Relations Committee has not met since its last report to the Board on March 27, 2026.

Respectfully submitted by Avneet Bhatia
Chair of the Patient Relations Committee



COMMITTEE REPORT TO THE BOARD

Name of Committee: **Quality Assurance Committee**

Reporting Date: **June 12, 2026**

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

Role of the Committee

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

The Quality Assurance Committee met two (2) times since its last report to the Board on March 27, 2026, on the following dates:

- March 17, 2026
- April 17, 2026

Meeting: March 17, 2026

Peer & Practice Assessment Report Summary:

PPA Period	Satisfactory	Extension Granted	TCLs imposed	Additional information required	SCERP ordered/required follow up	Reassessment Ordered	Modified Assessment	Referral to ICRC	Resigned
2025-2026					1				

Meeting: April 17, 2026

Peer & Practice Assessment Report Summary:

PPA Period	Satisfactory	Extension Granted	TCLs imposed	Additional information required	SCERP ordered/ required follow up	Reassessment Ordered	Modified Assessment	Referral to ICRC	Resigned
2025-2026	11			6					
2023-2024					1				

Respectfully submitted by Abdelatif Azzouz
 Chair of the Quality Assurance Committee



COMMITTEE REPORT TO THE BOARD

Name of Committee: **Registration Committee**

Reporting Date: **June 12, 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 March 27, 2026, on the following dates:

- March 24, 2026
- April 28, 2026

March 24, 2026

During this meeting, the Registration Committee considered five (5) new academic assessments all of which were deemed equivalent.

April 28, 2026

During this meeting, the Registration Committee considered seven (7) new academic assessments all of which were deemed equivalent.

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



COMMITTEE REPORT TO THE BOARD

Name of Committee: **Qualifying Examination Committee**

Reporting Date: **June 12, 2026**

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

The Qualifying Examination Committee has met twice since its last report to the Board on March 27, 2026.

At their March 4, 2026 and March 11, 2026 meetings, a subgroup of professional members of the Qualifying Examination Committee reviewed the February 2026 Qualifying Examination item analysis prepared by Dr. Anthony Marini. Items identified as problematic were presented and reviewed by the Committee for deletion or kept in scoring.

In his analysis, there were 14 items from the MCQ exam that were presented to the Committee 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 exam that were presented to the Committee for further review, of which seven (7) items were deleted.

Examination results were released on April 12, 2026. Candidates who were unsuccessful on the MCQ and/or OSCE components of the Qualifying Examination were provided with a detailed performance report.

The February 2026 Qualifying Examination marked the first administration where the limit of three (3) examination attempts began to apply. As a result, this administration was considered as a first attempt for all candidates, even if they had previously attempted the Qualifying Examination.

February 2026 MCQ Qualifying Examination

The MCQ examination was administered remotely in an online format with remote proctoring, on February 3, 2026. A total of 63 candidates attempted the examination. Of the 63 candidates, 44 candidates were from Ontario-based educational institutions and 19 candidates were internationally educated.

February 2026 MCQ Results

Reportable data sets of 4 or less will not be published to protect the privacy of candidates.

February 2026 MCQ	Attempts			
	1 st	2 nd	3 rd	Total
Number of candidates	63	N/A	N/A	63
Number of successful candidates	41	N/A	N/A	41

February 2026 MCQ		Historical Data		
Pass rate (expressed as a percentage of <u>all</u> candidates)	65%	June 2025*	February 2025*	June 2024*
		46%	48.2%	59.8%
Pass rate (expressed as a percentage of <u>1st time</u> candidates only)	65%	June 2025*	February 2025*	June 2024*
		60%	59.4%	73.1%

* = Multi-jurisdictional MCQ results

February 2026 OSCE Qualifying Examination

The College hosted its February OSCE examination on February 7 & 8, 2026 at the David Braley Health Centre in Hamilton, ON. A total of 43 candidates attempted the examination.

February 2026 OSCE Results

Reportable data sets of 4 or less will not be published to protect the privacy of candidates.

February 2026 OSCE	Attempts			
	1 st	2 nd	3 rd	Total
Number of candidates	43	N/A	N/A	43
Number of successful candidates	30	N/A	N/A	30

February 2026 OSCE		Historical Data		
Pass rate (expressed as a percentage of <u>all</u> candidates)	70%	June 2025	February 2025	June 2024
		63.5%	65%	57.1%
Pass rate (expressed as a percentage of <u>1st time</u> candidates only)	70%	June 2025	February 2025	June 2024
		62.2%	64%	65.1%

Respectfully submitted by Abdelatif Azzouz
 Chair of the Qualifying Examination Committee



COMMITTEE REPORT TO THE BOARD

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

Reporting Date: **June 12, 2026**

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

The Qualifying Examination Appeals Committee has not met since its last report to the Board on March 27, 2026. There were no appeals following the February 2026 MCQ and OSCE administrations.

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



From: Board of Directors

From: Kristine Bailey

Date: June 12, 2026

Subject: Chair's Report

Exciting news

1. Scope of Practice

After many years of work, the College has received notice that The Government of Ontario will expand the Denturist scope of practice to allow Denturists to order and apply x-rays, operate x-ray equipment, serve as Radiation Protection Officers, and manage denture-related implant components, including healing caps, abutments, and implant-supported dentures.

Next steps include the drafting of regulations, developing educational requirements and resources, and informing registrants of the steps required before implementation. While the College will work to move this forward as quickly as possible, Denturists should expect that it may take several months to over a year before these new activities are permitted. Until then, Denturists are not authorized to perform these acts.

On behalf of the Board of Directors, we extend our thanks to the Scope of Practice Working Group and everyone involved in achieving this historic advancement for the profession and patient care in Ontario.

2. New Public Director Appointment

Mr. Eric Cayford was appointed on April 30, 2026 for a 3-year term. Eric will attend and be introduced as an observer at the June Board meeting. After a meet and greet and training, Eric will participate as an active director in September.

"Eric is a dedicated professional who values family, community involvement, and lifelong learning. He cherishes time spent with his wife, Ashlea, and their two sons, Evan and Adam, who inspire him every day. Outside of his professional life, Eric enjoys family drives, playing with his children, and staying active through sports, walking, and bike rides."

Committed to personal growth and excellence, Eric holds both a PSW Certification and a Paralegal diploma, reflecting his diverse experience and strong work ethic. He also proudly served for five years in the Canadian Armed Forces Reserves with the Combat Engineers, where he developed discipline, teamwork, and leadership skills.

An active member of his community, Eric has contributed his time and efforts to organizations including Lions Clubs International, the Royal Canadian Legion, Knights of Columbus, and the Optimist International. Eric is passionate about continuing to learn, helping others, and making the most of every opportunity both personally and professionally."

3. **Election of Professional members**

The nomination period closed on April 2026. District 3 and District 5 seats were filled by acclamation by Franklin Parada and Garnett Pryce, respectively. No nominations were received for District 4.

4. **CNAR Conference**

The CNAR conference, to be held in Montreal in early October, has been opened to Board Directors to attend.



MEMO

To: **Board of Directors**

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

Date: **June 12, 2026**

Subject: **Results of Elections – Districts 3, 4 & 5**

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

18.02 Registrar's Declarations

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

I am writing to share with the Board the results of the 2026 Board of Directors elections from Districts 3, 4, and 5.

One nomination of candidacy for election to the College Board of Directors was received in each of Districts 3 & 5. No nominations were received for District 4. The nomination period closed on April 20, 2026, and the deadline to submit a notice of withdrawal of candidacy was April 30, 2026. The online polling period for the election of professional directors of the Board would have begun on May 4, 2026; however, since these seats were filled by acclamation, no elections were required.

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

District 3 Franklin Parada
District 5 Garnett Pryce

Their new terms will commence on June 12, 2026, and will end June 2029.

There were no nominations of candidacy received for District 4. Pursuant to Article 14.02 of the College By-laws, "where there are no candidates for an electoral district who are eligible for election, the Registrar shall, as soon as possible call a by-election for that electoral district."

This notice shall constitute the record of the College for this election.



Registrar's Updates

Since the last meeting of the Board on March 27th, 2026:

- Updated Academic Assessment Forms
- Participated in consultation workshop with Ministry of Labour, Immigration, Training and Skills development on the Ontario Immigrant Nominee Program
- Government of Ontario's Scope of Practice Announcement
- April 17-18 - OSCE Item Writing Workshop #3
- April 25-26 - Peer Circles Item Writing Workshop
- May 1 – HPRO Governance Conference
- May 7 – GBP Student Awards Ceremony
- June 2 – MCQ Examination
- June 12-14 – OSCE Examination



Clockwise from top: the College's Registrar joins CDTO Registrar Judy Rigby, GBP faculty, and DAO executive at the George Brown Polytechnic Student Award's Ceremony on May 7th. Photos from Peer Circles Item Writing workshop on April 25-26th





Current Strategic Initiatives

Agenda Item 8.1

Strategic Initiatives	Operational Leads	Governance Leads	Progress
Scope of Practice	Registrar & CEO Deputy Registrar	Board Vice-Chair Scope Working Group	Drafting Implementation Plan
Governance Modernization	Registrar & CEO Manager, Board of Directors & Corporate Services Governance Consultant	Board Chair All of Board	Ongoing
Qualifying Examination	Deputy Registrar Chief Examiner Third-Party Psychometricians	Chair, Qualifying Examination	Ongoing
Registration Regulation	Registrar & CEO Manager of Registration	Registration Committee	Completed
As of Right	Registrar & CEO Manager of Registration	All of Board	Completed

SCOPE OF PRACTICE UPDATE

On May 11, 2026, the Government of Ontario has directed Ontario’s regulatory colleges for optometrists, physiotherapists, chiropractors, dental hygienists, denturists, and audiologists and speech-language pathologists to begin developing the regulatory framework that would further expand scopes of practice in their fields.

For Denturists:

- Denturists can order and apply x-rays,
- Operate an x-ray machine,
- Be designated as Radiation Protection Officers,
- Insert, maintain, remove, and replace denture-related implant components.

Profession	Future Scope of Practice Expansions
Optometrists	<ul style="list-style-type: none"> •Optometrists can provide samples and dispense certain topical medications. •Optometrists can independently manage open-angle glaucoma and use diagnostic ultrasound for eye scans. •Optometrists can remove superficial foreign bodies from below the surface of the cornea.
Physiotherapist	<ul style="list-style-type: none"> •Physiotherapists can order certain x-rays and a diagnostic ultrasound.
Chiropractors	<ul style="list-style-type: none"> •Chiropractors can order a diagnostic ultrasound.
Dental hygienists	<ul style="list-style-type: none"> •Dental hygienists can order and apply x-rays and be designated as Radiation Protection Officers. •Dental hygienists can prescribe and administer local anesthetic by injection.
Speech-Language Pathologists	<ul style="list-style-type: none"> •Speech-language pathologists can order video-fluoroscopic swallow studies. •Speech-language pathologists can order and apply diagnostic ultrasound for the purpose of assessing and managing speech disorders.

IMPLEMENTATION PLAN

- Education and Training
 - What training and educational courses will registrants need to complete the expanded scope?
 - Mixed model of full scope
 - HARP certification & recognized providers authorized by the Ministry of Health's X-Ray Inspection Service
 - Educational institutions curriculum updates & updates to the qualifying examinations
- Amendments to Legislation & Regulations
 - Denturism Act, 1991 & Healing Arts Radiation Protection Act, 1990
 - New Standard of Practice for Radiography & Standard of Practice for Implant Components
- Communication & Interprofessional Collaboration
- Financial Impact
- Performance Measurement and Evaluation
- Timelines
 - Potential fall sitting of the Ontario Legislature
 - 45-60 day Public Consultations
 - Timelines uncertain at this point in time

IMMEDIATE NEXT STEPS

- Assemble implementation team with assistance from subject matter experts and legal counsel.
- Crystalize implementation plan in conjunction with Ministry Staff.
- Develop new Standards of Practice for radiography, implant components, update Standard of Practice for interprofessional collaboration.
- Set continuing education requirements including obtaining HARP certification.
- Update the Public Register to display certification/credentials.
- Set expectations on timelines.



BRIEFING NOTE

To: **Board of Directors**

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

Date: **June 12, 2026**

Subject: **Financial Report: April 1, 2026 – April 30, 2026
& Updated 2026-2027 Operating 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 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, 2026 – April 30, 2026

I direct your attention to the column "YTD as Percentage of Budget" which indicates the percentage of the budgeted amount that has been spent (or, in the case of income, received). Since this report covers only the first month of the fiscal year, consequently, the revenues captured and anticipated expenses are quite low into the new fiscal year, making it difficult to make meaningful projections with one month of data.

The only budget line item of note is "Other Fees". The College continues to report increased late fees collected during the renewal period; these are captured under Other Fees. The College has seen an uptick of late renewals including late fees applied compared to previous years. College processes and reminders remain unchanged. As well, there is no uptick in the number of complaints or feedback received from those remitting the late fees.

Strategic Initiatives Budget

A reminder that at the last Board Meeting, at the suggestion of College Staff, the Board of Directors discontinued the use of the Strategic Initiatives budget. The strategic projects the College will undertake will be funded through the Operating Budget moving forward.

Updated 2026-2027 Operating Budget

Due to a series of unexpected updates since the last Board meeting, College Staff is proposing updates to the previously approved 2026-2027 Operating Budget to help fund upcoming capital expenditures, costs related to implementation of the Scope of Practice expansion, and governance modernization activities. I provide a breakdown of the updates below:

1. Funding for Strategic Initiatives

As the standalone Strategic Initiatives Budget is now discontinued, funding for new projects will come directly from the Operating Budget. College Staff were deliberating several options for how best to budget for such projects and how best to report expenditures related to specific projects.

