



COLLEGE OF
DENTURISTS
OF ONTARIO

ANNUAL REPORT 2016-2017



PUBLIC INTEREST **GOVERNANCE**
agile professionalism competence
accountable proportionate
ENGAGED transparent targeted
consistent

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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 can 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



Hanno Weinberger
President

The College's mission is to regulate the profession of denturism in the public interest. The role each member of Council undertakes is critically important to the mandate of the College as it works to serve and protect the public interest in its access to safe, competent, ethical care and service.

I would like to take this opportunity to welcome the new members of Council, both the professional members elected by their peers, and those publicly appointed by the Lieutenant-Governor in Council. It is exciting to have new faces and voices sitting around the table. I know I speak for all of Council when I say that we look forward to working together and welcome the perspective new members bring to Council's discussions and decision making.

To those members who have completed their tenure on Council and moved on to other endeavours, I would like to extend my sincere thanks and gratitude. The commitment these outgoing members have demonstrated and the time and effort they have put into committee and Council work has been greatly appreciated.

Each College, like the health care professions they govern, has a variety of roles and responsibilities. Each role and responsibility is unique, yet all are connected by the singular need to regulate the profession of denturism in the public interest. Through the work of its committees, the College continues to review, update, amend (where necessary) and communicate its standards and directives governing registration, inquiries and complaints, quality assurance and more. This information is communicated in a transparent manner to both the public and the profession alike. Being open about our activities and processes helps the public to take charge of their health care decisions.

As the College enters the second year of its Strategic Plan, we continue to hone in on operational priorities and engage in long-range financial planning. This process and the timelines attached to it allows the College to be proactive. We also continue to focus on and encourage greater participation by our members in various College committees and working groups.

As I complete my second term as President, I would like to take this opportunity to thank my fellow Council members, the College staff and all members of the profession who remain dedicated to the goal of striving to ensure the public's right to the highest standards of denturism services.

It has been an honour to be a part of the College as we learn and grow from our past and shift our focus proactively toward our vision for the future.

Respectfully submitted by:

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

COLLEGE COUNCIL

WHO WE ARE

Officers

Hanno Weinberger, *Public Member*, **President**
Michael Vout Jr., *Professional Member*, **Vice President**

Professional Members

Alexia Baker-Lanoue
Peter Cassano
Keith Collins
Joey Della Marina
Patrick McCabe
Mordey Shuhendler
Luc Tran

Public Members

Arnella Csongradi
Mark Fenn
Anita Kiriakou
Dr. Ivan McFarlane
Wangari Muriuki (*from Sept 2016*)
Barbara Smith

WHAT WE DO

In Ontario, the self-regulation of health care professions is a partnership with the public. The operation of each regulatory college is overseen 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 \(RHPA\)](#).

ACHIEVEMENTS

- Approved **amendments to the College By-laws**, aimed at increasing **transparency** by increasing the information available on the Public Register. This additional information that will be posted on the Public Register pertains primarily to the details of verbal cautions and specified continuing education or remediation program (SCERP) orders. **Accountability and transparency** dictate that the College is as open as possible – about what the College does, why it does it, and about the Denturists it regulates – so that people can make the most informed decisions when they are selecting a health care provider.
- Adopted and implemented two Standards of Practice: (**Record Keeping; Informed Consent**) and drafted and sought consultation with stakeholders on two proposed Standards of Practice (**Advertising; Confidentiality and Privacy**). Throughout the year, the College hosted educational webinars to assist members in preparing for the implementation of the new Standards of Practice.
- Developed and adopted four new policies (**Clinic Name Policy; Accessibility Policy; Workplace Harassment, Violence and Discrimination Policy; Continuing Professional Development Program Compliance Policy**)
- Throughout the year, **governance training** was provided to all Council members to assist in the development of knowledge and skills integral to the position of member of Council.
- In December 2016, Council engaged in a **Strategic Planning** Day where members established the College's mission, vision, core values, and strategic priorities, for 2017-2020.



