

# College Contact

News • 51st Council Meeting • Noteboard • New Members

## The Role of the Complaints Assessor

Practice  
Management:  
Have you got  
a Screw Loose?



Official Journal of the  
College of Denturists  
of Ontario



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# College of Denturists of Ontario Council Members



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Public Member



Thomas Capy,  
Public Member



Walter Connell,  
Public Member



Joan Duke,  
Public Member



Rodger Yeatman,  
Public Member



Ted Dalios, DD,  
Professional  
Member  
District 1



Gus Koroneos, DD,  
Professional Member  
District 2



John Kallitsis, DD,  
Professional Member  
District 3



Harry Orfanidis, DD,  
Professional  
Member  
District 4



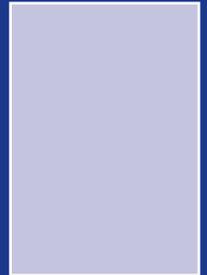
Michael  
Dragonetti, DD  
Professional  
Member  
District 5



Gregory Mittler, DD,  
President,  
Professional Member  
District 6



Barry Stratton, DD,  
Professional Member  
District 7



Unfilled,  
Professional  
Member  
District 8

## College Composition



### President

Greg Mittler, DD



### Registrar

Cliff Muzylowsky, DD

### Legal Counsel

Richard Steinecke, LLB –  
Steinecke Maciura LeBlanc

### Accountant

Doug Murphy, CA

## Council Committee Structure

### COUNCIL

#### Professional Members

Ted Dalios, DD, District 1  
Gus Koroneos, DD, District 2  
John Kallitis, DD, District 3  
Harry Orfanidis, DD, District 4  
Michael Dragonetti, DD, District 5  
Gregory Mittler, DD, District 6  
Barry Stratton, DD, District 7  
Unfilled, District 8

#### Public Members

Jafar (Jeff) Amini  
Thomas Capy  
Walter Connell  
Joan Duke  
Rodger Yeatman

#### Retraction on incorrect name for District 7

In the January 2008 College Contact, the Council member for District 7 was incorrectly identified as Robert MacLeay. The Council member for District 7 is in fact Barry Stratton, DD of Nepean, ON, by acclamation on October 24, 2007.

The College of Denturists of Ontario apologizes for any inconvenience this may have caused, and welcomes Mr. Stratton to the Council.

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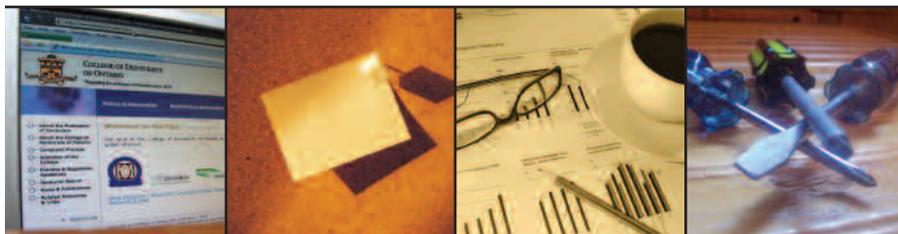
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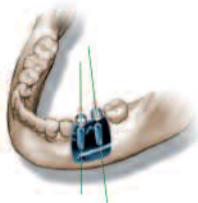
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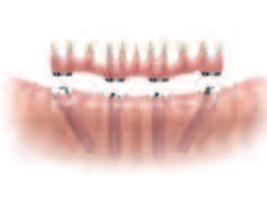
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# President's Report to Council

The past quarter has been characterized by a general directive for all Statutory and Non-Statutory Committees to do more with less. Among other cost savings, this has taken the form of committee meetings accomplished by teleconference wherever possible.

The Complaints Committee has been very engaged processing complaints and attempting alternative dispute resolution (ADR) where possible. The complaints process is being documented more clearly and the existing complaints brochure amended. It will now be placed on the CDO website. Plans are already underway to shape the committee structure to fit Bill 171's mandated change to become the ICRC (Investigations, Complaints, and Reports Committee)

The Chair of the Registration Committee resigned effective February 29, 2008. Mr. Pino DiNardo was appointed the new Chair of the Committee to replace Mr. Brad Potter. The CDO benefited much from Mr. Potter's motivation and input on the many committees he was involved with. We wish him well in whatever new endeavours he chooses to put his energy into. The Registration Committee will be very active into 2008–2009 as it prepares for Bill 124.

The Discipline Committee has met only once. They met to establish a panel for an upcoming discipline hearing scheduled for April 4, 2008.