Based on feedback received from the Board at its last meeting, College Staff have now updated the quarterly financial reporting template and operating budget template to display specific strategic initiative projects. There are now specific budget line items for Governance Modernization, Scope of Practice Implementation, Policy Review, and General Projects. This updated reporting template provides each project with its own dedicated budget that draws upon the operating budget. The creation of a new budget line for General Projects will provide the College with the fiscal flexibility to take on new projects mid-year.

2. Capital Expenditures – CDO Server Replacement

The College's third-party managed IT services provider has urgently informed the College that its data server has exceeded its life span, and its extended warranty period has elapsed. As a result, they urgently request the College to replace its data server to ensure integrity of data and proper functioning. The current server is 9 years old.

The College requested its IT services provider to provide options for management to consider. Two options were provided, one was the complete virtualization of the server with hosting on the provider's virtual server at a monthly cost, or two, to replace the data server with a new server. Based on the College's analysis, it was more financially advantageous over the life of the data server to purchase a replacement one.

A quote was received for a data server replacement for a total of \$25,530.86. As this was unexpected and not previously accounted for in the approved 2026-2027 Operating Budget, College Staff are

requesting an update to the operating budget to account for the data server replacement. The expenses will be marked under Capital Expenditures.

College Staff have since scheduled annual meetings with the IT services provider, prior to the annual budget period, to ensure that the College is properly briefed on its ongoing hardware, software, and security needs. This will ensure that any future capital expenditure is anticipated well in advance and properly budgeted for.

3. *Scope of Practice Implementation*

On May 11, 2026, the Government of Ontario has directed several regulatory health colleges, including the CDO, to begin developing the regulatory framework necessary to facilitate an expansion to the scope of practice. As a result, an implementation plan will now be developed by the College in conduction with the Ministry of Health.

To assist with the creation of the implementation process, and to provide resources to College Staff, an initial funding of \$30,000 is sought for the Scope of Practice implementation initiative.

Reserve Funds Update

As you recall from the last Board meeting on March 27, 2026, the College updated its Funding for Therapy or Counselling Eligibility Policy to align the CDO policy with an increase in OHIP's base amount for individual out-patient psychotherapy services. As the policy is contingent on OHIP amounts, any updates to OHIP must be reflected in the policy.

Operationally, the College has internally restricted reserve funds specifically for therapy and counselling expenses that are provided to eligible complainants of the College. As the College has now since updated the policy, the amount the College internally restricts in the reserve funds must now be updated to reflect the increase in OHIP base amount. The College can shift funds from the unrestricted net assets to top up this internally restricted reserve fund.

For the purposes of calculation on how much should be restricted for therapy and counselling, the College has historically budgeted for up to 10 patients. The current amount of funds available as of March 31, 2026, is \$137,390 as this fund is in active use. College Staff have calculated that the internally restricted funds should be topped up by \$42,010 for a total reserve of \$179,400 to ensure harmony with the policy.

Accordingly, the Board of Directors is formally asked to approve the following motion: "That the Board restricts \$42,010 from the Unrestricted Net Assets to Internally Restricted for Therapy and Counselling."

College of Denturists of Ontario
Statement of Operations (April 1 - April 30, 2026)

YTD Budget to Actual	2026-2027 BUDGET	April 30, 2026 YTD Totals	YTD as Percentage of Budget	Remainder or In Excess of Budgeted Amount*
REVENUE				
Professional Corporation Fees	\$ 79,800.00	\$ 76,850.00	96%	\$ 2,950.00
Registration Fees	\$ 1,369,350.00	\$ 1,076,435.00	79%	\$ 292,915.00
Other Fees	\$ 5,500.00	\$ 10,845.00	197%	\$ 5,345.00*
Qualifying Examination Fees	\$ 400,000.00	\$ 97,796.03	24%	\$ 302,203.97
Other Income	\$ 45,000.00	\$ 5,903.82	13%	\$ 39,096.18
TOTAL REVENUE	\$ 1,899,650.00	\$ 1,267,829.85	67%	\$ 631,820.15
EXPENDITURES				
Wages & Benefits	\$ 723,000.00	\$ 58,117.79	8%	\$ 664,882.21
Professional Development	\$ 60,000.00	\$ 295.58	0%	\$ 59,704.42
Professional Fees	\$ 155,000.00	\$ 2,525.40	2%	\$ 152,474.60
Office & General	\$ 175,000.00	\$ 59,827.86	34%	\$ 115,172.14
Rent	\$ 17,000.00	\$ 1,250.00	7%	\$ 15,750.00
Qualifying Examination	\$ 350,000.00	\$ 18,721.07	5%	\$ 331,278.93
Board and Committees	\$ 45,000.00	\$ 301.80	1%	\$ 44,698.20
Quality Assurance				
QA Peer Circles	\$ 30,000.00	\$ 8,202.97	27%	\$ 21,797.03
QA Assessor Expenses	\$ 35,000.00	\$ -	0%	\$ 35,000.00
Complaints & Discipline	\$ 200,000.00	\$ 25,510.08	13%	\$ 174,489.92
Capital Expenditures	\$ 15,000.00	\$ -	0%	\$ 15,000.00
TOTAL EXPENDITURES	\$ 1,805,000.00	\$ 174,752.55	10%	\$ 1,630,247.45
NET INCOME	\$ 94,650.00	\$ 1,093,077.30		

College of Denturists of Ontario
2026-2027 Operating Budget

YTD Budget to Actual	APPROVED 2026-2027 BUDGET	UPDATED 2026-2027 BUDGET	April 30, 2026 YTD Totals	YTD as Percentage of Budget	Remainder or In Excess of Budgeted Amount*
REVENUE					
Professional Corporation Fees	\$ 79,800.00	\$ 79,800.00	\$ 76,850.00	96%	\$ 2,950.00
Registration Fees	\$ 1,369,350.00	\$ 1,369,350.00	\$ 1,076,435.00	79%	\$ 292,915.00
Other Fees	\$ 5,500.00	\$ 5,500.00	\$ 10,845.00	197%	\$ 5,345.00*
Qualifying Examination Fees	\$ 400,000.00	\$ 400,000.00	\$ 97,796.03	24%	\$ 302,203.97
Other Income	\$ 45,000.00	\$ 45,000.00	\$ 5,903.82	13%	\$ 39,096.18
TOTAL REVENUE	\$ 1,899,650.00	\$ 1,899,650.00	\$ 1,267,829.85	67%	\$ 631,820.15
EXPENDITURES					
Wages & Benefits	\$ 723,000.00	\$ 723,000.00	\$ 58,117.79	8%	\$ 664,882.21
Professional Development	\$ 60,000.00	\$ 60,000.00	\$ 295.58	0%	\$ 59,704.42
Professional Fees	\$ 155,000.00	\$ 155,000.00	\$ 2,525.40	2%	\$ 152,474.60
Office & General	\$ 175,000.00	\$ 175,000.00	\$ 59,827.86	34%	\$ 115,172.14
Rent	\$ 17,000.00	\$ 17,000.00	\$ 1,250.00	7%	\$ 15,750.00
Qualifying Examination	\$ 350,000.00	\$ 350,000.00	\$ 18,721.07	5%	\$ 331,278.93
Board and Committees	\$ 45,000.00	\$ 45,000.00	\$ 301.80	1%	\$ 44,698.20
Quality Assurance					
QA Peer Circles	\$ 30,000.00	\$ 30,000.00	\$ 8,202.97	27%	\$ 21,797.03
QA Assessor Expenses	\$ 35,000.00	\$ 35,000.00	\$ -	0%	\$ 35,000.00
Complaints & Discipline	\$ 200,000.00	\$ 200,000.00	\$ 25,510.08	13%	\$ 174,489.92
Capital Expenditures	\$ 15,000.00	\$ 30,000.00	\$ -	0%	\$ 30,000.00
Strategic Initiatives					
Governance Modernization	\$ -	\$ 20,000.00	\$ -	0%	\$ 20,000.00
Scope of Practice Implementation	\$ -	\$ 30,000.00	\$ -	0%	\$ 30,000.00
Policy Review	\$ -	\$ 6,000.00	\$ -	0%	\$ 6,000.00
General Projects	\$ -	\$ 10,000.00	\$ -	0%	\$ 10,000.00
TOTAL EXPENDITURES	\$ 1,805,000.00	\$ 1,886,000.00	\$ 174,752.55	9%	\$ 1,711,247.45
NET INCOME	\$ 94,650.00	\$ 13,650.00	\$ 1,093,077.30		

College of Denturists of Ontario
Reserve Funds As of March 31, 2026 (unaudited)

	March 31/26 Totals	Updated Reserves	Change
RESTRICTED FUNDS			
(Non-Reserve Funds) Invested in Capital and Intangible Assets	\$ 8,147	\$ 8,147	
Internally Restricted for Therapy and Counselling	\$ 137,390	\$ 179,400	\$ 42,010
Internally Restricted for Complaints and Discipline	\$ 360,000	\$ 360,000	
Internally Restricted for Strategic Initiatives	\$ -	\$ -	
UNRESTRICTED FUNDS			
Operating (6 months)	\$ 851,418	\$ 851,418	
REMAINING UNASSIGNED			
Unassigned Unrestricted Funds	\$ 508,078	\$ 466,068	-\$ 42,010
TOTAL RESERVE FUNDS	\$ 1,856,887	\$ 1,856,887	



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

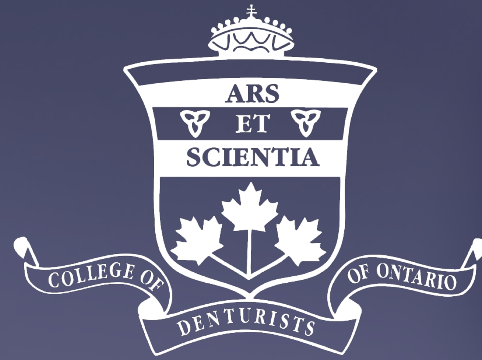
The College will provide funding to a patient for the following expenses for travel to their therapist’s office – mileage, public transit, taxi/ride share.

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



2023-2025 STRATEGIC PLAN

College of Denturists of Ontario

Mission

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

Vision

Leading our registrants to provide exemplary denturism care to Ontarians.

Guiding Principles

Integrity, Honesty, Transparency, Accountability, Fairness, Inclusivity

KEY PRIORITIES



Regulatory Effectiveness



Effective Stakeholder Engagement



Ensuring Sustainability



Embracing DEI

2023-2025

KEY PRIORITIES



Regulatory Effectiveness

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

Focus Areas:

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

Effective Stakeholder Engagement

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

Focus Areas:

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

Ensuring Sustainability

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

Focus Areas:

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

Embracing DEI

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

Focus Areas:

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

RESULTS ACHIEVED

Strategic Priority: **Regulatory Effectiveness**

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

- ✓ Updated Registration Regulation
 - ✓ Creation of the Inactive Class of Registration
 - ✓ Implementation of Reinstatement Provisions
 - ✓ Reduction of the currency practice hours to 750 hours
 - ✓ Introduction of examination attempts
- ✓ Updated Professional Misconduct Regulation
 - ✓ Updated Standard of Practice and Guidelines for Advertising and Clinic Naming.
 - ✓ Provided a 6-month grace period for registrants to update marketing and advertising practices to adhere to new requirements.
 - ✓ Discontinued Executive Committee's approval of Clinic Names
- ✓ Launched all new Jurisprudence Program, Jurisprudence Manual, & Self-Assessment Tool launched
- ✓ Completed accreditation of all Canadian Denturism programs setting a new national educational standard.
- ✓ Risk Considerations are now documented in all briefing notes to the Board and Committee
- ✓ Initiated Governance Modernization
 - ✓ Conducted a third-party audit of the Board's effectiveness, commitment to implement all recommendations.
 - ✓ Developed a Board and Committee Member competency profile.
 - ✓ Developed and implemented an annual conflict of interest and confidentiality declaration process.
 - ✓ Developed a Conflict of Interest Register for all Board and Committee meeting packages that are published transparently.
 - ✓ Implemented new governance terminology e.g. Board of Directors vs. Board, Registrants vs. Members
 - ✓ Minutes capture the public interest consideration to reflect Board's decision/action made in the Public Interest
- ✓ Updated corporate style guide and roll out of rebranded communication pieces including updated website colours, newsletters and all forms and templates.
- ✓ Updated Wall Certificate that honours tradition but embraces the future.

RESULTS ACHIEVED

Strategic Priority: **Ensuring Sustainability**

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

- ✓ Aligned vision from the Board of Directors on HR principles to ensure recruitment and retention of competent staff.
- ✓ Permanent increase in the Professional Development Budget with access for Staff and members of the Board of Directors.
- ✓ Merging Complaints and Discipline budget line items to assist with clearer forecasting and budgeting.
- ✓ Reviewed and developed a Surplus Retention policy.
- ✓ Office move from 365 Bloor Street East into HUB 601 saving \$250,000 in leasing costs over the initial 5-year period.
- ✓ Quarterly review of financial reporting and fiscal reserves to determine sufficiency and ability to fund strategic initiatives
- ✓ College rolled out an all-new registrant portal. The portal has an innovative at-a-glance dashboard for registrants displaying outstanding requirements or invoices.
- ✓ Developed all new digital features in the registrant portal including name change requests, letter of standing requests, duplicate wall certificate requests, and change in status requests for Inactive Class, Return to Active Class, and Resignation applications.
- ✓ Adoption of new software such as SharePoint & Sync to securely share documents and meeting packages and Dext for accounts receivable and approvals.

RESULTS ACHIEVED

Strategic Priority: **Stakeholder Engagement**

CDO fosters collaboration and engagement with the public, the profession, and system partners to support Ontarians access to safe, quality, oral health care. As well, we demonstrate to the Public how the CDO and the profession can work together to ensure they receive quality oral health care.