COMMITTEE REPORTS

STATUTORY COMMITTEES

Executive Committee

Inquiries, Complaints and Reports Committee

Registration Committee

Quality Assurance Committee

- Panel A
- Panel B

Patient Relations Committee

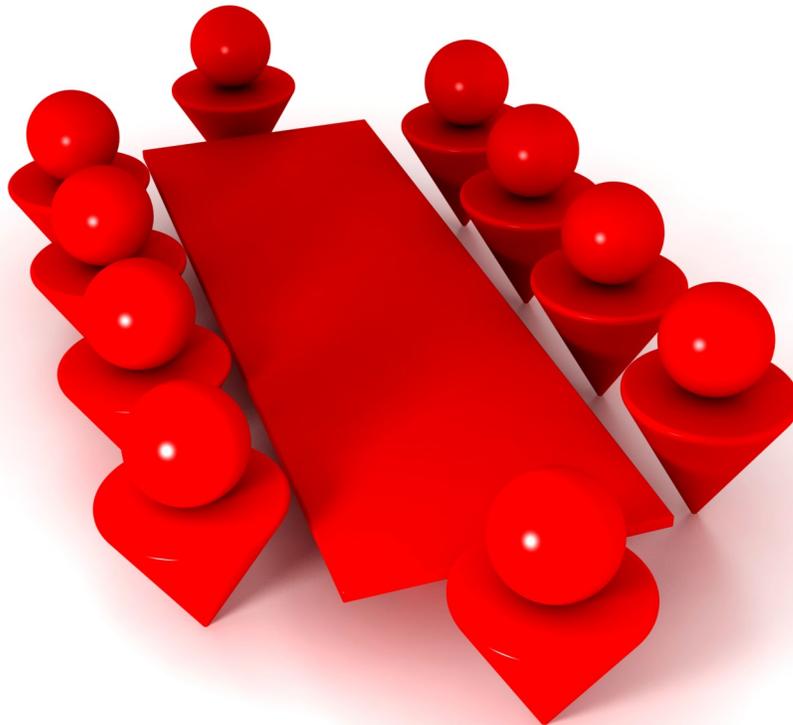
Discipline Committee

Fitness to Practise Committee

NON-STATUTORY COMMITTEES

Qualifying Examination Committee

Qualifying Examination Appeals Committee



EXECUTIVE COMMITTEE

WHO WE ARE

Chair

Hanno Weinberger, *Public Member*, **President**

Professional Members

Michael Vout Jr., **Vice President**
Joey Della Marina
Luc Tran

Public Members

Dr. Ivan McFarlane

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 fiscal year.

ACHIEVEMENTS

As part of its mandate, the Executive Committee provided routine, continuous oversight to the financial management of the College. By-law amendments related to registrant information posted on the Public Register and Schedule 7 to include an "Administrative Fee for Notices" were approved by the Executive Committee for presentation to Council. The Committee considered and approved 21 Clinic Name requests. In this fiscal year, the Executive Committee lead in the Registrar's Annual Performance Assessment process. The work of the Executive Committee provides for consistent, timely College governance on matters that arise in between Council meetings.



INQUIRIES, COMPLAINTS AND REPORTS COMMITTEE

WHO WE ARE

Chair

Barbara Smith, *Public Member*

Professional Members

Alexia Baker-Lanoue
Joey Della Marina
Michael Vout Jr.

Public Members

Dr. Ivan McFarlane

Non-Council Members of the Profession

Pino DiNardo
Norbert Gieger

WHAT WE DO

When a concern about a registered Denturist comes to the attention of the College, the Inquiries, Complaints and 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. Members of the Inquires, Complaints and Reports Committee are trained and strive to review all complaints objectively.

Once their investigation is complete, the Inquiries, Complaints and Reports Committee has the authority to make one or more of the following decisions:

- **Take no further action.**
- **Offer guidance to the registered Denturist in writing or in person.** This is done by the Committee when it feels that guidance will help the Denturist to understand how to conduct himself or herself in the future.