The Fitness to Practice Committee has met to outline and develop clear reasons for incapacitation proceedings.

The Quality Assurance Committee is duly carrying out its mandate to assess clinics and educate members on how to improve techniques and practices where necessary. The committee is placing

Quality Assurance Modules on the CDO website. It will also include a Distance Training Module. Asepsis training for assessors is planned, with a further move to asepsis training for general members in the future.

The Patient Relations Committee has met entirely by teleconferences and is continuing to produce articles for the *College Contact* magazine. In this same publication, it is helping to attract interested members needed for the role of Examiner or Quality Assurance Assessor by providing background information and advice on applying for these positions.

The Qualifying Exam Committee is now swinging into a very busy schedule with preparations for the upcoming Entry to Practice Examinations while working to augment the limited number of examiners already secured.

The Finance Committee has produced a proposed budget for 2008–2009. The Task Force on Occupational

Specifications and Standards is similar to a sub-committee. Its budget has been detailed separately so that it can be more closely monitored and funded judiciously. In general, every committee will have to become even more aware of ways to operate within their budget limits as more work and higher costs for the CDO are going to be created as Bills 171 and 124 go into effect in 2009.

The Regulation and Bylaws Committee has been active in the process of modifying bylaws which limit fee increases to 2% per year. This was necessary due to the Council decision to raise the next annual fee more than the current percentage allowed for. Other bylaws concerned with honoraria/expenses and member address details have been circulated to the membership for comment and input.

The Strategic Planning Committee has worked hard to identify and develop priorities from the Strategic Plan. The function of the committee may change to one of monitoring as the CDO staffing changes of the last quarter now allow for greater specificity in committee support. Preparation of and reporting on, the Strategic Plan will likely become mostly a function handled by Policy and Administration Coordinator Jill Moriarty.

## President's Report

The Task Force on Occupational Specifications and Standards has worked with great diligence to finish up phase one of its proposed three phases. This has resulted in a superbly detailed book – modular in nature. This flexible format allows for simplified modifications or additions when things not under the CDO's control such as Bills 171 and 124, impose change on the regulatory function of the College. The Task Force will deliver recommendations towards completion of phase two.

In conclusion, Council Members and Chairs have acknowledged the need for improved efficiency. One simple way to accomplish this is for every member to check for e-mail communication from the College and respond to it in a timely manner. This action alone will pay big dividends in terms of efficiency.

*Gregory B. Mittler, DD*  
*President*



# Registrar's Report to Council

The 2008 year of the College will be significantly shaped by the activities surrounding the implementation of two major pieces of legislation, the Health Systems Improvement Act (Bill 171) and the Fair Access to Regulated Practices Act (Bill 124).

The Office of the Fairness Commissioner (OFC) has met with regulated professions to study their registration practices, which will be assessed to ensure that they meet obligations for transparency, objectivity, impartiality, and fairness under the Fair Access to Regulated Professions Act. The College met with representatives of the OFC in January to review the registration regulations/policies/process of the CDO. The OFC, through consultation with the College, has documented the registration practices of the CDO. This information will be posted on the OFC website.

In order to ensure compliance with Bill 124 regulated professions will be required to prepare an annual Fair Registration Practices Report to communicate the results of their registration practices to the fairness commissioner. Regulated professions must also undergo audits of their registration practices, which will be submitted to the OFC. The cost of the independent compliance audits will be the responsibility of the regulated professions.

The Registrar and the Coordinator of Registration and Committees attended a

meeting with the OFC and other regulators to discuss consultation documents: Draft Guidelines for Fair Registration Practices and Proposals for Audits of Registration Practices. The Coordinator of Registration with the input of the CDO's legal counsel and the Registrar prepared the CDO's submission concerning the OFC consultation documents.

The Fair Access to Regulated Professions Act requires audits every three years. The College must be prepared for a registration compliance audit within the next three years. The OFC estimates that the

cost of an audit for a regulated profession the size of the CDO would range between \$3,000 and \$10,000. Events such as a significant increase in the number of appeals of registration decisions or changes in academic qualifications resulting in changes to application requirements could also trigger an audit.

In preparation for implementation of the provisions of the Health System Improvements Act (Bill 171), the Coordinator of Registration and Committees providing administrative support to the Complaints Committee and the Registrar attended a workshop in February conducted by Richard Steinecke outlining procedures of the Inquiries, Complaints, and Reports Committee (ICRC). Mr. Steinecke has produced an ICRC procedure manual with appendices of forms, which serves as a template for College's to define and document their ICRC procedures. At the workshop the manual was reviewed. There was discussion around issues and how Colleges might adapt the manual to meet their own circumstances. The ICRC Procedure Manual will be an invaluable tool for the CDO.