- ✓ Routinely engage with the Ministry of Health, governmental organizations, educational institutions, provincial associations, and new organizations e.g. CIHI.
- ✓ Attendance at regulatory conferences to learn best practices and form new relationships with regulatory colleagues and organizations.
- ✓ Updated Record Keeping guidelines that elevates the standard of the profession.
- ✓ Development of new webinars for Denturists including use of electronic communications/social media, methods and techniques for listening, de-escalating, and resolving various patient situations, and clear communications with patients.
- ✓ Updated complaints process guidelines and resource documents.
- ✓ Launched a voluntary complaints process feedback survey for both complainants and registrants.
- ✓ Launched a joint mandatory reporting module co-developed with the RCDSO, CDHO, and CDTO.

RESULTS ACHIEVED

Strategic Priority: **Embracing Diversity, Equity, and Inclusion**

CDO commits to and embraces the principles of diversity, equity, and inclusion while increasing commitment to education and training for Council, Committees, and Denturists in Ontario

- ✓ Co-hosted a joint Indigenous Peoples, Reconciliation, and Anti-Bias Workshop on May 26, 2023, for staff members and Board members with the RCDSO, CDHO, and CDTO.
- ✓ Addition of X gender option in registration application forms.
- ✓ Addition of inclusive gender pronouns in registration application forms.
- ✓ Annual staff professional development activities on September 30th to mark Truth and Reconciliation Day.
- ✓ Reviewed the Code of Ethics through the lens of DEI.
- ✓ College Staff participates in HPRO's DEI working group and adapts a decision-making framework that incorporates DEI principles.
- ✓ Implemented gender neutral terminology in latest regulation updates (PM and Registration regulations).
- ✓ Latest regulations fully translated in French including use of French titles for Denturists. "Denturologiste", "Denturologiste inscrit".
- ✓ Board of Directors and Staff attended HPRO Governance Workshops, Discipline Hearings and Advanced Discipline Hearings Workshops, Chairs training, and joint regulator governance workshops.
- ✓ Invitation extended to Staff and Board of Directors to attend the annual CNAR regulatory conference by permanently increasing the Professional Development budget. Prior to 2023, Board of Directors did not participate in the annual conference.
- ✓ Supported the Chair in obtaining formal certification training in chairing meetings.

NEXT STEPS

Immediate Strategic Initiatives

Governance Modernization

- Continued implementation of governance modernization
- Drafting extensive By-Law updates
 - Drafting elections policy
 - Develop learning modules
 - Adapt Board's competency and skills based self-assessment for potential candidates
 - Recruit external review panel

Scope of Practice

- Implementation plan for Scope of Practice
- Provide information on required education and training
 - Work with educational institutions to incorporate HARP certification
 - Update entry to practice requirements e.g. updating OSCE stations
 - Develop Standards of Practice and guidelines for radiography and implant components
 - Develop communications strategy
 - Explore performance measurement and evaluation

Options for the Board

1. Extend current strategic plan – 2023-2027 Strategic Plan
 - Republishing current plan with new dates
2. Conduct a strategic planning session
 - Conducting regulatory environmental scan for strengths, weaknesses, opportunities, & threats analysis
 - Recruiting & interviewing a strategic planning facilitator
 - Finding a suitable date, venue, and accommodations for Board and Staff
 - Drafting an operational plan to deliver on new multi-year strategic plan





BRIEFING NOTE

To: **Board of Directors**

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

Date: **June 12, 2026**

Subject: **By-laws & COI Declaration Form Amendments**

Public Interest Rationale

All members of the Board of Directors and the College's Committees have a duty to act ethically and in the best interest of the College. As part of that duty, members of the Board of Directors and the College's Committees must adhere to high standards of integrity including but not limited to avoiding and declaring conflicts of interest.

As part of the College's commitment to diversity, equity and inclusion ("DEI"), registrants are expected to act ethically and comply with the principles of inclusion and non-discrimination as set out in Ontario's Human Rights Code.

Background

CPMF Action Items

Review of By-Law Provisions and Schedules Relating to Conflicts of Interest, Code of Ethics and Code of Conduct

One of the hallmarks identified in the CPMF report is that the Code of Ethics should promote DEI, so that these principles and values will be reflected in the care provided by registrants of the College. Another hallmark is that the Code of Conduct and Conflict of Interest policies should be reviewed on a routine basis (at least every three years) to ensure that they reflect current legislation, practices, public expectations, issues, and emerging initiatives.

The College has identified as an action item that the Conflict-of-Interest provisions in the By-Laws, the Code of Ethics, and the Code of Conduct, should be reviewed bearing these considerations in mind.

The College's legal counsel, SML Law, has reviewed the Conflicts of Interest provisions in the By-Laws, the Code of Conduct and the Code of Ethics, and has suggested amendments that reflect best practices, confirm the College's commitment to DEI and non-discrimination, and promote clarity and consistency within the By-Laws. The proposed amendments are incorporated in sections 27 and 36 of the By-Laws and Schedules 3 and 4 to the By-Laws, as attached.

SML Law has also suggested corresponding amendments to the Conflict-of-Interest Declaration form to align the form with the proposed revisions in the By-Laws.

College By-Laws

The College's By-Laws include provisions relating to Conflicts of Interest. These provisions set out the requirements for Board and Committee members to declare any real or perceived conflicts of interest and set requirements for Board and Committee members to refrain from activities or associations that would be considered a conflict of interest.

As part of its commitment in upholding these requirements, at the June 2023 Board of Directors meeting, the Conflict-of-Interest Declaration form was approved. This requires Board and Committee members to declare any real or perceived conflicts of interest upon appointment or election, and annually thereafter. These declarations also get attached as an appendix to each Board meeting package.

The By-Laws also include the Code of Conduct for the College and College Representatives. The Code of Conduct applies to members of the Board of Directors and Committees of the College and requires Board and Committee members to maintain high standards of integrity, honesty and loyalty when discharging their duties to the College.

Finally, the By-Laws include the Code of Ethics for registrants of the profession. The Code of Ethics reflects the College's expectation that denturists act competently and ethically in the practice of the profession, in accordance with the profession's core values.

Risk Considerations

Regulatory and Human Rights Risk

Failure to incorporate DEI principles into the College's ethical and professional conduct framework may create a risk that College policies and expectations do not adequately reflect evolving human rights obligations, accessibility requirements, and professional regulatory best practices.

Public Confidence and Reputational Risk

The College has a responsibility to regulate in the public interest. Failure to address DEI considerations within professional expectations may be perceived as inconsistent with contemporary regulatory

standards and public expectations, potentially affecting confidence in the profession and the College's oversight role.

Conflict of Interest and Governance Risk

Expanding conflict of interest declarations to include broader considerations of bias, relationships, affiliations, or competing interests will increase disclosure requirements and increase transparency. On the other hand, unclear and complex requirements may cause Board and Committee members to underreport or inconsistently assess perceived conflicts.

Options

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

1. Approve the proposed amendments to the College By-Laws and Conflict of Interest Declaration Form as presented for immediate implementation.
2. Direct that different or additional amendments be implemented.

After consideration of these matters, the Board may:

Suggested Motion - That the Board approves the proposed amendments to the College By-Laws and Conflict of Interest Declaration Form as presented for immediate implementation.

Attachments

1. CDO By-Laws – Proposed Revisions (Draft)
2. CDO Conflict of Interest Declaration Form – Proposed Revisions (Draft)



COLLEGE OF
DENTURISTS
OF ONTARIO

September 26, 2025

TO BE UPDATED

BY-LAWS
OF THE
COLLEGE OF DENTURISTS
OF
ONTARIO

Contents

- 1. INTERPRETATION [23](#)
- 2. GENERAL [34](#)
- 3. EXECUTION OF CONTRACTS AND OTHER DOCUMENTS..... [34](#)
- 4. BANKING AND FINANCE [45](#)
- 5. OFFICERS – GENERAL [56](#)
- 6. ELECTION OF OFFICERS..... [67](#)
- 7. DUTIES OF OFFICERS..... [67](#)
- 8. THE REGISTRAR..... [78](#)
- 9. BOARD OF DIRECTORS – GENERAL [78](#)
- 10. ELECTION OF DIRECTORS..... [78](#)
- 11. TERM OF OFFICE..... [940](#)
- 12. ELIGIBILITY TO VOTE [940](#)
- 13. NOMINATIONS [1044](#)
- 14. ACCLAMATION [1112](#)
- 15. ADMINISTRATION..... [1243](#)
- 16. VOTING [1243](#)
- 17. COUNTING VOTES..... [1344](#)
- 18. DOCUMENTATION [1344](#)
- 19. RECOUNTS..... [1344](#)
- 20. INQUIRY [1415](#)
- 21. VACANCIES..... [1415](#)
- 22. BOARD OF DIRECTORS’ MEETINGS..... [1546](#)
- 23. COMMITTEES – GENERAL [1748](#)
- 24. SPECIFIC COMPOSITION AND SELECTION OF COMMITTEES [1849](#)
- 25. COMMITTEE MEETINGS..... [2024](#)
- 26. DUTIES OF DIRECTORS AND COMMITTEE MEMBERS [2024](#)
- 27. CONFLICTS OF INTEREST..... [2223](#)
- 28. CONFIDENTIALITY..... [2324](#)
- 29. COMMUNICATIONS [2425](#)
- 30. HONORARIA..... [2526](#)
- 31. FEES..... [2526](#)
- 32. PROFESSIONAL LIABILITY INSURANCE [2627](#)
- 33. THE REGISTER [2728](#)
- 34. PROFESSIONAL CORPORATIONS [3233](#)
- 35. FUNDING FOR THERAPY AND COUNSELLING FOR SEXUAL ABUSE [3333](#)
- 36. CODE OF ETHICS [3334](#)
- 37. BY-LAWS AND AMENDMENT [3435](#)
- 38. RETIRED MEMBERS..... [3435](#)

- SCHEDULE 1 TO THE BY-LAWS - Process for Election of Officers..... [36](#)
- SCHEDULE 2 TO THE BY-LAWS - Rules of Order of the Board of Directors [37](#)
- SCHEDULE 3 TO THE BY-LAWS - Code of Ethics [39](#)
- SCHEDULE 4 TO THE BY-LAWS - Code of Conduct for the College and College Representatives [4140](#)
- SCHEDULE 5 TO THE BY-LAWS - Honoraria Paid..... [4342](#)
- SCHEDULE 6 TO THE BY-LAWS - Common Valid Expenses [4443](#)
- SCHEDULE 7 TO THE BY-LAWS - Fee Schedule [4544](#)

BY-LAWS OF THE COLLEGE OF DENTURISTS OF ONTARIO

1. INTERPRETATION

1.01 Definitions

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

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

1.02 Singular and Plural / Masculine and Feminine

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

1.03 Legislative References

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

1.04 Consistency with RHPA and Act

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

1.05 Calculating Time

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

1.06 Holidays

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

2. GENERAL

2.01 Head Office

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

2.02 Forms

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

3. EXECUTION OF CONTRACTS AND OTHER DOCUMENTS

3.01 General Signing Authority

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

3.02 Other Signing Authority

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

3.03 Seal

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



3.04 Use of Seal

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

4. BANKING AND FINANCE

4.01 Fiscal Year

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

4.02 Appointed Bank

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

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

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

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

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

4.05 Borrowing

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

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

4.06 Budget

The Board of Directors shall approve annually,

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

4.07 Expenses

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

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

4.08 Grants

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

4.09 Investments

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

4.10 Safekeeping

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

4.11 Indemnification

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

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

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

4.12 Appointment of Auditor

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

4.13 Term of Office

The Auditor shall remain in office until removed by the Board of Directors.

4.14 Audited Financial Statements and Report

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

4.15 Deadline for Report

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

5. OFFICERS – GENERAL

5.01 Officers of the College

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

5.02 Term of Office

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

5.03 Maximum Term

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

6. ELECTION OF OFFICERS

6.01 Eligibility for Nomination

Only a Director is eligible for nomination or election as an officer of the College, and only a Public Director is eligible for nomination or election as Board Chair.

6.02 Election Procedure

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

6.03 Filling Vacancies (Board Chair)

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

6.04 Filling Vacancies (Board Vice-Chair)

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

6.05 Removal of Board Chair or Board Vice-Chair

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

7. DUTIES OF OFFICERS

7.01 Duties of the Board Chair

The Board Chair shall,

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

7.02 Duties of the Board Vice-Chair

The Board Vice-Chair shall,

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

8. THE REGISTRAR

8.01 Appointment of the Registrar

The Registrar shall be appointed by the Board of Directors and, despite subsection 12(1) of the Code, the Executive Committee shall not exercise this authority of the Board of Directors under this article, subject to the ability to appoint an Acting Registrar as set out in article 8.03. Where a supervisor is appointed under section 5.0.1 of the Code, the supervisor is the Registrar unless the appointment of the supervisor or a direction of the supervisor provides otherwise.

8.02 Duties of the Registrar

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

8.03 Acting Registrar

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

8.04 Annual Performance Appraisal of Registrar

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

9. BOARD OF DIRECTORS – GENERAL

9.01 Authority of the Board of Directors

The Board of Directors shall perform the functions assigned to it under the Act and the Code.

9.02 Composition of the Board of Directors

The Board of Directors shall be composed of eight (8) Elected Directors and as many Public Directors as are appointed by Lieutenant Governor in Council in accordance with subsection 6(1)(b) of the Act.

9.03 Term of Office

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

10. ELECTION OF DIRECTORS

10.01 Definitions

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

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

10.02 Electoral Districts

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

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

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

Electoral district 3, composed of the central western communities served by the postal codes: L0N, L0P, L4T, L4V, L4W, L4X, L4Y, L4Z, L5A, L5B, L5C, L5E, L5G, L5H, L5J, L5K, L5L, L5M, L5N, L5P, L5R, L5S, L5T, L5V, L5W, L6H, L6J, L6K, L6L, L6M, L6P, L6R, L6S, L6T, L6V, L6W, L6X, L6Y, L6Z, L7A, L7C, L7E, L7G, L7J, L7K, L7L, L7M, L7N, L7P, L7R, L7S, L7T, L9E, L9T, L9V, L9W, N0B, N0C, N0G, N0H, N1C, N1E, N1G, N1H, N1K, N1L, N1M, N1P, N1R, N1S, N1T, N2A, N2B, N2C, N2E, N2G, N2H, N2J, N2K, N2L, N2M, N2N, N2P, N2R, N2T, N2V, N2Z, N3A, N3B, N3C, N3E, N3H, N4K, N4L, N4N and N4W;

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

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

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

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

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

P6B, P6C, P7A, P7B, P7C, P7E, P7G, P7J, P7K, P7L, P8N, P8T, P9A and P9N.