WHAT WE DO — CONT'D

- **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.
- Take any other action not inconsistent with the *Regulated Health Professional Act, 1991 (RHPA)*.

ACHIEVEMENTS

- In August 2016, ICRC members participated in a training and orientation session. The session included a presentation that outlined the statutory framework with a focus on ICRC process and current practices. Members were introduced to new decision-making tools including a risk assessment framework and risk assessment flow chart.
- Met 21 times to review 50 cases (13 of them carried forward from 2015-2016). That included 33 complaints and 17 reports. Below are the outcomes of the ICRC deliberations, based on 30 decisions. A decision may involve more than one outcome.

Took no further action	17
Issued reminders or advice to member	8
Required member to appear for an oral caution	3
Required member to complete a SCERP – specified continuing education or remediation program	1
Referred to Discipline Committee	2

DISCIPLINE COMMITTEE

WHO WE ARE

Chair

Hanno Weinberger, *Public Member*

Professional Members

Alexia Baker-Lanoue

Peter Cassano

Keith Collins

Joey Della Marina

Patrick McCabe

Mordey Shuhendler

Luc Tran

Michael Vout Jr.

Public Members

Arnella Csongradi

Mark Fenn

Anita Kiriakou

Dr. Ivan McFarlane

Wangari Muriuki (*from Sept 2016*)

Barbara Smith

Non-Council Members of the Profession

Carmelo Cino

Eugene Cohen

Damien Hiorth

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 maintaining the trust of the public in health profession self-regulation. The Discipline Committee holds hearings that are like 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;

WHAT WE DO — CONT'D

- 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 a panel of the Discipline Committee held 1 hearing. The panel made findings of professional misconduct against the following member:

- Drago Vrljic

A Summary of the decision and a full-text version of the Discipline Panel's decision and reasons are available in the member's profile that can be accessed through the College's online **Public Register** (www.denturists-cdo.com).



FITNESS TO PRACTISE COMMITTEE

WHO WE ARE

Chair

Mordey Shuhendler,
Professional Member

Professional Members

Alexia Baker-Lanoue
Peter Cassano
Keith Collins
Joey Della Marina
Patrick McCabe
Luc Tran
Michael Vout Jr.

Public Members

Arnella Csongradi
Mark Fenn
Anita Kiriakou
Dr. Ivan McFarlane
Wangari Muriuki (*from Sept 2016*)
Barbara Smith
Hanno Weinberger

Non-Council Members of the Profession

Abdelatif Azzouz
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

Mark Fenn

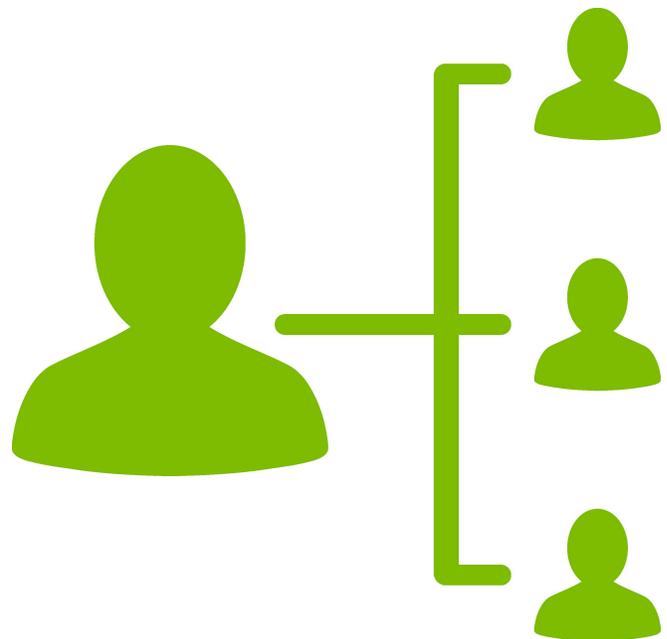
Non-Council Members of the Profession

Elizabeth Gorham-Matthews
Christine Reekie

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
Joey Della Marina

Public Members

Arnella Csongradi
Anita Kiriakou
Wangari Muriuki (*from Sept 2016*)
Hanno Weinberger

Non-Council Members of the Profession

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 that the public expects. 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 CPD cycle – this is a tool that assists practitioners in identifying areas in their practice that may require improvement; identifying specific learning needs; and developing a document that records 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.