On June 28, 2007 the Minister of Health and Long-Term Care requested the advice of the Health Professions Regulatory Advisor Council (HPRAC) on a number of issues impacting the regulation of health professions in Ontario. The *Fasken Martineau November 2007 Health Law Bulletin* outlines the areas where the minister requested HPRAC's advice. Issues of interest to the CDO are inter-professional collaboration, as well as x-rays related to the practice of dental hygiene.

HPRAC has drafted a "consultation discussion guide on issues related to the

ministerial referral on interprofessional collaboration among Health Colleges and professionals." The consultation document has been emailed to Council members. Colleges have been asked to respond to the document by April 15, 2008. The Federation of Health Regulatory Colleges of Ontario (FHRCO) has asked for an extension of the deadline for submissions. The federation will be drafting a response.

The federation has held a number of meetings to discuss and draft responses to issues related to the Health Systems Improvement Act, as well as, concerns about registration audits and the reporting of registration practices to the fairness commissioner. The federation will be meeting to discuss the HPRAC consultation guide on interprofessional collaboration.

The registrars of the Dental Colleges (denturism, dentistry, dental hygiene, dental technology) met with representatives of Health Canada to discuss issues related to the importation of medical devices into Canada. Denture teeth and cast metal frameworks are defined as medical devices. The registrars agreed to work together with assistance from Health Canada to develop member communiqués. There was discussion about holding a summit in 2009 involving all the dental professions.

Representatives of the CDO will meet with the DAO Board of Directors on March 14 to discuss the mentorship program, malpractice insurance and issues identified at the December 7, 2007 meeting of Council.

The Task Force on Occupation Specifications and Education Standards will present its work on Denturist Occupation Specifications and Denturist

Course Training Standards to Council for approval on March 28. The significance of education and facility standards are apparent to Council concerning the application of George Yonge College, a private career college, seeking approval of a denturism program by the Ministry of Training, Colleges, and Universities (MTCU). An on-site inspection of the facilities at George Yonge College took place in February based on the Denturist Association of Canada (DAC) accreditation facility standards culminating with a report to MTCU.

The personnel project and review of the administrative structure of the College has been completed. The new staff members have received orientation and are engaged in their roles as defined by their job descriptions within the new organizational structure of the College. I have received comments noting improvements in administrative efficiencies and committee support. The Coordinator of Policy and Administration is actively pursuing the development of College policies and procedures.

The Coordinator of Registration and Committees through consultation with the Complaints Committee has implemented a complaint enquiries process to handle telephone enquiries made by the public. Many complaints enquiries have been successfully resolved preventing formal written complaints. As a result of this proactive, preventive approach the College has noted a reduction in the number of complaints.

The Coordinator of PR, QA, and IT has worked on database development to permit members to make changes to their contact information and pay their 2008/2009 registration fees online through the CDO website. New online

## REGISTRAR'S REPORT

continuing education courses accessible through the College website are being tested for implementation.

Notice of regular elections for election of a professional member of Council has been sent to the members in districts 3, 4, and 5. Declaration of a by-election for election of a professional member of Council for District 8 has been sent to the district members due to the resignation of the Council member for District 8 effective February 29, 2008.

The College is conducting supplemental written exams at the office for two candidates the second week of March. Three candidates requiring successful completion of only one of the clinical partial denture projects (to meet the requirements for registration) will be participating in a supplemental clinical exam at the College office on March 14, 2008. Staff and the Qualifying Examination Committee are working on the preparations for the 2008 CDO written and clinical Qualifying Examinations.

I would like to acknowledge the members of the Task Force on Occupation Specs and Education Standards for their dedication, the copious number of hours they have worked on the project, and their commitment to complete this critical volume of standards. Thank you to the members of Council, committees and the entire staff, who have worked diligently to support the mandate of the College to regulate the profession while serving the public interest.



*Respectfully,  
Cliff Muzylowsky, DD,  
Registrar*

# Executive Committee Report to Council

The Executive held two in-person meetings, January 11, 2008 and February 22, 2008 as well as three teleconference meetings on December 13, 2007, February 1, 2008, and February 6, 2008.

The Executive Committee received a resignation from a council member and made plans to deal with the additional committee vacancies created by the member's decision to leave.