10.03 Number of Registrants per Electoral District

One Registrant shall be elected to the Board of Directors for each electoral district.

10.04 When Elections are Held

There shall be a regular election:

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

10.05 Election Dates

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

10.06 Interruptions of Mail Service

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

11. TERM OF OFFICE

11.01 Term of Office

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

11.02 Expiry of Term of Office

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

11.03 Expiry of Term of Office due to Disqualification

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

12. ELIGIBILITY TO VOTE

12.01 Eligibility to Vote

A Registrant is entitled to vote in an election if,

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

12.02 Disputes

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

13. NOMINATIONS

13.01 Eligibility to Run for Election

A Registrant is eligible to run for election to the Board of Directors for an electoral district if,

- (i) the Registrant is entitled to vote in the election;
- (ii) at all times between the one hundred and twentieth day immediately preceding the election and the election;
 - (a) the Registrant's registered address continues to be in the electoral district, for which the election is being held,
 - (b) the Registrant is not in default of any obligation to the College under the Act, RHPA, regulations, By-Laws, or any order made by a College Committee,
 - (c) the Registrant is not the subject of proceedings for incompetence, professional misconduct or incapacity,
 - (d) the Registrant's certificate of registration is not subject to a term, condition or limitation other than one prescribed by regulation,
 - (e) the Registrant is not bankrupt or a subject of a consumer proposal, and has not declared bankruptcy or made a consumer proposal over the past five (5) years,
 - (f) the Registrant is not, and has not for a period of at least one (1) year been, a director, officer or employee of any Professional Association relating to denturism,
 - (g) where the Registrant has not been disqualified from sitting on the council under article 21.01 during the previous six (6) years;
- (iii) the Registrant's certificate of registration has not been revoked or suspended at any time in the six (6) years immediately preceding the election; and
- (iv) if the Registrant has previously served as an elected Director for nine (9) consecutive years, at least three (3) years have passed.

13.02 Disputes

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

13.03 Notice of Election and Nominations

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

13.04 Nomination Deadline

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

13.05 Signed Nominations

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

13.06 Candidate Must Advise if Becomes Ineligible to Run for Election

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

13.07 Completing Declaration

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

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

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

13.08 Personal Statement

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

13.09 Withdrawal of Candidacy

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

13.10 Conduct

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

13.11 Consequences for Inappropriate Conduct

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

14. ACCLAMATION

14.01 Declaration of Acclamation

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

14.02 Where There Are No Candidates

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

15. ADMINISTRATION

15.01 Chief Returning Officer

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

15.02 Duties of Registrar

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

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

16. VOTING

16.01 Ballots

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

16.02 Contents of Ballots

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

16.03 Voting Secret

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

16.04 Proxy Voting

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

16.05 Number of Votes Cast

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

16.06 Ballot Verification

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

17. COUNTING VOTES

17.01 Ties

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

17.02 Decisions by Registrar

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

17.03 Candidate Entitled to be Present

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

18. DOCUMENTATION

18.01 Election Results

As soon as practicable after the ballots (or equivalent if voting is done electronically) have been counted, the Registrar shall advise the Board of Directors and the Registrants of the College of the results of the election, and shall advise each eligible candidate of the results of the election, the number of votes he or she received and the candidate's right to request a recount in accordance with article 19.

18.02 Registrar's Declarations

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

18.03 Destruction of Ballots

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

19. RECOUNTS

19.01 Requesting Recount within Thirty (30) Days

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

19.02 Recount Process

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

19.03 Results of Recount

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

19.04 Registrar's Report to the Board of Directors

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

20. INQUIRY

20.01 Referral of Disputes to Elections Committee

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

20.02 Report and Recommendations of Elections Committee

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

20.03 Options Available to the Board of Directors

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

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

20.04 Minor Irregularities Not Fatal

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

21. VACANCIES

21.01 Disqualification of Elected Directors

The Board of Directors shall disqualify an Elected Director, if the Elected Director,

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

- against a position taken by the Board of Directors;
- (xii) initiates or joins a legal proceeding against the College or any Committee or representative of the College; or
 - (xiii) fails, in the opinion of the Board of Directors, to discharge properly or honestly any office to which he or she has been elected or appointed.

21.02 Registrar's Receipt of Information

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

21.03 Effect of Disqualification

An Elected Director who is disqualified by the Board of Directors ceases to be a Director in accordance with article 11.03 and ceases to be a member of any Committee or working group of which he or she is a member.

21.04 Eligibility following Disqualification

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

21.05 Filling Vacancies

If the seat of an Elected Director becomes vacant less than twelve (12) months before the expiry of the term of office, the Board of Directors may,

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

21.06 By-Election

If the seat of an Elected Director becomes vacant more than twelve (12) months before the expiry of the term of office, the Board of Directors shall direct the Registrar to hold a by-election in accordance with this by-law.

21.07 Manner of Holding By-Elections

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

22. BOARD OF DIRECTORS' MEETINGS

22.01 Location and Frequency of Meetings

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

22.02 Notice of Meetings

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

22.03 Waiver of Notice

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

22.04 Business at Meetings

The Board of Directors may only consider or transact at a regular meeting,

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

22.05 Secretary

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

22.06 Chair

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

22.07 Manner of Meeting

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

22.08 Quorum

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

22.09 Simple Majority

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

22.10 Chair Votes

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

22.11 Tie Votes

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

22.12 Unanimous By-laws

A resolution approving a new or amended by-law, signed by all Directors, including a resolution

where all or some of the members have signed by facsimile or email, is valid and effective as if passed at a meeting of the Board of Directors held for the purpose.

22.13 Rules

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

22.14 Minutes

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

22.15 Adjournments

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

22.16 Calling Special Meetings

The Board Chair may call and convene a special meeting of the Board of Directors,

- (i) where the Board Chair and the Registrar agree there is a need to consider a matter that cannot await the next scheduled Board of Directors meeting;
- (ii) upon receipt of the written request of any six (6) Directors; or
- (iii) if a request is received from the Executive Committee under article 26.02.

22.17 Notice of Special Meetings

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

22.18 Special Meetings Without Notice

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

23. COMMITTEES – GENERAL

23.01 Duties and Responsibilities

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

23.02 Non-Statutory Committees

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

23.03 Composition of Committees

Unless stated otherwise in the Code or the by-laws, every Committee of the College shall be composed of at least three (3) persons and shall include at least one (1) Elected Director and at least one (1) Public Director.

23.04 Vacancies

Despite anything in these by-laws, a Committee is properly constituted despite any vacancy so long as the composition complies with the RHPA and the Act and there are sufficient members to form a quorum of the Committee or a panel of the Committee.

23.05 Quorum

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

23.06 Panels

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

24. SPECIFIC COMPOSITION AND SELECTION OF COMMITTEES

24.01 Executive Committee

The Executive Committee shall be composed of the Board Chair, the Board Vice-Chair and at least three (3) other Directors. At least three (3) members of the Executive Committee shall be Elected Directors and at least two (2) members of the Executive Committee shall be Public Directors. However, where a supervisor is appointed under section 5.0.1 of the RHPA, the supervisor shall perform the functions of the Executive Committee unless the appointment of the supervisor or a direction of the supervisor provides otherwise.

24.02 Registration Committee

The Registration Committee shall be composed of,

- (i) at least two (2) Elected Directors;
- (ii) at least one (1) Public Director; and
- (iii) one (1) or more Registrants, or persons, who are not Directors where the Board of Directors so wishes.

24.03 Inquiries, Complaints and Reports Committee

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

- (i) at least two (2) Elected Directors;
- (ii) at least two (2) Public Directors ; and
- (iii) one (1) or more Registrants, or persons, who are not Directors where the Board of Directors so wishes.

24.04 Discipline Committee

The Discipline Committee shall be composed of every Director and one (1) or more Registrants who are not Directors where the Board of Directors so wishes.

24.05 Fitness to Practise Committee

The Fitness to Practise Committee shall be comprised of every Director and one (1) or more Registrants who are not Directors where the Board of Directors so wishes.

24.06 Quality Assurance Committee

The Quality Assurance Committee shall be composed of,

- (i) at least two (2) Elected Directors;
- (ii) at least one (1) Public Director;
- (iii) at least two (2) or more Registrants who are not Directors; and
- (iv) one (1) or more persons, who are not Directors where the Board of Directors so wishes.

24.07 Patient Relations Committee

The Patient Relations Committee shall be composed of,

- (i) at least two (2) Elected Directors;
- (ii) at least two (2) Public Directors; and
- (iii) one (1) or more Registrants, or persons, who are not Directors where the Board of Directors so wishes.

24.08 Appointment of Committee Members and Members of Working Groups

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

24.09 Appointment of Non-Directors

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

24.10 Terms of Office of Committee Members

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

24.11 Chairs

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

24.12 Decisions Regarding Appointments

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

24.13 Eligibility for Appointment

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

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

- (x) the Registrant is not an employee of the College; and
- (xi) the Registrant is not in any default of returning any required form or information to the College.

25. COMMITTEE MEETINGS

25.01 Location and Frequency of Meetings

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

25.02 Manner of Meeting

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

25.03 Chair

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

25.04 Minutes

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

25.05 Simple Majority

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

25.06 Chair Votes

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

25.07 Tie Votes

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

26. DUTIES OF DIRECTORS AND COMMITTEE MEMBERS

26.01 Expectations and Duties

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

- (i) familiarize himself or herself with the Act, the RHPA, the by-laws and any policies of the College;
- (ii) familiarize himself or herself with any other records, documents and guidelines that may be necessary for the performance of his or her duties;
- (iii) comply with the provisions of the Act, the RHPA, the by-laws, any policies of the College and rules that are adopted by the Board of Directors, from time to time;

- (iv) regularly attend meetings on time and participate constructively in discussions;
- (v) ensure that confidential matters coming to his or her attention as a Director or as a member of a Committee or working group are not disclosed by him or her, except as required for the performance of his or her duties or as permitted by the RHPA;
- (vi) conduct himself or herself in an appropriate manner with College staff, other Directors or members of the Committees, Registrants and members of the public;
- (vii) comply with the College's Code of Conduct, as set out in the College's governance policies established by the Board of Directors;
- (viii) avoid, or where that is not possible, declare all conflicts of interest in the manner set out in the by-law;
- (ix) step down from his or her position as Director and / or Committee member and / or working group member in the event that allegations regarding his or her conduct, competence or capacity are referred to the Discipline Committee or Fitness to Practise Committee until such time as the matter has been finally disposed of; and
- (x) perform the duties associated with his or her position conscientiously and with integrity and diligence in a manner that serves and protects the public interest.

26.02 Removal of Director or Committee Member

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

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

27. CONFLICTS OF INTEREST

27.01 Duty to Avoid Conflicts of Interest

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

27.02 Recognition of Conflict

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

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

27.03 Conflicts Relating to Involvement with a Professional Association

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

27.04 Conflicts Relating to Position in Other Organizations

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

27.05 Declaration Forms

Upon appointment or election, and annually thereafter ~~if requested~~, every Director and Committee member and every member of a working group shall fully complete and deliver to the Registrar a form, available from the Registrar, declaring his or her current and recent affiliations with ~~Professional Associations and other~~ organizations to facilitate compliance with the above provisions. If there is a change to a Director or Committee member's current and recent affiliations in between declarations, the Director or Committee member shall advise the Registrar accordingly as soon as possible.

27.06 Litigation Against College

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

27.07 Interests of Related Persons

For the purposes of this by-law, the direct or indirect personal or financial interests of a parent, spouse, child or sibling of a Director or Committee member are interpreted to be the interests of the Director or Committee member. Here, the term "spouse" ~~includes a common-law spouse and a same-sex partner of the person~~ shall have the same meaning as in Part III of the Family Law Act, RSO 1990, c F.3.

27.08 Where a Conflict May Exist

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

- (i) consult, as needed, with the Board Chair, the Chair of the Committee, the Registrar and/or legal counsel;
- (ii) if there is any doubt about whether he or she may have or be perceived to have a conflict, at the start of each meeting and prior to any consideration of the matter, declare the potential conflict to the Board of Directors or the Committee and accept the Board Chair's or Chair of the Committee's ruling as to whether there is an appearance of a conflict, subject to any appeal or reconsideration by the Board of Directors or the Committee itself;
- (iii) where there appears to be a conflict of interest, not take part in the discussion of, or vote on, any question in respect of the matter;
- (iv) where there appears to be a conflict of interest, leave the room for the portion of any meeting relating to the matter;
- (v) where there appears to be a conflict of interest, not attempt in any way to influence the voting or do anything that might be perceived as attempting to influence the decision of other members on the matter; and
- (vi) upon returning to the room, be informed of the outcome of the vote but no further details of the discussion or the details of the vote.

27.09 Conflicts Recorded in Minutes

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

27.10 Use of College Information or Property

A Director or a Committee member shall not use College property or information of any kind to advance his or her own interests, either directly or indirectly.

27.11 Staff or Other Positions

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

28. CONFIDENTIALITY

28.01 Duty of Confidentiality

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

28.02 Subsection 36(1) of the RHPA

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

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

28.03 Disclosure Under the RHPA

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

28.04 Confidentiality Agreement

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

29. COMMUNICATIONS

29.01 Media Contacts

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

29.02 College Communications

The Registrar, the Board Chair or, in the absence of the Board Chair, the Board Vice-Chair,

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

29.03 Consistent Messaging

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

29.04 Invitations for Speaking Engagements

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

29.05 Acceptance of Invitations for Speaking Engagements

The Registrar, in consultation with the Board Chair, where possible, will review all requests inviting the Board of Directors, Committee or working group members to speak and shall determine whether to accept the invitation and the appropriate representative to address the topic. Other than

as described above, no Director, a Committee or working group shall accept any request to make representations or speak on behalf of the College or in his or her capacity as a representative of the College.

