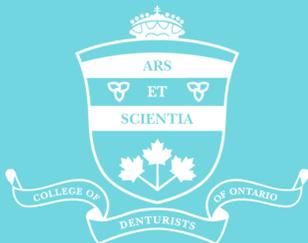


The College of Denturists of Ontario



ANNUAL REPORT 2015-2016

A word cloud featuring the following terms: public interest, governance, agile, professionalism, competence, engaged, proportionate, accountable, consistent, transparent, and targeted. The words are arranged in a cluster, with 'public interest' and 'governance' being the largest and most prominent.

public interest
governance
agile
professionalism
competence
engaged
proportionate
accountable
consistent
transparent
targeted

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About the College

As a regulatory body, the College of Denturists of Ontario (CDO) supports the public's right to safe, competent and ethical care.

Under Ontario law, 27 health professions are able to self-regulate. Health regulatory Colleges are entrusted with carrying out that authority, acting in the public interest. The CDO does this by:

- Setting the requirements to practise denturism in Ontario.
- Issuing certificates of registration to Denturists who meet the professional requirements, enabling them to practise.
- Establishing comprehensive standards and policies that every registered Denturist must follow.
- Administering quality assurance programs so that Denturists stay current and grow their knowledge and skills throughout their careers.
- Giving the public a way to raise issues and holding Denturists accountable for their conduct and practice.

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



Message from the President

Mr. Hanno Weinberger



Every College, like the health care professions they govern, has a variety of roles. Registration, inquiries and complaints, quality assurance and more – each responsibility is unique. Yet all are connected by the singular need to regulate the profession of denturism in the public interest.

That's our mission and this report shows how it came alive in many different ways during a busy and productive year.

Consider the Standards of Practice that all Denturists must uphold. The College spent much time developing and updating these standards, with more extensive consultation than ever. That helps ensure that practitioners are meeting high expectations.

Serving the public means having Denturists not only maintain but grow their skills and knowledge over their career. One focus this year was redefining the Quality Assurance Program. Registrants have greater latitude in choosing their professional development activities and engaging in the efforts to support their continued competence.

Learning and fulfilling requirements is critical at every stage. As an anticipated part of registration requirements, the College readied a jurisprudence module. It underscores the importance of knowing the regulatory framework under which Denturists practise. Denturists who understand and honour these obligations are acting in a manner that reflects accountability to the College and the public.

Another way of supporting that goal was continued refinement of the Qualifying Examination. This process drew on the input of many members of the profession. This initiative will help to confirm whether individuals seeking registration with the College are ready to deliver safe, ethical and competent practice.

If that doesn't happen, the College takes action. This year's discipline cases highlight an essential part of self-regulation and public protection.

Sharing information about those outcomes is part of transparency. The College continued to place attention on the transparency initiative this year. We explored and enacted ways to make more information available to the public, for example on the Public Register (the listing of registered Denturists). Being open about our activities and processes helps the public to take charge of their health care decisions.

Several developments this past year will help to position us for success in the years to come. In December 2015 we appointed a new Registrar, Dr. Glenn Pettifer. He brought a breadth of knowledge and experience in professional regulation and will build on the many exciting initiatives in place.

Those efforts include creating a strategic plan for the College. It will allow us to hone in on our operational priorities and engage in long-range financial planning. We also look forward to even greater participation by our members in various College committees and working groups. That involvement only strengthens self-regulation and the public's right to the highest standards of denturism services.

I want to thank my fellow Council members, the College staff and all members of the profession who remain dedicated to that goal.

Hanno Weinberger

A handwritten signature in blue ink that reads "H. K. Weinberger". The signature is written in a cursive style.

President

College Council

WHO WE ARE

Hanno Weinberger, Public Member, President

Michael Vout Jr., Denturist, Vice President

Anita Kiriakou, Public Member, Past President

Gregory Baker, Denturist

Thomas Baulke, Public Member (to Sept. 25, 2015)

Kenneth Battell, Denturist

Peter Cassano, Denturist

Keith Collins, Denturist

Arnella Csongradi, Public Member

Mark Fenn, Public Member (from Feb. 24, 2016)

Patrick McCabe, Denturist

Dr. Ivan McFarlane, Public Member

Mordey Shuhendler, Denturist

Barbara Smith, Public Member

Luc Tran, Denturist

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

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

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

Council meets 3-4 times per year to discuss regulatory policy and make decisions in the public's best interest, as mandated in the [Regulated Health Professions Act, 1991 \(RHPA\)](#). Meetings are open to the public.