The resignation produced a condition whereby the executive was no longer adequately constituted and so required timely remediation. In a special full Council teleconference

Mr. H. Orfanidis was nominated and acclaimed as 2nd Vice President of Executive to replace Mr. Brad Potter.

The Executive Committee considered five requests for clinic names and approved four of them. A policy is being developed around use of the term "dental" in the selection of names for denture clinics.

The Executive received information on a meeting of the CDO Task Force on Occupational Standards with the Ministry of Colleges, Training, and Universities (MTCU) regarding approval of George Yonge College (GYC), a private institution wishing to provide a denturism course. The MTCU requested that an assessor be selected by the CDO to do an on-site inspection of this private college.

A communication from MTCU several weeks later, proposed that in the absence of the CDO's having any occupational or facility standards, the CDO accept as proxy, the current DAC site facility standards and asserted that they would have a DAC representative do the site inspection. Concerns were raised that the DAC inspection was for the purpose of accreditation, a separate issue from program approval, and that the public interest was not best served by this proposal. A letter of response was drafted to express the CDO's belief that this was not what was discussed at the original Task Force and MTCU meeting.

GYC informed the College that the DAC site assessment was scheduled for

## EXECUTIVE COMMITTEE REPORT

February 22, 2008. The CDO selected an assessor of our choice who simultaneously and independently performed the site inspection. The assessment will be given to MTCU and we will be forwarded a copy.

The Executive Committee spoke with legal counsel and reviewed documents related to a legal action against the College by a member concerning an investigation of an election matter.

The Executive referred one complaints issue to the Discipline Committee.

The CDO contacted the RCDSO regarding \$249.00 denture advertisements and learned that the RCDSO advertising code prohibits this type of ad. The CDO was asked to submit examples of these ads to the RCDSO and has now provided this data.

The Executive discussed the mandate of the Strategic Planning Committee and determined that it may be better implemented by staff, not a committee. A recommendation will be forthcoming on this subject.

The Executive discussed whether a current needs analysis is required with respect to the number of future graduates required for the profession to adequately serve the public.

Information on the cost for a further analysis could be more accurately obtained by putting out a clearly defined request for proposal regarding a new needs analysis.

### EXECUTIVE DECISIONS TO REPORT

The Executive Committee decided that a cover letter and Bylaw circulation to members be mailed out to members immediately.

The Executive Committee decided that an article reminding members of the need to obtain Executive approval for clinic names and describing the process for doing so, should be produced for the next issue of *College Contact* magazine.

The Executive Committee decided that the CDO should continue to issue size

16" x 20" wall certificates and approved the addition of a line for the registration date.

The Executive Committee decided that a mandatory, facilitated, in camera session for all Council members for the purpose of dealing with issues that are impacting the effectiveness of the Council and College administration, should be arranged.

The Executive Committee decided that a referral from the Complaints Committee be referred to the Discipline Committee.

### EXECUTIVE RECOMMENDATIONS TO COUNCIL

1. The Executive recommends that the mandate of the Strategic Planning Committee be changed and that the size of the committee be reduced.
2. The Executive recommends dispensing with the presence of legal counsel at Council meetings.

# Complaints Committee Report to Council

Since the December 8, 2007 general meeting this committee has had three face-to-face meetings and one teleconference. As of March 10, 2008 (the submission of this report) we had 16 open files, three of which are in the process of decision. I am optimistic we can have the files down to 10 by March 28, 2008 the day of the meeting.

The committee has issued two oral cautions. The committee has brought in two of our members for questioning, to clarify matters on their complaints. The committee has authorized the appointment of an investigator to further investigate matters into one of our members.

This committee has been extremely active, and with the help of Lara Thacker, Coordinator of Complaints Committee, the committee has been striving to bring the amount of complaint files down to a manageable number. Lara (via telephone enquiries) is fielding anywhere from 5 to 10 possible enquiries per month.

I would personally like to congratulate this committee on its fine efforts!

*Gus Koroneos, DD (Chair)*

# Quality Assurance Committee Report to Council

The Quality Assurance (QA) Committee met three times by teleconference and once in-person since the last council meeting. The QA committee revised its budget for 2008-2009 based on a \$125/member increase in registration fee. All clinic assessments were completed and reviewed by the committee. Remedial action item letters were sent to practitioners when necessary.

In an effort to help reduce patient complaints, the committee developed an informed consent form for denturists to provide their patients with prior to commencing treatment. A New Clinic Checklist form was also developed.