29.06 Presentation Content

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

29.07 No Compensation

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

30. HONORARIA

30.01 Application

This section applies to Registrants of the College who are Directors or Committee members and persons appointed to committees. It does not apply to Public Directors.

30.02 Purpose of Honoraria

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

30.03 Honoraria Amounts

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

30.04 Payment of Honoraria

The following principles apply to the payment of honoraria:

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

31. FEES

31.01 Registration Year

The registration year for Registrants shall be from April 1st to March 31st of the following year.

31.02 Renewal Process

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

31.03 Fee Amounts

Schedule 7, as the same may be amended from time to time, sets out the applicable fees and penalties that a Registrant or person shall pay to the College. Where no fee has been set out in the Schedule, a Registrant or person shall pay to the College the fee set by the Registrar for anything that the Registrar is required or authorized to do.

31.04 Payment of Fees set by Registrar

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

31.05 Fee Increases

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

32. PROFESSIONAL LIABILITY INSURANCE

32.01 Mandatory Insurance Coverage

- 1) A Registrant, other than an Inactive Registrant, who has purchased any run-off coverage (sometimes called enduring or tail coverage) contemplated by these by-laws, must carry professional liability insurance with the following characteristics:
 - (i) a minimum of no less than \$1,000,000 per occurrence;
 - (ii) annual aggregate coverage of no less than \$5,000,000;
 - (iii) a deductible of no more than \$1,000 per occurrence;
 - (iv) run-off coverage (sometimes called enduring or tail coverage) for a minimum of three (3) years; and
 - (v) provided by an insurer licensed with the Financial Services Commission of Ontario, the office of the Superintendent of Financial Institutions Canada or a body outside of Ontario that the Registrar considers substantially equivalent to the Financial Services Commission of Ontario.

- 2) An Inactive Registrant who has practised in Ontario within the previous two years must carry professional liability run off coverage (sometimes called enduring or tail coverage) for a minimum of three (3) years since the Registrant last practised in Ontario provided by an insurer licensed with the Financial Services Commission of Ontario, the office of the Superintendent of Financial Institutions Canada or a body outside of Ontario that the Registrar considers substantially equivalent to the Financial Services Commission of Ontario.

32.02 Proof of Insurance

A practising Registrant must, upon request, provide to the College proof of professional liability

insurance in a form acceptable to the Registrar which must include the following information:

- (i) policy number;
- (ii) name of the insured that matches the name of the Registrant;
- (iii) address of the insured;
- (iv) policy period; and
- (v) coverage details.

32.03 Declaration of Eligibility of Insurance

An applicant for registration must provide a declaration that he or she is eligible for professional liability insurance coverage and that he or she shall submit proof of insurance to the Registrar no less than 30 days after his or her registration is approved. The Registrar shall not issue the certificate of registration until actual proof of coverage is received.

32.04 Relying on Employer's Insurance Coverage

A Registrant may rely on the insurance coverage provided by his or her employer so long as the insurance coverage complies with the requirements of these by-laws including the ability to provide proof of coverage of the Registrant by the Registrant's name.

33. THE REGISTER

33.01 Name in Register

Subject to article 33.02 a Registrant's name in the register shall be the full name indicated on the document used to support the Registrant's initial registration with the College.

33.02 Change of Name

The Registrar may enter a name other than the name referred to in article 33.01 in the register if the Registrar,

- (i) has received a written request from the Registrant;
- (ii) is satisfied that the Registrant has legally changed his or her name; and
- (iii) is satisfied that the name change is not for any improper purpose.

33.03 Business Address

A Registrant's primary business address in the register shall be,

- (i) the address of the location in Ontario where the Registrant is employed or self-employed as a Denturist;
- (ii) in the event that the Registrant is employed or self-employed as a Denturist in more than one location in Ontario, the location where the Registrant generally works, or anticipates to work, the most hours; and
- (iii) in the event that the Registrant is not employed or self-employed in Ontario as a Denturist, the location designated by the Registrant or any other address approved by the Registrar.

33.04 Business Telephone Number

A Registrant's business telephone number shall be,

- (i) the telephone number of the location in Ontario where the Registrant is employed or self-employed as a Denturist;
- (ii) in the event that the Registrant is employed or self-employed as a Denturist in more than one location in Ontario, the telephone number of the Registrant's primary business address; and
- (iii) in the event that the Registrant is not employed or self-employed in Ontario as a Denturist, the telephone number designated by the Registrant or any other telephone number approved by the Registrar.

33.05 Duty of Registrar

The Registrar shall maintain a register in accordance with section 23 of the Code.

33.06 Additional Information

In addition to the information set out in subsection 23(2) of the Code, the register shall contain the following information, which is designated as public information, with respect to each Registrant:

- (i) names other than the proper legal name of the Registrant including any nicknames or abbreviations that the Registrant uses in any place of practice;
- (ii) the name, address and telephone number of every employer for whom the Registrant is employed as a Denturist and, if the Registrant is self-employed as a Denturist the address and telephone number of the locations where the Registrant practises other than addresses of individual clients; In the event that the Registrant has not indicated a business address, the Registrar shall enter as the Registrant's business address any other location for the Registrant known by the College which could include the Registrant's home address. Registrants who have a current certificate of registration for Inactive class will not require an address for the register;
- (iii) if there have been any changes to the Registrant's name since the date of the registrant's initial application for registration, the former names of the Registrant;
- (iv) the Registrant's registration number;
- (v) if the Registrant ceased to be a Registrant, a notation specifying the reason for the termination of membership and the date upon which the Registrant ceased to be a Registrant;
- (vi) where, on or after September 23, 2016, a panel of the Inquiries, Complaints and Reports Committee requires a Registrant to appear before a panel of the Committee to be cautioned,
 - (a) a notation of that fact;
 - (b) a summary of the caution;
 - (c) the date of the panel's decision; and
 - (d) if applicable, a notation that the panel's decision is subject to a review and therefore not yet final, which notation shall be removed and the review and any reconsideration by the Committee is finally disposed of.
- (vii) where, on or after September 23, 2016, a panel of the Inquiries, Complaints and Reports Committee requires a Registrant to complete a specified continuing education or remediation program (SCERP),
 - (a) a notation of that fact;
 - (b) a summary of the specified continuing education or remediation program;
 - (c) the date of the panel's decision; and
 - (d) if applicable, a notation that the panel's decision is subject to a review and therefore not yet final, which notation shall be removed and the review and any reconsideration by the Committee is finally disposed of.
- (viii) notwithstanding paragraphs (vii and viii), where after a review, the Inquiries, Complaints and Reports Committee has been required to remove or vary the appearance for a caution or a specified continuing education or remediation program, may be removed once the Committee makes its new decision. Where the original requirement to appear for a caution or to complete a specified continuing education or remediation program has been varied, the Registrar may enter a summary of the process leading up to and the results of the variation.
- (ix) where a decision of the Discipline Committee has been published by the College with the Registrant's name or former name included:

- (a) a notation of that fact; and
 - (b) identification of the specific publication of the College which contains the information;
- (x) where the Registrant's certificate of registration is subject to an interim order:
 - (a) notation of that fact;
 - (b) the nature of the order; and
 - (c) the date that the order took effect;
- (xi) where the Registrant's certificate of registration is subject to a suspension for failure to pay a fee, the reason for the suspension and the date of the suspension in addition to the fact of that suspension;
- (xii) for every matter that has been referred by the Inquiries, Complaints and Reports Committee to the Discipline Committee under section 26 of the Code and has not been finally resolved, until the matter has been resolved:
 - (a) a notation of that fact, including the date of the referral;
 - (b) a summary of each specified allegation;
 - (c) a copy of the notice of hearing;
 - (d) any hearing dates, including dates for the continuation of the hearing; and
 - (e) if the hearing of evidence and arguments is completed and the parties are awaiting a decision of the panel of the Discipline Committee, a statement of that fact;
- (xiii) a notation, including the date of the referral, for every matter that has been referred by the Inquiries, Complaints and Reports Committee to the Fitness to Practise Committee under section 61 of the Code and has not been finally resolved, until the matter has been resolved;
- (xiv) any information jointly agreed to be placed on the register by the College and the Registrant;
- (xv) in addition to the name of every health profession corporation of which the Registrant is a shareholder, the business address, business telephone number, business e-mail address, if there is one, and any operating names of the health profession corporation(s);
- (xvi) where the College is aware that a Registrant is or was registered or licensed to practise a profession inside or outside of Ontario, a notation of that fact;
- (xvii) the date of the Registrant's initial registration with the College;
- (xviii) where the College is aware that a finding of professional misconduct or incompetence or similar finding has been made against the Registrant by a body that governs a profession, inside or outside of Ontario, and that finding has not been reversed on appeal and the Registrar believes that it is relevant to the Registrant's suitability to practise:
 - (a) a notation of that fact;
 - (b) the name of the governing body that made the finding;
 - (c) the date the finding was made, if available;
 - (d) a brief summary of the facts on which the finding was made, if available; and
 - (e) information regarding any appeals of the finding or order, if available;
- (xix) where the College is aware that a finding of incapacity or similar finding has been made against a Registrant registered or licensed to practise a profession inside or

outside of Ontario, and that finding has not been reversed on appeal and the Registrar believes it is relevant to the Registrant's suitability to practise,

- (a) a notation of the finding;
 - (b) the name of the governing body that made the finding;
 - (c) the date the finding was made if available;
 - (d) a summary of any order made if available; and
 - (e) information regarding any appeals of the finding or order if available;
- (xx) where the College is aware that a pending allegation of professional misconduct or incompetence or a similar allegation has been referred to a discipline type of hearing against a Registrant registered or licensed to practise a profession inside or outside of Ontario and the Registrar believes that it is relevant to the Registrant's suitability to practise,
- (a) a notation of that fact;
 - (b) the name of the governing body that made the referral;
 - (c) the date of the referral if available;
 - (d) a brief summary of each allegation if available; and
 - (e) the notice of hearing if available.
- (xxi) a summary (including date, place, fact and content) of any currently existing charges against a Registrant, of which the College is aware, in respect of a federal, provincial or other offence, which the Registrar believes is relevant to the Registrant's suitability to practice unless the charge is pursuant to the Criminal Code of Canada or the Controlled Drug and Substance Act in which case it shall be posted.
- The information placed on the register as a result of section 33.06 (xxi) shall be removed once the charges are no longer outstanding;
- (xxii) a summary of any currently existing conditions, terms, orders, directions or agreements relating to the custody or release of the member in respect of provincial or federal offence processes of which the College is aware and that the Registrar believes is relevant to the Registrant's suitability to unless the existing conditions et al are pursuant to the Criminal Code of Canada or the Controlled Drug and Substance Act in which case it shall be posted;
- (xxiii) a summary of any findings of guilt of which the College is aware if made by a court or other lawful authority, in respect of a federal or provincial offence and the person against whom the finding was made was a Registrant at the time of the finding that the Registrar believes is relevant to the Registrant's suitability to practise, unless the charge is pursuant to the Criminal Code of Canada or the Controlled Drug and Substance Act in which case it shall be posted, including,
- (a) the date of and a summary of the finding;
 - (b) the date of and the sentence imposed, if any; and
 - (c) where a finding is under appeal, a notation to that effect;
- (xxiv) for every application to the Discipline Committee or the Fitness to Practice Committee for reinstatement that has not been finally resolved, until that matter has been resolved,
- (a) a notation of that fact, including the date of the application;
 - (b) a copy of the notice of hearing notice;
 - (c) the anticipated date of the, if the hearing date has been set or the next scheduled dated for the continuation of the hearing if the hearing has

- commenced;
- (d) if the hearing has been adjourned and no future date has been set, the fact of that adjournment, and;
- (e) if the decision is under reserve, that fact; and
- (xxv) if an application for reinstatement has been decided by a panel of the Discipline Committee, or the Fitness to Practice Committee, the outcome of the hearing including the date of the decision and any order made.

33.07 Information Requests from College

If requested, a Registrant shall immediately provide the College with the following information, in the form requested by the College:

- (i) information required to be maintained in the register in accordance with subsection 23(2) of the Code and article 33.06 of these by-laws;
- (ii) information for the purpose of compiling statistical data;
- (iii) information establishing the Registrant's electoral district, for the purposes of elections to the Board of Directors;
- (iv) the Registrant's areas of practice, including but not necessarily limited to the categories of clients seen;
- (v) the Registrant's previous employers and previous practice locations;
- (vi) the Registrant's email address;
- (vii) information pertaining to the Registrant's professional liability insurance coverage;
- (viii) the Registrant's date of birth and languages in which they provide services; and
- (ix) information pertaining to the Registrant's compliance with the College's Quality Assurance program.

33.08 Automatic Notification of the College

The Registrant shall notify the College, in writing, of any changes to the following information within thirty (30) days of the effective date of the change,

- (i) the Registrant's name;
- (ii) any nicknames or abbreviations that the Registrant uses in any place of practice;
- (iii) the address and telephone number of the Registrant's primary residence in Ontario and, if the Registrant does not reside in Ontario, the address and telephone number of the Registrant's primary residence;
- (iv) the Registrant's email addresses;
- (v) the Registrant's electoral district, for the purposes of elections to the Board of Directors;
- (vi) information regarding the Registrant's employment, including:
 - (a) the Registrant's title and position;
 - (b) a description of the Registrant's role, duties and responsibilities; and
 - (c) the Registrant's employment category and status;
- (vii) information about the Registrant's registration with any other body that governs a profession, whether inside or outside of Ontario, including the name of the governing body, the Registrant's registration or licence number and the date the Registrant first became registered;
- (viii) the Registrant's business address or business telephone number;
- (ix) the name, address or telephone number of any employer for whom the Registrant is employed as a Denturist and, if the Registrant is self-employed as a Denturist, any changes to the address or telephone number of the location where the Registrant practises other than addresses of individual clients;
- (x) the name of the educational institution where the Registrant obtained any certificates, diplomas or degrees in denturism, the type of certificates, diplomas or degrees obtained and the date each was issued; and

- (xi) the names of any graduates of denturist training that the Registrant supervises as part of his or her practice.