ACHIEVEMENTS

- Adopted the Essential Competencies for Denturism Practice in Ontario, 2015. This updated profile for practising the profession includes performance indicators and practice illustrations. The document is the foundational standard for the profession and an important step in the renewal of the College's standards of practice, guidelines and other documents.
- Approved amendments to the College By-laws, and sought consultation with stakeholders on five proposed Standards of Practice (Decisions about Procedures and Authority; Record Keeping; Confidentiality and Privacy; Professional Communications; Infection Prevention and Control); and the proposed Code of Ethics. Updating and developing these documents ensures that the College meets its mandate of setting standards for the profession. Consulting with the profession in the development process ensures that the College Standards are relevant to current denturism practice.
- Adopted changes to the format of the Qualifying Examination to be implemented for summer 2016. While maintaining the integrity of the exam, this moves the College towards a competency-based assessment, one that has the most relevance to actual practice and better grounds the exam in professional judgment.
- Recommended changes to a College By-law that will support implementation of the transparency initiative previously adopted by Council. This By-law amendment will require the posting of additional information on the College Public Register about members, including outcomes of investigations. Part of accountability to the public is being as open as possible – about what the College does, why it does it, and the Denturists it regulates – so that people can make the most informed decisions about their care.



Committee Reports

Executive Committee

WHO WE ARE

Chair

Hanno Weinberger, Public Member

Professional Members

Michael Vout Jr., Vice President

Gregory Baker

Luc Tran

Public Members

Anita Kiriakou

WHAT WE DO

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

ACHIEVEMENTS

The Executive Committee provided operational guidance in the design of the new office space. As part of its mandate, it provided routine oversight to the financial management of the College. By-law amendments related to the transparency initiative were approved by the Executive Committee for presentation to Council. In this fiscal year, the Executive Committee accepted the resignation of the Registrar, Ms. Abena Buahene and initiated a search for a new Registrar and CEO. The work of the Executive Committee provides for consistent, timely College governance on matters which arise in between Council meetings.



Inquiries, Complaints & Reports Committee

WHO WE ARE

Chair

Barbara Smith, Public Member

Professional Members

Gregory Baker
Kenneth Battell
Michael Vout Jr.

Public Members

Thomas Baulke (to Sept. 25, 2015)
Dr. Ivan McFarlane (from Dec. 4, 2015)

Non-Council Members

Pino DiNardo
Norbert Gieger

WHAT WE DO

When a concern about a registered Denturist comes to the attention of the College, the Inquiries, Complaints & Reports Committee (ICRC) investigates the matter. This includes a wide range of issues related to a Denturist's conduct or practice, such as:

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

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

Once their investigation is complete, the ICRC has the authority to make one or more of the following decisions:

- **Take no further action.**
- **Offer guidance in writing or in person** if that guidance will help the Denturist to understand how to conduct himself or herself in the future.
- **Direct the Denturist to complete education or remediation** to improve his or her practice.
- **Refer the matter** to either the Discipline Committee or to the Fitness to Practise Committee for a hearing.



Inquiries, Complaints & Reports Committee

ACHIEVEMENTS

- Made suggestions around posting information on the public register related to verbal cautions and specified continuing education or remedial program (SCERP) orders. This adds to the transparency of College decisions, and helps the public to make informed decisions about who provides their health care. College By-laws were changed accordingly.
- Met 11 times to review 42 cases (14 of them carried forward from 2014-2015). That included 35 complaints and 7 reports. Below are the outcomes of the ICRC deliberations, based on 29 decisions. A decision may involve more than one outcome.

Took no further action	14
Agreed to complainant's request to withdraw the complaint	5
Issued reminders or advice to member	3
Issued a written caution	3
Required member to appear for an oral caution	1
Required member to complete a SCERP – specified continuing education and remediation program	1
Referred to Discipline Committee	3



Discipline Committee

WHO WE ARE

Chair

Hanno Weinberger, Public Member

Professional Members

Gregory Baker

Kenneth Battell

Peter Cassano

Keith Collins

Patrick McCabe

Mordey Shuhendler

Luc Tran

Michael Vout Jr.