QUALITY ASSURANCE COMMITTEE

Panel A

ACHIEVEMENTS

- Met 7 times during the year to monitor compliance with the **Continuing Professional Development** requirements, and review Peer & Practice Assessment Reports. Of the 36 assessments, 21 were satisfactory, 11 required remedial action, and 4 are still outstanding.
- Began development on the new Self-Assessment Tool and Peer Circle project.
- Developed and approved the Peer Assessor Eligibility and Appointment Policy and the Continuing Professional Development Program Compliance Policy.
- Referred 8 members to the Inquiries, Complaints and Reports Committee for non-compliance with the Quality Assurance Program.

WHO WE ARE

Panel B

Chair

Patrick McCabe, *Professional Member*

Professional Members

Alexia Baker-Lanoué
Mordey Shuhendler

Public Members

Barbara Smith
Hanno Weinberger

Non-Council Members of the Profession

Tom Bardgett
Theodore Dalios
Damien Hiorth

ACHIEVEMENTS

- Met 4 times, with a mandate to recommend to Council new or revised Standards of Practice, and guidelines associated with providing patient care. Standards describe the generally accepted expectations for professional practice. The Standards of Practice approved by Council for implementation include: Record Keeping and Informed Consent. In progress are Standards of Practice for: Advertising; and Confidentiality and Privacy, Conflict of Interest, Restricted Title, and Infection Prevention and Control.
- Offered webinars to educate members of the profession about the Standards of Practice on Record Keeping, ensuring understanding and compliance with applicable legislation and regulations.



REGISTRATION COMMITTEE

WHO WE ARE

Chair

Elizabeth Gorham-Matthews,
Non-Council Member

Professional Members

Peter Cassano
Luc Tran

Public Members

Mark Fenn
Anita Kiriakou
Wangari Muriuki (*from Sept 2016*)

Non-Council Members of the Profession

Damien Hiorth

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. Decisions of the Registration Committee can be appealed through the **Health Professions Appeal and Review Board** (HPARB).

To ensure that only academically qualified individuals attempt the Qualifying Examination, the Committee conducts academic assessments for out-of-province and internationally trained candidates to determine if their education is equivalent to a diploma in denturism from George Brown College.

During the year, the College had 32 new registrants, 17 resignations and 12 suspensions for non-payment of fees. As of March 31, 2017, the College had 678 registrants. The public can be confident that everyone registered to practise denturism in Ontario is responsible for meeting the entry-to-practice requirements, standards of practice, quality assurance requirements and other criteria of the College.

ACHIEVEMENTS

- Continued development of 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 and revised existing policies to ensure that registration practices and procedures are fair, transparent, objective and impartial.
- The Committee continued to review academic program accreditation models to assist in developing an accreditation process that will ensure consistency among denturism programs.



QUALIFYING EXAMINATION COMMITTEE

WHO WE ARE

Chair

Michael Deegan, *Non-Council Member*

Professional Members

Peter Cassano

Public Members

Mark Fenn

Non-Council Members of the Profession

Abdelatif Azzouz
Christine Reekie

WHAT WE DO

The Qualifying Examination Committee (QEC) is responsible for making recommendations regarding the content and administration process of the Qualifying Examination.

In 2014-2015, the College introduced a new Qualifying Examination format based on the newly developed [National Competency Profile](#) for Denturists. The new format grounds the examination in professional judgment and provides for a more comprehensive assessment of entry to practice skills.