33.08.01 Immediate Notification of the College

Notwithstanding Article 33.08, a Registrant shall immediately provide the particulars of any information required under sections 33.06(xix) and (xx).

- (i) information about any finding of professional misconduct or incompetence or similar finding that has been made against the Registrant by a body that governs a profession, inside or outside of Ontario, where that finding has not been reversed on appeal, including:
 - (a) the finding;
 - (b) the name of the governing body that made the finding;
 - (c) a brief summary of the facts on which the finding was based;
 - (d) the penalty and any other orders made relative to the finding;
 - (e) the date the finding was made; and
 - (f) information regarding any appeals of the finding;
- (ii) information about any finding of incapacity or similar finding that has been made against the Registrant by a body that governs a profession, inside or outside of Ontario, where that finding has not been reversed on appeal, including:
 - (a) the finding;
 - (b) the name of the governing body that made the finding;
 - (c) the date the finding was made;
 - (d) a summary of any order made; and
 - (e) information regarding any appeals of the finding;

33.09 Safety Concerns

All of the information in the register is information designated to be withheld from the public pursuant to subsection 23(6) of the Code such that the Registrar may refuse to disclose to an individual or post on the College's website any or all of that information if the Registrar has reasonable grounds to believe that disclosure of that information may jeopardize the safety of an individual.

34. PROFESSIONAL CORPORATIONS

34.01 Duty to Provide Information

Every Registrant shall, for every professional corporation of which the Registrant is a shareholder, provide in writing the following information on the application and annual renewal forms for a Certificate of Authorization, upon the written request of the Registrar, within thirty (30) days and upon any change in the information within thirty (30) days of the change:

- (i) the name of the professional corporation as registered with the Ministry of Government Services;
- (ii) any business names used by the professional corporation;
- (iii) the name, as set out in the register, business address and business telephone number and registration number of each shareholder of the professional corporation;
- (iv) the name, as set out in the register, of each officer and director of the professional corporation, and the title or office held by each officer and director;
- (v) the principal practice address, telephone number, facsimile number and email address of the professional corporation;
- (vi) the address and telephone number of all other locations, other than residences of clients, at which the professional services offered by the professional corporation are provided; and
- (vii) a brief description of the professional activities carried out by the professional corporation.

35. FUNDING FOR THERAPY AND COUNSELLING FOR SEXUAL ABUSE

35.01 Therapist/Counsellor Confirmation

The College shall require a therapist or counsellor who is providing therapy or counselling that is funded through the Patient Relations Program under section 85.7 of the Code to provide a written statement signed by him/her containing details of his/her training and experience and confirming that the therapy or counselling is being provided and that the funds received are being devoted only to that purpose.

35.02 Patient Acknowledgment

The College shall require a person who is receiving therapy or counselling that is funded through the Patient Relations Program under section 85.7 of the Code to provide a written statement signed by him/her acknowledging that he/she is aware of the details of the training and experience of the therapist or counsellor and confirming that the therapy or counselling is being provided and that the funds received are being devoted only to that purpose.

36. CODE OF ETHICS

The mission of the College of Denturists of Ontario is to regulate and govern the profession of denturism in the public interest.

36.01 Preamble

Denturists are self-regulated professionals. This status obliges them to act competently and ethically in the practice of their profession. They shall maintain recognized standards of care while observing professional values.

Denturists are valuable members of the oral-health team who uphold high standards of ethical behaviours when working with team members, colleagues and members of the public. Denturists value self-governance and recognize the importance of maintaining public trust and respect through engagement in ethical practice.

36.02 Core Values

Core values are principles that form the foundation for ethical practice. They guide denturists' decision-making and conduct and are characteristics that define the profession.

The profession's core values are: accountability, beneficence, transparency, dignity, integrity, professionalism, and respect. Each principle is defined below [and informed by the College's commitment to diversity, equity and inclusion.](#)

[Denturists are expected to provide care that respects patient needs, values and dignity, and does not discriminate on the basis of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, marital status, family status or disability. Compliance with Ontario's Human Rights Code is central to ethical practice.](#)

(i) **Accountability**

Taking responsibility for own actions and services and intervening when patient safety and competent and/or ethical care is at risk. Maintaining professional obligations by adhering to legislation, regulations and standards of practice; and meeting registration and quality assurance program requirements.

(ii) **Beneficence**

Maximizing benefits and minimizing harm for the welfare of the patient.

(iii) Transparency

Sharing current and accurate information, professional opinions, professional title, limitations, risks, benefits, and scope of practice in a way that is meaningful and enables informed decision-making.

(iv) Dignity

Acting with compassion, empathy, respect and understanding for the patient's quality of life, wishes and right to make an informed decision.

(v) Integrity

Demonstrating honesty and reliability in all professional relations, communications and business practices.

(vi) Professionalism

Maintaining a professional image in all interactions with the public, colleagues and peers.

(vii) Respect

Demonstrating respect for the patient's choice, time, financial resources, privacy and right to confidentiality, as well as respect for colleagues and peers.

37. BY-LAWS AND AMENDMENT

37.01 Effective Date

These by-laws shall become effective as soon as they have been approved by the Board of Directors.

37.02 Amendments

The by-laws of the College or any section thereof may be enacted, amended, or revoked by a two-thirds majority of the Directors present and voting at a meeting of the Board of Directors called for that purpose.

38. RETIRED MEMBERS

38.01 Designation of Retired Registrants

Upon receiving a request, the Registration Committee may designate a Registrant a Retired Registrant if,

- (i) at the time of making the request, the Registrant is in good standing; and
- (ii) the Registrant has retired from the practice of Denturism and agrees not to engage in the practice of Denturism.

38.02 Entitlements of Retired Registrants

A Retired Registrant is entitled to,

- (i) remain on the register of the College as a Retired Registrant;
- (ii) use the title Denturist (Retired), Registered Denturist (Retired) or DD (Ret); and
- (iii) participate in the activities of the College; however, a Retired Registrant is not entitled to vote in the election of the Board of Directors or to hold elected office.

38.03 Termination of Retired Registrant Status

A Retired Registrant status shall terminate if the Registrar has reasonable grounds to believe that the person,

- (i) has been found to be in default of any obligation to the College under the Act, RHPA,

- regulations or the by-laws;
- (ii) practises the profession or uses the protected title (other than what is permitted under 38.02(ii)) without first obtaining a certificate of registration from the College; or
 - (iii) acts in a manner that is inconsistent with an ongoing association with the College.

SCHEDULE 1 TO THE BY-LAWS

Process for Election of Officers

The elections will be supervised by the Registrar. The Registrar may be assisted by scrutineers.

Every two years, before the first regular meeting of the newly elected Board of Directors each year or any other Board of Directors meeting designated for the purpose by Board of Directors resolution, the Registrar shall send an invitation to all Directors requesting any person wishing to stand for election to the offices of the Board Chair, Board Vice-Chair (if applicable) and Executive Committee members at large to indicate so, in writing, to the Registrar.

A Director's written intent must be returned to the Registrar no later than 4:00 p.m. on the day before the meeting of the Board of Directors when the election of officers shall take place. However, nominations can still be made from the floor even if the written intent has not been returned to the Registrar.

At the meeting of the Board of Directors when the election of officers shall take place, the Registrar shall present the names of eligible candidates who have indicated their interest for the position of Board Chair.

Where there is only one nominee for a position, that person shall be elected by acclamation. In the event that there is more than one candidate for the office, the voting will be conducted by ballot, with the result being tabulated and then recorded and reported by the Registrar. Before the vote, candidates shall be given the opportunity to speak briefly (order to be determined alphabetically by last name). The election of a candidate shall be confirmed by a majority vote of those present and voting. Where no candidate receives a majority vote, the candidate receiving the fewest votes shall be disqualified and the Board of Directors shall, by ballot, vote on the remaining candidates until one candidate receives a majority vote.

Where no candidate is nominated for a position or, in the case of Executive Committee members at large, where there are insufficient nominations for the number of positions available, nominations from the floor will be permitted.

In the event of a tie, a second ballot will take place. Candidates will have an opportunity to speak briefly before the vote. If the second ballot also results in a tie, the winning candidate will be determined by lot.

The results of each election will be tabulated by the scrutineers and reported by the Registrar, with the number of votes accorded to each candidate to remain confidential.

Each officer will be elected in the manner described above.

Once the election is completed, the Registrar shall call for a motion to destroy the ballots. The elected members of the Executive Committee may then speak briefly.

SCHEDULE 2 TO THE BY-LAWS

Rules of Order of the Board of Directors

1. The presiding officer will ask for each agenda topic to be introduced briefly by the person or Committee Chair or other representative raising it. Directors may ask questions of clarification. A Director shall make a motion and another Director must second the motion before it can be debated.
2. When any Director wishes to speak, they shall so indicate by raising their hand and, after being invited to do so by the presiding officer, shall address the presiding officer and confine himself or herself to the matter under discussion.
3. Staff persons and consultants with expertise in a matter may be permitted by the presiding officer to answer specific questions about the matter.
4. Observers at a Board of Directors meeting are not allowed to speak to address the Board of Directors unless such address has previously been approved.
5. A Director may not speak again on the debate of a matter until every other Director who wishes to speak to it has been given an opportunity to do so. The only exception is that the person introducing the matter or a staff person may answer questions about the matter. Director will not speak to a matter more than twice without the permission of the presiding officer.
6. No Director may speak longer than five (5) minutes upon any motion except with the permission of the Board of Directors.
7. When a motion is under debate, no other motion can be made except to amend it, to postpone it, to put the motion to a vote, to adjourn the debate or the Board of Directors meeting or to refer the motion to a Committee.
8. A motion to amend the motion then under debate shall be disposed of first. Only one motion to amend the motion under debate can be made at a time.
9. When it appears to the presiding officer that the debate on a matter has concluded, when the Board of Directors has passed a motion to vote on the motion or when the time allocated to the debate on the matter has concluded, the presiding officer shall put the motion to a vote.
10. When a matter is being voted on, no Director shall enter or leave the Board of Directors room, and no further debate is permitted.
11. No Director is entitled to vote upon any motion in which he or she has a conflict of interest, and the vote of any Director so interested will be disallowed.
12. Any motion decided by the Board of Directors shall not be re-introduced during the same meeting except by a two-thirds vote of the Director then present.

13. Whenever the presiding officer is of the opinion that a motion offered to the Board of Directors is contrary to these rules or the by-laws, he or she shall rule the motion out of order and give his or her reasons for doing so.
14. The presiding officer shall preserve order and decorum, and shall decide questions of order, subject to an appeal to the Board of Directors without debate.
15. The above rules may be relaxed by the presiding officer if it appears that greater informality is beneficial in the particular circumstances, unless the Board of Directors requires strict adherence.
16. Directors are not permitted to discuss a matter with observers while it is being debated.
17. Directors shall turn off electronic devices during Board of Directors meetings and, except during a break in the meeting, shall not use any electronic device, including a laptop except to review materials related to the matter under debate (e.g., electronic copies of background documents) and to make personal notes of the debate.
18. Directors are to be silent while others are speaking.
19. In all cases not provided for in these rules or by other rules of the Board of Directors, the current edition of Robert's Rules of Order shall be followed so far as it may be applicable.
20. These Rules shall apply, with necessary modifications, to meetings conducted by teleconference or any other electronic means permitted by the by-laws, including audio or video conferencing.

SCHEDULE 3 TO THE BY-LAWS

Code of Ethics

The mission of the College of Denturists of Ontario is to regulate and govern the profession of denturism in the public interest.

Preamble

Denturists are self-regulated professionals. This status obliges them to act competently and ethically in the practice of their profession. They shall maintain recognized standards of care while observing professional values.

Denturists are valuable members of the oral-health team who uphold high standards of ethical behaviours when working with team members, colleagues and members of the public. Denturists value self-governance and recognize the importance of maintaining public trust and respect through engagement in ethical practice.

Core Values

Core values are principles that form the foundation for ethical practice. They guide denturists' decision-making and conduct and are characteristics that define the profession.

The profession's core values are: accountability, beneficence, transparency, dignity, integrity, professionalism, and respect. Each principle is defined below [and informed by the College's commitment to diversity, equity and inclusion.](#)

[Denturists are expected to provide care that respects patient needs, values and dignity, and does not discriminate on the basis of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, marital status, family status or disability. Compliance with Ontario's Human Rights Code is central to ethical practice.](#)

(i) Accountability

Taking responsibility for own actions and services and intervening when patient safety and competent and/or ethical care is at risk. Maintaining professional obligations by adhering to legislation, regulations and standards of practice; and meeting registration and quality assurance program requirements.

(ii) Beneficence

Maximizing benefits and minimizing harm for the welfare of the patient.

(iii) Transparency

Sharing current and accurate information, professional opinions, professional title, limitations, risks, benefits, and scope of practice in a way that is meaningful and enables informed decision-making.

(iv) Dignity

Acting with compassion, empathy, respect and understanding for the patient's quality of life, wishes and right to make an informed decision.

(v) Integrity

Demonstrating honesty and reliability in all professional relations, communications and business practices.

(vi) Professionalism

Maintaining a professional image in all interactions with the public, colleagues and peers.

(vii) Respect

Demonstrating respect for the patient's choice, time, financial resources, privacy and right to confidentiality, as well as respect for colleagues and peers.