Public Members

Thomas Baulke (to Sept. 25, 2015)

Arnella Csongradi

Mark Fenn (from Feb. 24, 2016)

Anita Kiriakou

Dr. Ivan McFarlane

Barbara Smith

Non-Council Members

Eugene Cohen

Damien Hiorth (from Dec. 4, 2015)

Garnett Pryce

Bruce Selinger

WHAT WE DO

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

Professional misconduct is a breach of the regulations that reflect the accepted ethical and professional standards for the profession. A Denturist may be incompetent if the care provided displayed a lack of knowledge, skill or judgment, demonstrating that either: 1) he/she is unfit to practise; or 2) his/her practice should be restricted.

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

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

- revoke the Certificate of Registration;
- suspend the Certificate of Registration;
- place terms, conditions and/or limitations on the Certificate of Registration;
- require the Denturist to appear before the panel to be reprimanded; or
- require the Denturist to pay a fine and/or pay the College's legal, investigation and hearing costs, and other expenses.

At the end of the process, the panel issues its written decision and reasons. The College publishes these on its website, on the online listing of registrants (Public Register) and here in the annual report.

This year panels of the Discipline Committee held 5 hearings. The panels made findings of professional misconduct against the following members:

- Maria Crystal Penano
- Volodymyr Irodenko
- Stephanie Black
- Dominic Morgan
- Yasong Chen (subject to appeal)

Summaries of the decisions and a full-text version of the Discipline Panel's decision and reasons are available with the relevant member's profile accessed through the College's online **Public Register** (www.denturists-cdo.com).



Fitness to Practise Committee

WHO WE ARE

Chair

Mordey Shuhendler , Professional Member

Professional Members

Gregory Baker

Kenneth Battell

Peter Cassano

Keith Collins

Patrick McCabe

Luc Tran

Michael Vout Jr.

Public Members

Thomas Baulke (to Sep. 25, 2015)

Arnella Csongradi

Mark Fenn (from Feb. 24, 2016)

Anita Kiriakou

Dr. Ivan McFarlane

Barbara Smith

Hanno Weinberger

Non-Council Members

Eugene Cohen

Bruce Selinger

WHAT WE DO

Sometimes, a Denturist might be suffering from a physical or mental condition, illness or ailment. If it affects his or her ability to practise safely or effectively, that's called "incapacity".

The College is mandated to address these situations, to ensure that care to the public is not compromised and it does so through the Fitness to Practise Committee. The Committee is responsible for holding hearings to determine incapacity. The burden of proof rests with the College.

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

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

The panel may also specify criteria that must be satisfied before lifting a suspension, or removing terms, conditions or limitations. The public is entitled to know the results of all proceedings where a Denturist is found to be incapacitated. This information is available on the Public Register.

There were no Fitness to Practise hearings this fiscal year.



Patient Relations Committee

WHO WE ARE

Chair

Dr. Ivan McFarlane, Public Member

Professional Members

Keith Collins

Patrick McCabe

Public Members

Arnella Csongradi

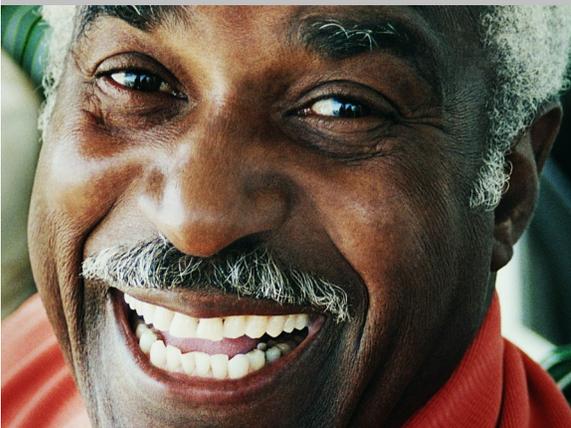
Non-Council Members

Elizabeth Gorham-Matthews

WHAT WE DO

The Committee oversees the patient relations program, including implementing measures for preventing or dealing with sexual abuse of patients. It administers the funding program for therapy and counselling for patients who have been sexually abused. The Patient Relations Committee also advises the Council on a program to enhance relations between Denturists and their patients. The program includes education of the profession, Council and staff and the provision of information to the public.

The Committee did not meet during this fiscal year.