The committee has revised the schedule for when clinics are assessed in order to provide the committee and assessors with fixed timelines to follow:

- **June:** random selection; 5% of membership = approximately 25 assessments/year

- **July:** notify selected members of upcoming assessment
- **September:** Assessor training
- **September-December:** assessments completed and submitted to College and reviewed
- **January-March:** confirm remedial action items have been completed

The committee is investigating the best means of providing assessors with current training on infection control. George Brown College infection control professors were consulted; however, they are unable to assist the committee. I attended the University of Toronto Infection Control Practices Course for Dental Technologists on February 23-24. The committee will be meeting to consider teaching strategies for assessor training.

Practice and Regulations have been posted on the College website.

The committee received the resignation of council and professional member Brad Potter. I would like to thank Mr. Potter for his dedication and guidance throughout his five years of participation on the QA Committee. I would like to welcome Council and professional member Barry Stratton to the QA committee.

*Jonathan Nolan, DD (Chair)*

# Discipline Committee Report to Council

The Discipline Committee had one hearing and one conference call since the last meeting.

A pre-hearing conference was held on December 21, 2007, chaired by Carlo DiNardo, DD, Discipline Committee Chair.

A teleconference was held February 21, 2008 to set the date of the formal discipline hearing. April 4, 2008 was agreed to as the hearing date.

No other meetings are scheduled at this time.

*Carlo DiNardo, DD (Chair)*

# Fitness to Practice Committee Report to Council

The committee has had one teleconference meeting since the last council meeting. All of the information that this college has on fitness to practice is from other health professions. We are trying to put a document together to reflect our profession in this matter and some recommendations have been made in preliminary point form from where a final draft copy may be produced and be shown to council. The draft should be ready by the next council meeting. Thanks to all of the committee members.

*Harry Orfanidis, DD (Chair)*

## Qualifying Exam Committee Report to Council

The committee has had a few teleconference meetings and two face-to-face meetings since the last council meeting.

We have the honour of revamping the qualifying exam from our master question list to further our mission of transparency and accuracy in our exam procedures. This is a time consuming and difficult task and I must congratulate my team Carlo DiNardo, Ted Dalios, Bill Kollias, Jeff Amini and of course Lara Thacker who has worked hard to keep us organized and on schedule. We have met with some of our examiners to discuss problems and concerns with the examination process and how to improve things. This was a great help for both sides and I am sure the exam process will run more efficiently. We also met with members who are interested in being College examiners for next year's exam. All in all this has been a busy committee as usual.

*Harry Orfanidis, DD (Chair)*

## Regulations and Bylaws Committee Report

The committee has had one teleconference since the last general meeting. The committee has approved the following recommendations which it would like to present to Council:

1. The Terms of Reference for the Regulations and Bylaws Committee be accepted as presented.
2. The Generic Terms of Reference for standing committees be approved as a template for use by all non-statutory and standing committees of the College.
3. Generic Terms of Reference for non-standing, non-statutory committees/task forces/work groups based on the non-statutory template.

These Terms of Reference, if passed by Council, were created in hope that all committees be directed to adapt these templates for themselves.

The Regulations and Bylaws committee recommends to Council that it direct all committees to review Bill 171 and the Registration Committee review Bill 124 to determine what changes are required on each committee to become compliant with the above bills.

I would like to thank the entire committee and the College support staff for their efforts and ideas.

*Gus Koroneos, DD (Chair)*

## Strategic Planning Committee Report

The Strategic Planning Committee (SPC) has not met since the last council meeting.

In most organizations, shepherding of the Strategic Plan is a staff function, often overseen by Council, but sometimes monitored by an SPC. The CDO's strategic planning initiative commenced at a time when the College was critically understaffed and therefore, the SPC was struck to develop a budget and work plan for the strategic plan. This committee has worked hard to develop priorities from the Strategic Plan and their efforts are appreciated; however, now that the College has a full staff compliment, I believe that this job can be done more efficiently and effectively by the CDO administration. In fact, preparation of and reporting on the Strategic Plan is listed as a part of the Coordinator of Policy & Administration's job description.

The Executive Committee discussed this issue at its latest meeting and will be putting forward a recommendation to Council that the SPC assume a less active role, that of monitoring the Strategic Plan. They will also be recommending that the committee be reduced to three members, at least one of whom is a professional member of Council and one of whom is a public member of Council. I notified the committee of this information and invited members who are interested in continuing on with the SPC to advise me of their interest.

*Jonathan Nolan, DD (Chair)*

## Taskforce on Occupation Specifications and Standards to Practice Guidelines

THE TASKFORCE MEMBERS feel a strong sense of accomplishment with the quality of the document produced to date.