SCHEDULE 4 TO THE BY-LAWS

Code of Conduct for the College and College Representatives

1. This Schedule applies to Directors and members of all committees of the College.
2. Directors and committee members must, at all times, maintain high standards of integrity, honesty and loyalty when discharging their College duties. They must act in the best interest of the College. They shall:
 - (i) be familiar and comply with the provisions of the Regulated Health Professions Act, 1991 and its regulations, the Health Professions Procedural Code, the Denturism Act, 1991 and its regulations, and the by-laws and policies of the College;
 - (ii) **b**Be prepared to participate in Board of Directors meetings and committee work, including reading background materials and briefing documents;
 - (iii) **d**Diligently take part in committee work and actively serve on committees as appointed by the Board of Directors;
 - (iv) **r**Regularly attend meetings on time (including not missing three (3) or more consecutive meetings without reasonable cause) and participate constructively in discussions;
 - (v) **o**ffer opinions and express views on matters before the College, Board of Directors and committee, when appropriate;
 - (vi) **p**articipate in all deliberations in a respectful and courteous manner, recognizing the diverse background, skills and experience of Directors and committee members;
 - (vii) uphold the decisions made by a majority of the Board of Directors and committees, regardless of prior individual disagreement;
 - (viii) place the interests of the College, Board of Directors and committee above all other interests;
 - (ix) avoid and, where that is not possible, declare any appearance of or actual conflicts of interest;
 - (x) refrain from including or referencing Board of Directors or committee titles or positions held at the College in any personal or business promotional materials, advertisements and business cards (although referencing one's titles or positions held at the College in one's curriculum vitae is acceptable so long as the curriculum vitae is not overtly used in a promotional manner);
 - (xi) preserve confidentiality of all information before the Board of Directors or committee unless disclosure has been authorized by the Board of Directors or is otherwise exempted under s. 36(1) of the RHPA;

- (xii) refrain from attempting to influence a statutory decision unless one is a member of the panel or, where there is no panel, of the committee dealing with the matter;
- (xiii) respect the boundaries of staff whose role is not to report to or work for individual Directors or committee members including not contacting staff members directly, except on matters where the staff member has been assigned to provide administrative support to that committee or the Board of Directors or where otherwise appropriate; and
- (xiv) be respectful of others, comply with their obligations under Ontario's *Human Rights Code*, uphold and adhere to principles of diversity, equity and inclusion, and not engage in behaviour that might reasonably be perceived as verbal, physical or sexual abuse or harassment.

SCHEDULE 5 TO THE BY-LAWS

Honoraria Paid by the College to Elected Directors and persons appointed to committees,

ACTIVITY	AMOUNT
Meeting attendance: Board Chair	\$200.00
Meeting attendance: Committee Chair & Executive meeting	\$150.00
Meeting attendance: Director or Committee member	\$150.00

Teleconference meetings \$1.00 per minute to a maximum of a full day honorarium

SCHEDULE 6 TO THE BY-LAWS

Common Valid Expenses

ACTIVITY	AMOUNT/CRITERIA
Air travel (requires prior College approval)	Best economy class fare for the most direct route.
Train or bus travel	Coach class (Via 1 included).
Automobile travel	55 cents per km ¹ Self-parking expenses included.
Accommodation	The amount available through the HPRO negotiated rate at the time or an amount up to a maximum rate of \$250.00 per night (excluding taxes and fees). \$60 per night for private accommodation* *Cannot be claimed if event is held within your city of residence
Breakfast expense	\$40 maximum up to daily maximum of \$90 for all meals.
Lunch expense	\$40 maximum up to daily maximum of \$90 for all meals.
Dinner expense	\$50 maximum up to daily maximum of \$90 for all meals.
Telephone calls	Actual cost of call related to College business (e.g., not proportional cost of monthly flat fee)
Other expenses	Actual cost if related directly to College business

All expenses must be supported by original receipts and must be reasonable in the circumstances. Alcohol cannot be claimed.

Meal expenses cannot be claimed where the College provides the meal for those participating in the meeting.

¹ Alternatively, the Registrar may approve reimbursement of expenses for a rental car and gas in situations where (1) the person claiming reimbursement requests it and (2) the overall cost to the College would be less than if the person claiming reimbursement had sought reimbursement on the basis of mileage.

SCHEDULE 7 TO THE BY-LAWS

Fee Schedule

Fee Item	Fee	H.S.T. 13% (Harmonized Sales Tax)	Total Fee
Fees Relating to Qualifying Examination			
Initial Application Fee	\$75.00	\$9.75	\$84.75
First Attempt at Qualifying Examination	\$4,000.00	\$520.00	\$4,520.00
Subsequent Additional Attempts:			
Part 1- Multiple Choice Examination (MCQ)	\$800.00	\$104.00	\$904.00
Subsequent Additional Attempts:			
Part II - Clinical Examination (OSCE)	\$3,200.00	\$416.00	\$3,616.00
Administrative Fee (for late withdrawal of any attempt)	\$100.00	\$13.00	\$113.00
Fees Relating to Applications for Initial Registration for General Class			
Initial Application Fee	\$100.00	\$13.00	\$113.00
Initial Registration Fee (first year of registration pro-rated by quarter in which registered)			
April 1 – June 30	\$1700.00	\$221.00	\$1921.00
July 1 – September 30	\$1275.00	\$165.75	\$1440.75
October 1 – December 31	\$850.00	\$110.50	\$960.50
January 1 – March 31	\$425.00	\$55.25	\$480.25
Fees Relating to Renewal of a Certificate of Registration for General Class			
Annual Registration Fee	\$1700.00	\$221.00	\$1921.00
Late Payment Fee	\$150.00	Not applicable	\$150.00
Reinstatement Fee	\$500.00	\$65.00	\$565.00
Fees Relating to a Certificate of Registration for Inactive Class			
Application Fee (waived during renewal)	\$100.00	\$13.00	\$113.00
Annual Registration Fee	\$595.00	\$77.35	\$672.35
Late Payment Fee	\$150.00	Not applicable	\$150.00
Reinstatement Fee	\$250.00	\$32.50	\$282.50
Pro-rated Fees of Transferring back to General Class before Renewal			
April 1 – June 30	\$1105.00	\$143.65	\$1248.65
July 1 – September 30	\$680.00	\$88.40	\$768.40
October 1 – December 31	\$255.00	\$33.15	\$288.15
January 1 – March 31	\$0.00	Not applicable	\$0.00
Fees Relating to Applications for Initial Registration for Emergency Class			
Initial Application Fee	\$100.00	\$13.00	\$113.00

Fee Item	Fee	H.S.T. 13% (Harmonized Sales Tax)	Total Fee
Initial Registration Fee	\$0.00	Not applicable	\$0.00
Fees Relating to Renewal of a Certificate of Registration for Emergency Class			
Annual Registration Fee	\$0.00	Not applicable	\$0.00
Late Payment Fee	\$150.00	Not applicable	\$150.00
Fees Relating to a Certificate of Registration for Temporary Class			
Initial Application Fee	\$100.00	\$13.00	\$113.00
Registration for a Certificate of Registration for Temporary Class	\$475.00	\$61.75	\$536.75
Fees Relating to a Certificate of Registration for Provisional Class			
Initial Application Fee	\$100.00	\$13.00	\$113.00
Initial Registration Fee (first year of registration pro-rated by quarter in which registered)			
April 1 – June 30	\$950.00	\$123.50	\$1,073.50
July 1 – September 30	\$712.50	\$92.63	\$805.13
October 1 – December 31	\$475.00	\$61.75	\$536.75
January 1 – March 31	\$237.50	\$30.88	\$268.38
Annual Renewal of a Certificate of Registration for Provisional Class	\$950.00	\$123.50	\$1,073.50
Late Payment Fee	\$75.00	Not applicable	\$75.00
Reinstatement Fee	\$250.00	\$32.50	\$282.50
Pro-rated Fees of applying to General Class before Renewal			
April 1 – June 30	\$1,187.50	\$154.38	\$1,341.88
July 1 – September 30	\$950.00	\$123.50	\$1,073.50
October 1 – December 31	\$712.50	\$92.63	\$805.13
January 1 – March 31	\$475.00	\$61.75	\$536.75
Fees Relating to Professional Corporations and Certificates of Authorization			
Initial Registration of a Certificate of Authorization	\$1,000.00	\$130.00	\$1,130.00
Annual Renewal of a Certificate of Authorization	\$350.00	\$45.50	\$395.50
Late Payment Fee	\$150.00	Not applicable	\$150.00
Other Fees			
Jurisprudence Program	\$100.00	\$13.00	\$113.00
Transfer to different Class Fee	\$100.00	\$13.00	\$113.00
QAC Ordered Assessment Fee	\$750.00	\$97.50	\$847.50
Election Recount Fee	\$500.00	\$65.00	\$565.00
Service Charge for declined payments	\$45.00	Not applicable	\$45.00
Duplicate Certificate	\$50.00	\$6.50	\$56.50

Fee Item	Fee	H.S.T. 13% <i>(Harmonized Sales Tax)</i>	Total Fee
Letter of Standing	\$44.25	\$5.75	\$50.00
Clinic Name Registration	\$25.00	\$3.25	\$28.25
Retired Status Application	\$50.00	\$6.50	\$56.50
Retired Status Renewal	\$50.00	\$6.50	\$56.50
Administration Fees for Notices – this fee shall be applied when a notice is sent to a member who has failed to comply with a request to which the member must comply (i.e. updating insurance and CPD credits by the deadline).			
Administration Fee for Notices (First Notice)	\$50.00	\$6.50	\$56.50
Administration Fee for Notices (Subsequent Notices)	\$100.00	\$13.00	\$113.00



COLLEGE OF
DENTURISTS
OF ONTARIO

Conflict of Interest Declaration

Annual Questionnaire for ~~Council Board of Directors, and~~ Committee Members and
Volunteers

Name:

- Public ~~Appointee~~ Director¹ ~~Public Representative~~² ~~Elected Director~~³ ~~Elected Committee~~ Member
 ~~Non-Elected Member~~ Member of a working group

I. Conflict-of-Interest Declaration of Adherence

As a member of Council Board and/or committee of the College, I acknowledge 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 (including any interests of my parent, spouse, child or sibling) and my duty to the College. As part of this Conflict-of-Interest Declaration of Adherence, I have identified below any relationship(s) that either I currently have or recently have had, or my parent, spouse, child or sibling has or has recently 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.

¹ ~~A member of the public appointed to the Council by Order-in-Council~~ As defined in section 6(1)(b) of the Denturism Act, 1991.

² ~~A member of the public appointed by the Council Board of Directors or Executive Committee to College Committees.~~

³ As defined in section 6(1)(a) of the Denturism Act, 1991.

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Email: info@denturists-cdo.com • Website: www.denturists-cdo.com

Field Code Changed

Field Code Changed



Annual Questionnaire for Council Board and Committee Members and Volunteers
Form L4 – Conflict of Interest Declaration

- I understand that my completed questionnaire will be included in the appendix to each Council 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 understand my obligation to advise the Registrar as soon as possible if there is a change to my current and recent affiliations in between declarations.
- 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

In accordance with section 27 of the by-laws of the College, I hereby disclose that I, or one of my family members (e.g., a parent, spouse⁴-, child or sibling), close friends, business partners, dating partner, or other person with whom I have a close personal or professional relationship, have or recently⁵ have had the following direct or indirect affiliations, personal or financial interests or relationships, and/or have taken part in the relevant transactions.

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.

⁴ The definition as set out in Part III of 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.

⁵ If you are a newly elected Council Board member, you must not have held a position with any denturism-related Professional Association for at least one year at any time between the election date, and the 120th day immediately before that date. If you are a newly elected and previously served as an elected Council Board member for nine consecutive years, at least three years must have passed by any time between the election date and the 120th day immediately before that date. See subsections (ii)(f) and (iv) of section 13.01 ("Eligibility to Run for Election") in the College's by-laws.



Annual Questionnaire for Council Board and Committee Members and Volunteers
Form L4 – Conflict of Interest Declaration

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.⁶

1. ~~I list below all denturism related activities outside my role with the College. A conflict with my duty to the College may arise because I hold the following offices related to denturism (appointed or elected):~~

Office/TitleRole	Professional Association/Organization

The nature and extent of the conflicting office duty is/could be:

2. ~~A conflict with my duty to the College may arise because I, or any trustee or any person on my behalf, or my parent, spouse, child or sibling,~~ own or possess, directly or indirectly, the following interests related to denturism:

Interest	Professional Association/Organization

The nature and extent of the conflicting interest is:

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), or my parent, spouse, child or sibling receives financial remuneration, from the following sources related to denturism:

⁶ A conflict of interest exists where a reasonable person would conclude that a Council 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. See section 27 (“Conflicts of Interest”) in the College’s by-laws for specific relations that are deemed to create a conflict of interest (e.g., conflicts relating to involvement in a professional association).

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Annual Questionnaire for Council Board and Committee Members and Volunteers
Form L4 – Conflict of Interest Declaration

Office/TitleRole	Professional Association/Organization
<p><u>The nature and extent of the conflicting interest is:</u></p>	

4. Other than what is disclosed above, I have considered whether I have any relationships or interests (including any relationships with or interests of my parent, spouse, child or sibling) 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:

N/A

Office/TitleRole	Professional Association/Organization

The nature and extent of the conflicting office duty is/could be:

Signature:

Date:

Please return this form to the Registrar and CEO of the College by one of the following methods:

Fax: 416-925-6332

Email: info@denturists-cdo.com

Field Code Changed

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College of Denturists of Ontario
Approved/Revised: June 9, 2023 [DATE]

Page 4 of 5



Annual Questionnaire for Council Board and Committee Members and Volunteers
Form L4 – Conflict of Interest Declaration

Mail:

College of Denturists of Ontario
175 Bloor Street East, Suite 601, North Tower
Toronto, ON M4W 3R8

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Dundee Consulting Group Ltd.

To: College of Denturists of Ontario Board of Directors

From: Dundee Consulting Group Ltd.