Quality Assurance Committee

WHO WE ARE

Panel A

Chair

Keith Collins, Professional Member

Professional Members

Peter Cassano
Luc Tran

Public Members

Hanno Weinberger

Non-Council Members

Abdelatif Azzouz
Robert Velensky

WHAT WE DO

As part of belonging to a College, Denturists must maintain and enhance their knowledge, skill and judgment – all to keep providing appropriate high-quality care. The Quality Assurance (QA) program is one way that the College gives registered Denturists the tools and feedback to continually improve their competence. That adds to public protection.

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

- all Denturists to complete a **self-assessment** once each year – a tool to identify if their practice meets the competencies of the profession or requires improvement; identify learning needs; and document those needs in a learning plan (goals and timelines);
- all Denturists to pursue **continuing professional development** (at least 10 credits) and maintain a **professional portfolio** (an organizational tool that contains all information related to participation in QA); and
- randomly-selected Denturists to participate in a **Peer & Practice Assessment**, to ensure that the treatment environment demonstrates, ethically and physically, the highest regard for the patient's well-being.

ACHIEVEMENTS

Panel A

- Met 4 times during the year to monitor compliance with professional development, and review Peer and Practice Assessment Reports. Of the 27 assessments, 18 were successful, 1 required remedial action, 1 was deferred, and 7 are still outstanding.
- Developed a new continuing professional development program to help registered Denturists keep up with and strengthen their abilities at all career stages. This new program provides Denturists with an increased ability to select professional development activities that meet their individual professional needs and learning styles in structured or unstructured learning formats.
- Prepared to develop a new Self-Assessment Tool, a new Peer & Practice Assessment process, and new QA policies.
- Offered webinars to educate members of the profession about the new CPD program, its features, benefits and requirements.



Quality Assurance Committee

WHO WE ARE

Panel B

Chair

Patrick McCabe, Professional Member

Professional Members

Kenneth Battell

Mordey Shuhendler

Public Members

Barbara Smith

Hanno Weinberger

Non-Council Members

Tom Bardgett

Eugene Cohen

Theodore Dalios

Damien Hiorth

Robert MacLeay

ACHIEVEMENTS

Panel B

- Met 5 times, with a mandate to recommend to Council new or revised Standards of Practice, College policies and guidelines associated with providing patient care. Standards describe the generally accepted expectations for professional practice. In progress are Standards of Practice for: Informed Consent; Professional Communications; Advertising; Procedures; Confidentiality and Privacy; Code of Ethics; and Infection Prevention and Control.
- Offered webinars to educate members of the profession about the Standard of Practice on Record Keeping in order to ensure understanding and compliance with applicable legislation and regulations.



Registration Committee

WHAT WE DO

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

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

The Registrar reviews all initial registration applications. If an applicant does not meet one or more of the registration requirements, or if the Registrar proposes to refuse the application, the matter is referred to the Registration Committee for consideration.

The Committee also conducts assessments for out-of-province and internationally-trained candidates to determine if their education is equivalent to an Ontario diploma in denturism. As well, the Committee decides on eligibility to attempt the qualifying exam, to ensure that only academically qualified individuals do so. Decisions of the Registration Committee can be appealed through the ***Health Professions Appeal and Review Board*** (HPARB).

During the year, the College had 38 new registrants, 11 resignations and 11 suspensions for non-payment of fees. As of March 31, 2016, the College had 673 registrants. The public can be confident that everyone registered to practice denturism in Ontario is responsible for meeting the examination, standards of practice, quality assurance requirements and other criteria of the College.

ACHIEVEMENTS

- Developed the Jurisprudence program. The purpose is to give Denturists a deeper understanding of their legal responsibilities and how they affect day-to-day practice. To do that, a manual will be made available via the College website. Once the revised regulation is in force, an online exam will be a requirement for new registrants. The College may also ask existing members to participate in the exam to refresh their knowledge.
- Developed and approved new policies to ensure that registration practices and procedures are fair, transparent, objective and impartial.
- Prepared to develop criteria and a system to assess and approve post-secondary education programs. The Committee will be reviewing accreditation models to assist in developing an accreditation process that will ensure consistency among denturism programs.
- Prepared to develop a program where an individual could refresh his/her knowledge, skills and judgment before being registered or reinstated. This will provide an added means to monitor applicants or members and ensure their abilities are current enough to practise competently and safely.