The mandate given to us by the CDO and specifically the Registration Committee enabled the Taskforce to establish a framework (outlined as phase 1) that will provide not only the college but also all external stakeholders with a strong foundation for many years into the future.

It is an honour knowing that accomplishments to date, will benefit the public, and enhance the profession in carrying out their mandate within the spectrum of health care. It should also be recognized the part played and the efforts put forth by the members of the profession and also by the members of the CDO, both public and professional.

*Registration Committee  
Bradley Potter, DD (Taskforce  
Committee Chair)*

## Retirement Notice

EDWIN EDWARDS, AND MAXWELL HANNA, have notified the College of their retirement from the profession. We wish them well in their future endeavours.

## 2008–2009 Registration Renewal

THE 2008–2009 REGISTRATION RENEWAL WAS DUE ON APRIL 15 2008.

Members had many choices for registration renewal this fiscal year. For the first time ever, members registered online at [www.denturists-cdo.com](http://www.denturists-cdo.com). Members were able to click on the main page link to access the online registration renewal and pay by either Master Card or VISA.

Members who elected to pay online were required to first complete and submit their registration renewal form electronically. Once this was done, the registrant was presented with a payment form which required either a Master Card or VISA number along with the other details of the card which are typically required.

This is a secure payment processing site, with the highest level of encryption assigned to ensure confidentiality of purchase and card owner security. This portion of the website is accessed through Username and Password input, which is unique to each member of the College. The Username and Password was assigned to each member and provided to them through the recent paper registration form mailing. The username and password will continue to be associated with the assigned member for future member access.

If you cannot remember your Username and/or Password, please contact the College of Denturists of Ontario at 416-925-6331/1-888-236-4326.

The electronic registration renewal form is connected to the College database and, on submission, populates the registrant's information to their record. Credit card transactions are processed in a batch file entry, rather than "real-time" processing, as a cost-saving measure to the College.

This means that although online payment is accepted there is a delay of 1–2 days before it is processed and confirmed. If a credit card is rejected the member will be notified, and an alternate form of payment will be required.

Members can elect to pay the whole amount in a single payment or to make two payments of 50% of the total cost. The first payment was due by April 15, 2008 and the second payment will be due by October 15, 2008. Receipts will be emailed to registrants.

Members may only pay online for the registration status they have been billed for. If, for example, a registrant wishes to change status from active to inactive, they must contact the College of Denturists to be re-billed; or submit payment through the mail or by fax.

The College continues to accept payment by mail for both credit cards and cheques and by fax for credit cards. Please read instructions carefully with regard to registration renewal. You may contact Jill Moriarty at 416-925-6331/1-888-236-4326 ext. 224 if you have any questions.

## New Members

THE COLLEGE OF DENTURISTS OF ONTARIO congratulates and welcomes the newest members of our profession:

Igal German, DD  
 Jianna Di Stefano, DD  
 Heshmatollah Rashed, DD

## Members Suspended for Non-payment of Registration Renewal Fees

THE CERTIFICATES OF REGISTRATION of the following people are currently under suspension for failure to meet annual College Registration Renewal Fee requirements. These individuals are not permitted to fit, dispense, design, construct, repair or alter a denture. In addition, these individuals may not use the title "Denturist", a variation or an abbreviation or equivalent in another language. These individuals may not hold themselves out as qualified to practice in Ontario as a Denturist.

In the event of suspension, the full amount of outstanding fees, plus all fees that would have been paid if the individual had remained a member, plus applicable penalty fees must be paid to remove the suspension.

Anyone interested in the status of any registrant may contact the College of Denturists of Ontario directly.

Clyde Arnold	Chagay Hellenbrand
Barrington Beckford	Walter Hempling
Bill Callander	Dan Huber
Kong Chien	Ernest McCrone
David Cojocar	Adam Meilun
Rosemarie Dacres	Helmut Pardue
Antonio Del Giglio Materazzo	Lev Poyasov
Sheila Fewer	Benjamin Rakusan
Gregory Fredericks	Ludlow Reynolds
D. Freedman	Mark Richardson
Mona Galliera	Milovan Solunac
Boris Gelgor	Peter Shi Yan
Mimi Gozlan	

## NOTEBOARD

### Apply to the College of Denturists of Ontario for a Position as a Quality Assurance Assessor

SEND YOUR RESUME to the Quality Assurance Coordinator at the College of Denturists of Ontario, together with a covering letter referring to this position. Briefly explain why you wish to represent the College as a Quality Assurance Assessor.