Date: June 12, 2026

Re: Next Steps in Governance Modernization – Outline and Timeframes for Implementation of Approved Changes to the Elections Process and Eligibility Requirements

Background:

Over the past several years, the CDO Board has embraced several changes associated with governance modernization. At its September 2025 and March 2026 meetings, the Board considered and approved the following changes to the elections process and eligibility requirements:

- Ontario-wide elections with 3-year term limits to align with the CDO's staff capacity for onboarding and training new directors
- Selection of a slate of candidates using election criteria informed by the Board's identified skills, competencies and experiences, as set out in the Board's Competency and Skills Based Self-Assessment
- Automatic inclusion of incumbents on the election slate
- Expansion of the Mandatory Eligibility Criteria to require all prospective candidates to complete a learning module and skills and competency based self-assessment and to provide a summary of the skills and experiences they would bring to their role on the Board
- Creation of an objective process for the recruitment and screening of candidates overseen by an External Review Panel. The process would include:
 - an initial screening for basic eligibility conducted by staff

- a review of all materials provided by prospective candidates; an assessment of each eligible candidate against approved criteria and desired skills and competencies; and the development of a long list of recommended candidates to be interviewed to be conducted by the External Review Panel comprised of external experts with experience in regulation and governance
- candidate interviews conducted by the External Review Panel on behalf of the Board to avoid any actual or perceived conflicts of interest; recommendation of a slate of candidates to go forward for election
- an appeals process for unsuccessful candidates adjudicated by the Executive Committee; this process would be completed before the recommended slate was put forward to (to be confirmed) to eliminate any potential for conflicts.

Next Steps:

Following the Board's approval of the changes listed above, DCG developed at the request of CDO staff a project plan describing the following four phases:

- **Phase 1** – By-law revisions
- **Phase 2** – Development of Elections Policy and Learning Module and Adaptation of the Board's Competency and Skills Based Self-Assessment
- **Phase 3** – Recruitment and training of External Review Panel; Development of Evaluation Criteria/Tool
- **Phase 4** – Implementation

Given the recently announced news of a scope expansion, the timeframes in the chart which follows may need to be adapted to accommodate competing priorities and deadlines.

DRAFT OUTLINE AND TIMEFRAMES

Phase 1	Draft By-laws (SML) To include: <ul style="list-style-type: none"> · Ontario-wide district · 3-year term limits · Board Profile: desired skills and competencies developed using results of the Board’s Competency and Skills Based Self-Assessment · Expanded Mandatory Eligibility Criteria for prospective candidates: completion of a learning module and skills and competency based self-assessment; summary of skills and experiences they would bring forward to their role on the Board 	TBD by CDO
Phase 2	Draft Policy (DCG) To include: <ul style="list-style-type: none"> · call for elections · incumbents automatically on slate · staff screening for eligibility · External Review Panel (ERP) and interviews · appeals process and EC exclusion Develop Learning Module (CDO staff & external vendor) <ul style="list-style-type: none"> • Example from OCSWSSW: https://www.ocswssw.org/ocswssw-resources/serving-on-council/ • Example of vendor: Maltese Media https://maltesemedia.com/ • Consult with other colleges (CPSO, OCP, other), HPRO Adapt Board’s Competency and Skills Based Self-Assessment to go out with Call for Election (CDO staff or DCG)	August/September (for September 18 Board Meeting) 3 months prior to call for election 3 months prior to call for election
Phase 3	Recruit External Review Panel (CDO staff) Prepare questions and train panel (CDO staff lead, with assistance from DCG) Develop evaluation criteria/tool (DCG)	3 months prior to call for election
Phase 4	Implementation	



BRIEFING NOTE

To: **Board of Directors**

From: **Meghan Houtt, Deputy Registrar**

Date: **June 12, 2026**

Subject: **Qualifying Examination – OSCE Blueprint & Number of Stations**

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.

Background

The QE consists of two components; the Multiple-Choice Question (MCQ) component and the Objective Structured Clinical Examination (OSCE) component.

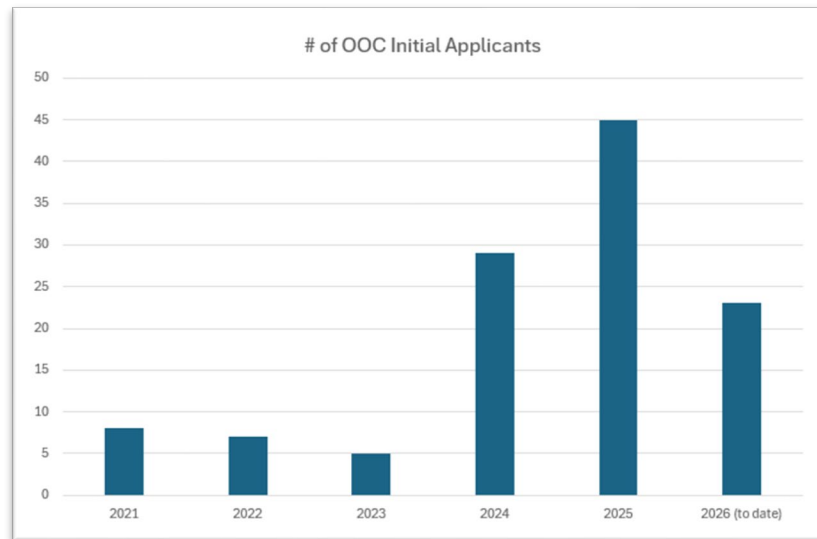
Following the College's withdrawal from the Multi-Jurisdictional (MJ) examination projects in September 2025, the College has invested heavily in its examination. Throughout the fall of 2025, the College engaged in collaborative meetings with educational institutions, provincial and national associations, QE examiners, and item writers to gather feedback from its stakeholders on the QE. Based on the feedback received, the College has been working on a series of action items and updates to the examination.

Increasing Number of Candidates

The College is facing an increasing number of candidates attempting the examination. This is due to two identified factors: a George Brown Polytechnic double cohort expected in 2027 and increasing number of internationally educated candidates attempting the examination.

The June 2027 QE will coincide with the graduation of a double cohort from GBP and a significant increase in candidate numbers, anticipated to be >80. In addition, the College has experienced a large

increase in the number of internationally educated (or “Out of Country”/“OOC”) applicants over the last few years:



The increase in candidate numbers further underscores the need to make structural improvements or updates to the OSCE to accommodate for a significantly higher number of candidates, as the QE grows and evolves.

The College has already implemented operational improvements as a result of stakeholder feedback received from its system partner workshops and will be recommending further improvements listed below.

Options to Accommodate More Candidates

The following are options that the College may implement in future exam administrations to accommodate further candidates.

- ***Venue capability to handle a third track of candidates if necessary***
 - Currently, the OSCE examination is organized into 3 or 4 groups, with each group consisting of two tracks. Each track can accommodate 8 candidates. Therefore, the College can administer the exam to 16 candidates for each group or a total of 48-64 maximum candidates per exam day. If accommodations are required, an entire track or two will be dedicated to accommodation candidates thereby reducing the number of examinable candidates per day.
 - If there are more candidates, the College must either increase the number of groups resulting in a longer exam day or increase the number of tracks. Longer exam days will

result in longer sequestering time for candidates in between groups.

- The David Braley Health Sciences Centre can accommodate a third track.
- **Examiner numbers**
 - Adding a third track would require a minimum of 7 additional examiners. This will result in additional expenses related to hotel accommodation, travel expenses, and honoraria. The current examination budget can cover the increase in additional examiners.
 - There will be considerations related to the recruitment, retention, and training of additional examiners including lead time for College Staff in order to get new examiners operationally ready for 2027.
- **Total number of stations**
 - Fewer stations = smaller candidate groups = shorter tracks = more capacity for increased candidate numbers.
 - An environmental scan of other high-stakes OSCE examinations provides an average of 10-12 stations per examination. The College currently has 16 stations.
- **Significant changes to an examination are best implemented during larger cohorts**
 - Statistical accuracy becomes more precise and reliable with larger sample sizes, giving a clearer picture of how the exam performs.
 - Better detection of new or revised exam element behaviours.
 - Standard setting and equating scores are more accurate with larger data sets.
 - Reliability estimates improve with larger sample groups.
 - Fairness and bias detection require a larger number of candidates.

Operational Improvements Implemented to Date

In advance of the June 2026 administration, the following updates and improvements have been made:

- Thorough review of the current OSCE marking checklists after psychometric feedback was received during post exam item review workshops.
- Updated performance report templates for more detailed reporting and plain language use for unsuccessful candidates. Updated sections describing purpose, access, overall performance, and how to understand weighting were implemented.
- Development of new OSCE stations through a series of OSCE development workshops held in 2025 and 2026. Also incorporated station content developed through the MJ OSCE project.

These improvements have set the groundwork required for an important QE milestone anticipated in June 2027, by getting the necessary scoring and reporting changes in place.

Updates Required Today (For June 2027 Onwards)

The following are further structural updates required in advance of the June 2027 OSCE administration:

1. Reduction of total number of OSCE stations from 16 to 12.
2. Updating the current OSCE Blueprint from the 2015 Competency Profile to the 2020 National Competency Profile.
3. Updating the OSCE Blueprint to remove specifying the number of stations.

1. Reduction of OSCE Stations to 12 stations

Currently, the OSCE consists of 16 stations. Maintaining 16 stations would continue to be quite rare in high-stakes OSCE examinations where 10-12 stations are the norm on average. In addition to aligning the College with other high-stakes registration examinations, a reduction in the total number of stations will be necessary to accommodate larger groups of candidates in June 2027 and beyond. Fewer stations will allow for increased capacity for higher candidate numbers, while maintaining the two-day OSCE format and well-established culture of the OSCE weekend. Psychometrically, there is no reduction to the accuracy and scoring of the examination with the reduction of the stations.

2. Updating the current OSCE Blueprint from the 2015 Competency Profile to the 2020 National Competency Profile

Currently, the OSCE Blueprint is mapped to the Essential Competencies for Denturism Practice in Ontario, 2015. An examination Blueprint should reflect the competencies that are *currently* required for safe, effective, and competent practice. Adapting the OSCE Blueprint to the current 2020 Competency Profile is important to maintain examination validity, relevance, and defensibility and to ensure the examination does not become misaligned with current practice expectations.

3. Updating the OSCE Blueprint to remove specifying the number of stations

The current OSCE Blueprint specifies the total number of stations, competency weighting, and number of stations for each competency. The College is proposing an update to the OSCE Blueprint to remove the number of stations specified allowing for increased flexibility to operationalize the blueprint with the current OSCE Item Bank.

By updating the OSCE Blueprint to reflect competency weight percentages only and not specifying the exact number of stations, this allows for:

- Flexibility and adaptability with the number of stations used on the OSCE.

- Longer-term sustainability of the OSCE Blueprint (fewer revisions over time), especially if the College is required to change the number of OSCE stations in the future.
- Optimization of exam construction/selection while staying within the acceptable Blueprint tolerances.
- Increased adaptability of the current OSCE item bank to operationalize the OSCE Blueprint during the current flux period in the item bank with the creation of new stations, retirement of older stations, and updating of stations.

Current Blueprint Using 2015 Competency Profile

Objective Structured Clinical Examination (OSCE) – 16 Stations Total		
Competency Area	Competency Weighting	# of Stations
Clinical Practice	31.25%	5
Laboratory Procedures	25%	4
Professional Collaboration	12.5%	2
Practice Management	6.25%	1
Jurisprudence, Ethics, and professional responsibility	12.5%	2
Communication	12.5%	2
TOTAL	100%	16

Proposed Blueprint Using 2020 Competency Profile

Competency Area	Percentage Weight (+/- 3%)	Equivalent # of Stations (for context only)
Jurisprudence	10%	1
Patient-Centered Clinical Practice	50%	6
Records Management	0%	0
Laboratory Procedures	30%	4
Business Management	10%	1

It is important to note that the total number of competency areas (5) differs slightly from the current Blueprint (6) as the current 2020 Competency Profile consists of a different categorization of competency areas. Specifically, the “Communication” competency area within the proposed Blueprint still exists, but it is now contained within the “Patient-Centered Clinical Practice” competency area rather than being a standalone competency area.

Roll-Out and Implementation

Overall, the implementation of these recommended updates in advance of a rapidly growing cohort of candidates is essential to the defensibility and sustainability of the examination.

The resulting changes to the candidate experience as a result of these recommended updates and improvements are very minor; however, making them now will allow the College to implement them in an orderly and transparent manner. Candidates, denturism educational institutions and associations will be provided a full year of notice to prepare for the changes to the OSCE.

As well, and very importantly, content-wise for candidates **there will be no major difference** when updating the Blueprint as the OSCE stations in the item bank remain the same.

Risk Considerations

Operational Risk

Due to the high-stakes environment and nature of the QE, significant operational risk exists surrounding the exam administrations.

Reputational Risk

The College's own implementation and roll out of changes to the QE has been, and will continue to be, conducted in an orderly and transparent manner. The CDO is committed to maintaining the integrity and reputation of the QE, and ensuring that they are transparent, fair, and defensible.

Financial Risk

There are ongoing QE developmental costs and costs for third-party psychometrician services as the College develops its MCQ and OSCE item banks and rolls out the necessary examination improvements.

Options

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

1. Adopt the recommended OSCE updates, effective June 2027, including:
 - a. Reducing the number of OSCE stations from 16 to 12 stations.
 - b. Updating the OSCE Blueprint to the 2020 National Competency Profile.
 - c. Updating the OSCE Blueprint to a percentage-based competency weighting only.
2. Modify the recommended OSCE updates as directed by the Board.
3. Other.

After consideration of these matters, Board may:

Suggested Motion – That the Board adopts the recommended OSCE updates for implementation in June 2027 which include the reduction of OSCE stations, updating the OSCE blueprint to the 2020 national competency profile and percentage-based weighting.

Attachments

None