WHO WE ARE

Chair

Elizabeth Gorham-Matthews, Non-Council Member

Professional Members

Gregory Baker
Luc Tran

Public Members

Arnella Csongradi
Anita Kiriakou

Non-Council Members

Damien Hiorth



Qualifying Examination Committee

WHO WE ARE

Chair

Michael Deegan, Non-Council Member

Professional Members

Peter Cassano

Public Members

Thomas Baulke (to September, 2015)

Barbara Smith (from October, 2015)

Non-Council Members

Abdelatif Azzouz

Christine Reekie

WHAT WE DO

A qualifying examination is designed to assess an applicant's readiness (overall minimum competency) to practise denturism safely and effectively as they enter into clinical practice. In 2014-2015, the College introduced a new exam format based on the newly developed National Competency Profile for Denturists.

The new format helps to ground the examination more in professional judgment and allows for more skill sets to be assessed. The Qualifying Examination Committee (QEC) is responsible for making recommendations regarding the content and process associated with administering the exam. The QEC reports to the Council under the support and authority of the Executive and Registration Committees.

ACHIEVEMENTS

- Reviewed the Multiple Choice Question (MCQ) bank in its entirety, to ensure that the items in fact reflected entry-level practice. Reduced the number of items from 300 to 250, ensuring sufficient time for candidates to complete the exam.
- Reviewed the post-administration analysis compiled by the assessment consultant. These activities, along with selecting the exam material, ensure that the examination is fair, transparent, and defensible.



QE Working Group

Members & OSCE Assessors

WHO WE ARE

Adita Shirzad	Jason Gillooly
Akram Ghassemiyan	Jim Harrison
Albert Ang	Joe Adamec
Alycia Nafziger	John Rafailov
Artour Eldarov	Karen Suykens
Ben Vorano	Marianne Dyczka
Braden Neron	Matthew Barclay-Culp
Brendan Morrison	Michael Serafim
Carlo Povegliano	Michelle Gimena
Carlo Zanon	Milania Shahata
Carman Burgess	Nadezda Bajic
Chris Hong	Nancy Le
David Barrick	Norbert Gieger
David Mulzac	Paul Conrad
Dean McTaggart	Ricardo Iaboni
Doug Beswick	Robert MacLeay
Eric Kukucka	Robert Velensky
Esther Kang	Sharon Tyrell
Eugene Cohen	Sultana Hashimi
Ivana Culum	Tyler Ballantyne
Jack Abergel	Zoran Torma
James Durston	Zorka Gillooly

Consultants

Dr. Anthony Marini, Assessment Consultant
Richard Bondy, Chief Examiner & Development Consultant

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



Qualifying Examination Appeals Committee

WHO WE ARE

Chair

Michael Vout Jr., Professional Member

Public Members

Dr. Ivan McFarlane

Non-Council Members

Carmelo Cino

WHAT WE DO

The Committee is responsible for reviewing appeals of the results of the qualifying examination.

ACHIEVEMENTS

- Received and adjudicated 2 appeals from the winter 2016 administration of the exam.



Financial Reports

2015-2016

COLLEGE OF DENTURISTS OF ONTARIO

SUMMARY FINANCIAL STATEMENTS

MARCH 31, 2016

HILBORN_{LLP}

Report of the Independent Auditor on the Summary Financial Statements

To the Council of the
College of Denturists of Ontario

The accompanying summary financial statements, which comprise the summary statement of financial position as at March 31, 2016 and the summary statements of operations and changes in net assets for the year then ended, and related note, are derived from the audited financial statements of the College of Denturists of Ontario for the year ended March 31, 2016. We expressed an unmodified audit opinion on those financial statements in our report dated June 24, 2016.

The summary financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of the College of Denturists of Ontario.

Management's Responsibility for the Summary Financial Statements

Management is responsible for the preparation of a summary of the audited financial statements on the basis described in the note to the summary financial statements.

Auditor's Responsibility

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, "Engagements to Report on Summary Financial Statements".

Opinion

In our opinion, the summary financial statements derived from the audited financial statements of the College of Denturists of Ontario for the year ended March 31, 2016 are a fair summary of those financial statements, on the basis described in the note to the summary financial statements.