Limited travel (outside of your professional district) is involved. Quality Assurance Assessors are compensated for travel expenses and receive an honorarium. Quality Assurance Assessors must have a minimum of five years' professional experience and have been/are prepared to be assessed.

### Apply to the College of Denturists of Ontario for a Position as a Qualifying Examiner

THE COLLEGE OF DENTURISTS OF ONTARIO conducts qualifying (entry to practice) exams every year. Professional members of the College are required to officiate at these exams. Interested members should send their resume, together with a covering letter referring to this position, to the Registrar at the College of Denturists of Ontario.

Qualifying Examiners are required to travel to Toronto for the duration of the exam period to which they are assigned. Qualifying Examiners are compensated for travel expenses and receive an honorarium.

# Election Schedule 2008 Districts 3, 4, and 5 and By-Election District 8

DATE	ACTION REQUIRED	RELEVANT BYLAW
March 6	Notice of Election sent to all eligible members	8:04
April 16	Deadline for nominations 2 pm. If only one nominee, that nominee is acclaimed into the office	8:02
May 5	Voting packages sent to all eligible voters. Includes: instructions, ballot, ballot envelope, mailing envelope, and bio for each candidate in relevant district	11:01
June 4	Election day	12–13

Notices of election were sent to all eligible members in **Districts 3, 4, 5, and 8**. The deadline for nominations was April 16, 2008.

**District 3:** Jodie Carr, DD, John Kallitsis, DD

**District 4:** Won by acclamation – Carlos M. Valenti, DD

**District 5:** Won by acclamation - Max Mirhosseini, DD

**District 8:** Andy Protopapas, DD; Jaro Wojcicki, Jr., DD

To be a candidate, a member must be eligible for election to the Council for the electoral district they are running in and nominated by three members who are eligible to vote in this same electoral district election. The nominated member must consent to the nomination on a nomination form

The success of the College of Denturists of Ontario as a Regulatory College is due to the contribution of denturists who have taken time to serve the profession by seeking election to Council. Self-regulation can only work through a commitment to serving the public.

## WHO IS ELIGIBLE TO RUN FOR COUNCIL?

Denturists are eligible to run if they:

- have completed and submitted a signed nomination form, which is received before the deadline for receipt of nominations, Wednesday, April 16, 2008 at 2:00 pm;
- have a valid Certificate of Registration and are eligible to vote in the election;
- practice denturism or reside in Ontario;
- have a mailing address registered with the College, which 120 days preceding the election is in the electoral district for which they are to be elected. If they are not practicing, then they must reside in that district;

- are not in default of any fees or other monies owing to the College, or in returning or completing any prescribed forms;
- are not currently the subject of a disciplinary or incapacity proceeding;
- do not have any terms, conditions or limitations placed on their Certificate of Registration; and
- have not had their Certificate of Registration revoked or suspended at any time in the preceding two years.

## WHAT IS THE COUNCIL OF THE COLLEGE?

Council is the board of directors of the College and is composed of both professional and public members.

The professional members on Council are denturists elected through regional elections. The Lieutenant-Governor in Council appoints all public members. Council members work together to pursue the College's statutory mandate to regulate and govern the profession in the public interest.

## WHAT IS THE ROLE OF A COUNCIL MEMBER?

The role of a Council member is to ensure the protection of the public. The Regulated Health Professions Act, its Procedural Code, the Denturism Act and the CDO By-Laws provide the legal foundation for CDO's governance structure, activities, and powers. The College of Denturists of Ontario (CDO) is required to fulfill the role of a regulatory college as established in the legislation. Council decisions must be consistent with the legislation.

It is important to note that the accountability of professional

## Election Schedule 2008 Districts 3, 4, and 5

members of Council is different from that of directors in a membership organization. **Council members are not elected to represent the members of their district, but to represent the public of Ontario on behalf of their district.** Once elected to Council, the denturists are not accountable to the members in their district, but instead to the statutes and the laws governing the College and to the public of Ontario.

While there is a role in bringing regional perspectives to the Council table, and in communicating Council decisions in your regions, elected Council members do not represent the electorate. **For example, if you are sitting on Council and are asked to make a decision affecting the profession, you are bound to make the decision that is in the best interest of the public of Ontario, not the members who elected you.** For instance, if you are sitting on a committee such as Complaints, Discipline or Registration, you are bound by statute to confidentiality and cannot report back to the members in your district.

As members of the College's board of directors, Council members have a fiduciary relationship with the College. The root of the word "fiduciary" comes from the Latin meaning "trust." Council members have a legal duty to act in what they believe to be the best interest of the College and follow the College's legal mandate.