ACHIEVEMENTS

- Aligned the Multiple-Choice Question (MCQ) component of the exam to the competency-based exam blueprint.
- Approved the development and production of two instructional videos for the Objective Structured Clinical Examination (OSCE) component of the Qualifying Examination: a candidate orientation video and a sample OSCE station video. These videos have been made available on the College's website and will be used for future exam orientation sessions.
- Reviewed the post-administration analysis of the Qualifying Examination 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

Professional Members

Adam-Christian Mazzuca
Adita Shirzad
Akram Ghassemiyan
Albert Ang
Artour Eldarov
Ben Vorano
Braden Neron
Brandon Lilliman
Carlo Zanon
Carman Burgess
Chi-Sam Tran
David Barrick
David Mulzac
Dean McTaggart
Eric Kukucka
Eugene Cohen
Ivana Culum
Jack Abergel
James Durston
Jim Harrison
Joe Adamec
John Rafailov
Marianne Dyczka
Matthew Barclay-Culp
Norbert Gieger
Paul Conrad
Ricardo Iaboni
Robert MacLeay
Robert Velensky
Sultana Hashimi
Tyler Ballantyne

Consultants

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



QE WORKING GROUP MEMBERS & OSCE ASSESSORS

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 of the Profession

Carmelo Cino

WHAT WE DO

The Committee is responsible for reviewing appeals of the results of the Qualifying Examination.

ACHIEVEMENTS

- Received and adjudicated 3 appeals from the summer 2016 administration of the exam.



COLLEGE OF DENTURISTS OF ONTARIO

SUMMARY FINANCIAL STATEMENTS

MARCH 31, 2017

HILBORN_{LLP}



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, 2017, and the summary statement of operations 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, 2017. We expressed an unmodified audit opinion on those financial statements in our report dated June 23, 2017.

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, 2017 are a fair summary of those financial statements, on the basis described in the note to the summary financial statements.

Toronto, Ontario
June 23, 2017



Chartered Professional Accountants
Licensed Public Accountants

COLLEGE OF DENTURISTS OF ONTARIO

Summary Statement of Financial Position

March 31	2017 \$	2016 \$
ASSETS		
Current assets		
Cash	1,735,186	1,050,813
Investments	203,341	476,633
Prepaid expenses	26,627	27,155
	1,965,154	1,554,601
Investments	-	201,079
Capital assets	91,439	96,969
Intangible assets	1,251	1,787
	92,690	299,835
	2,057,844	1,854,436
LIABILITIES		
Current liabilities		
Accounts payable and accrued liabilities	141,746	163,903
Deferred registration fees	358,732	375,296
	500,478	539,199
Deferred lease incentives	67,190	75,588
	567,668	614,787
NET ASSETS		
Invested in capital and intangible assets	50,450	51,236
Internally restricted for therapy and counselling	10,000	10,000
Internally restricted for complaints and discipline	360,000	360,000
Unrestricted	1,069,726	818,413
	1,490,176	1,239,649
	2,057,844	1,854,436

COLLEGE OF DENTURISTS OF ONTARIO

Summary Statement of Operations

Year ended March 31	2017 \$	2016 \$
Revenues		
Registration fees	1,340,489	1,315,552
Examination fees	203,250	176,000
Administration fees	16,013	11,701
Investment income	14,868	22,988
	1,574,620	1,526,241
Expenses		
Salaries and benefits	451,563	455,950
Examinations	321,895	347,329
Council and committees	37,081	27,190
Professional fees	124,753	127,439
Quality assurance	24,658	20,067
Rent	98,412	100,453
Complaints and discipline	100,928	111,152
Office and general	145,606	135,476
Amortization of capital assets	18,661	10,421
Amortization of intangible assets	536	766
	1,324,093	1,336,243
Excess of revenues over expenses for the year	250,527	189,998

COLLEGE OF DENTURISTS OF ONTARIO

Note to Summary Financial Statements

March 31, 2017

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, 2017, 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.



PUBLIC INTEREST **GOVERNANCE**

agile professionalism competence proportionate

ENGAGED transparent targeted

accountable consistent



COLLEGE OF
DENTURISTS
OF ONTARIO



College of Denturists of Ontario
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