Toronto, Ontario
June 24, 2016



Chartered Professional Accountants
Licensed Public Accountants

COLLEGE OF DENTURISTS OF ONTARIO

Summary Statement of Financial Position

March 31	2016 \$	2015 \$
ASSETS		
Current assets		
Cash	1,050,813	1,151,110
Investments	476,633	-
Prepaid expenses	27,155	51,182
	1,554,601	1,202,292
Investments	201,079	327,638
Capital assets	96,969	10,352
Intangible assets	1,787	2,553
	299,835	340,543
	1,854,436	1,542,835
LIABILITIES		
Current liabilities		
Accounts payable and accrued liabilities	163,903	237,611
Deferred registration fees	375,296	255,573
	539,199	493,184
Deferred lease incentives	75,588	-
	614,787	493,184
NET ASSETS		
Invested in capital and intangible assets	51,236	12,905
Internally restricted for therapy and counselling	10,000	10,000
Internally restricted for complaints and discipline	360,000	360,000
Unrestricted	818,413	666,746
	1,239,649	1,049,651
	1,854,436	1,542,835

COLLEGE OF DENTURISTS OF ONTARIO

Summary Statement of Operations

Year ended March 31	2016 \$	2015 \$
Revenues		
Registration fees	1,315,552	1,227,976
Examination fees	176,000	247,200
Administration fees	11,701	11,279
Investment income	22,988	21,246
	<u>1,526,241</u>	<u>1,507,701</u>
Expenses		
Salaries and benefits	455,950	432,075
Examinations	347,329	372,011
Council and committees	27,190	27,075
Professional fees	127,439	86,785
Quality assurance	20,067	12,863
Rent	100,453	58,539
Complaints and discipline	111,152	185,124
Office and general	135,476	124,924
Amortization of capital assets	10,421	5,914
Amortization of intangible assets	766	6,294
	<u>1,336,243</u>	<u>1,311,604</u>
Excess of revenues over expenses for year	<u>189,998</u>	<u>196,097</u>

COLLEGE OF DENTURISTS OF ONTARIO

Note to Summary Financial Statements

March 31, 2016

1. **Basis of presentation**

These summary financial statements have been prepared from the audited financial statements of the College of Denturists of Ontario (the "College") for the year ended March 31, 2016, on a basis that is consistent, in all material respects, with the audited financial statements of the College except that the information presented in respect of changes in net assets and cash flows has not been presented and information disclosed in the notes to the financial statements has been reduced.

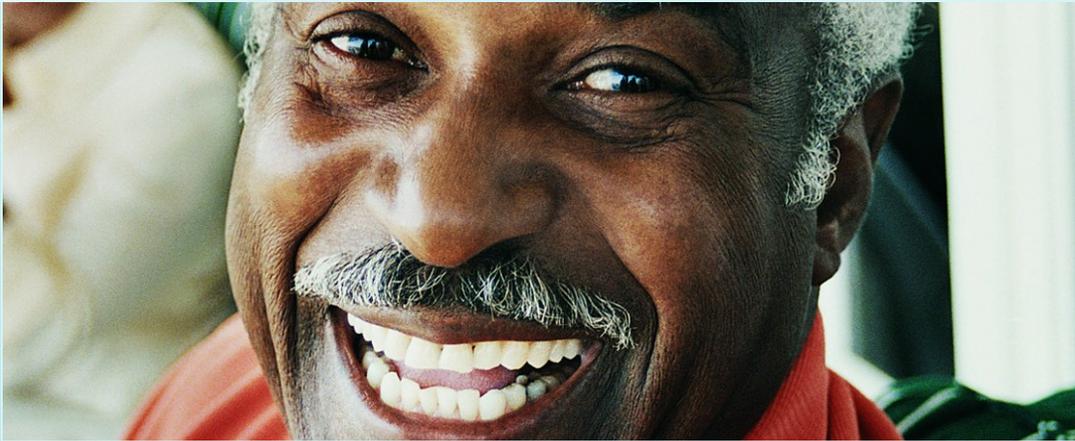
Complete audited financial statements are available to members upon request from the College.

HILBORN

LISTENERS. THINKERS. DOERS.

A word cloud featuring the following terms: public interest, governance, agile, professionalism, competence, engaged, proportionate, accountable, consistent, targeted, and transparent. The words are arranged in a cluster, with 'public interest' and 'governance' being the largest and most prominent.

public interest
governance
agile
professionalism
competence
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proportionate
accountable
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transparent



The College of Denturists of Ontario

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