By accepting a position as a Council member or committee member, you occupy a position of trust and confidence. Your personal interest, and the interest of any constituency that you may be affiliated with, must at all times be subordinated to the best interest of the College, and to the

interest of self-regulation.

All Council members, whether denturists or public members, are equal around the table, and participate equally in discussion and decision making. Likewise they are equally bound by law.

### WHAT IS EXPECTED OF COUNCIL MEMBERS?

Council members are expected to demonstrate the following values to ensure the continuing trust of the public and our members:

- Accountability and integrity
- Openness, transparency, and accessibility
- Fairness and equitable treatment
- Respect for the individual and group differences
- Flexibility and openness to change
- Mutual respect and collaboration

All Council members must also follow statutory requirements and the College's bylaws, policies and Code of Conduct.

### HOW OFTEN DOES COUNCIL MEET?

The Council holds four regular all-day meetings per year in Toronto. These are open to the public.

### IF ELECTED TO COUNCIL, ARE COUNCIL MEMBERS ALSO REQUIRED TO SIT ON SOME COMMITTEES?

All Council members are required to serve on at least two committees. Committees meet anywhere from three days a year to once a month, depending on the particular committee. **Council members, can anticipate spending any-**

**where from nine to 30 days a year meeting to discuss committee and Council business. In addition, Council members are expected to review materials in advance of meetings in order to participate in discussion and to make informed decisions.**

### COMMITTEES OF THE COUNCIL

Executive, Registration, Complaints, Discipline, Fitness to Practice, Quality Assurance, Patient Relations, Qualifying Examination and Curriculum, Finance and Regulations, and Bylaws.

### HOW LONG IS A TERM?

The term of office for elected council members is three years.

### ARE MEMBERS OF COUNCIL COMPENSATED FOR THEIR TIME AWAY FROM PRACTICE?

The time commitment of Council members is recognized with an honorarium that is intended to be applied toward their office overhead. **Current per diem honorarium is \$200.00/day for Council members. In addition, Council members are compensated for travel, accommodation, and some expenses. Council members are not compensated for preparation time for meetings.**

### HOW DOES A MEMBER RUN FOR ELECTION?

A member may nominate themselves or be nominated by members in their election district by completing the nomination form enclosed with the notice of election mailing.

**ELIGIBILITY TO VOTE**

According to current CDO Bylaws, a member is eligible to vote in an election if:

- (a) the member is the holder of a certificate of registration, active or inactive;
- (b) on the 120th day immediately preceding the election,
  - (i) the member practises or resides in Ontario, and
  - (ii) the member's mailing address registered with the College is in the electoral district for which an election is being held.

**ELIGIBILITY FOR ELECTION**

According to current CDO Bylaws, a member is eligible for election to Council

for an electoral district if:

- (a) the member is entitled to vote in the election,
- (b) at all times between the 120th day immediately preceding the election and the election,
  - (i) the member continues to practise denturism or to reside in Ontario,
  - (ii) the member's mailing address continues to be in the electoral district for which the election is being held,
  - (iii) the member is not in default of any obligation to the College under a regulation or the Bylaws,
  - (iv) the member is not the subject of proceedings for incompetence, professional misconduct or incapacity,

- (v) the member's certificate of registration is not subject to a term, condition or limitation other than one prescribed by regulation; and
  - (vi) is not bankrupt;
  - (vii) is not a director, officer, employee of a national or provincial organization of denturists; and
  - (viii) where the member has previously been disqualified from sitting on the council under Bylaw 16:03, the term of vacancy is not consecutive to the term of office, or vacancy from which the member was disqualified.
- (c) the member's certificate of registration has not been revoked or suspended at any time in the two years immediately preceding the election.

## Call for Non-Council Members

THE COLLEGE IS SEEKING DENTURISTS interested in participating as non-council members on statutory and non-statutory committees for the 2008–2009 fiscal year. Elections to committees will be held at the June 2008 inaugural council meeting. **If you are interested in sitting on committees, submit your resume and request for nomination to the Registrar by June 16th, 2008.**

Non-council committee members are appointed for a one year term. Committee members are expected to attend meetings/teleconferences and will be compensated for travel expenses and receive an honorarium for their attendance at meetings.

### COMMITTEES REQUIRING NON-COUNCIL MEMBERS

**Complaints Committee:**  
1 Non-Council Member

**Registration Committee:**  
1 Non-Council Member

**Discipline Committee:**  
2 Non-Council Members

**Fitness to Practice Committee:**  
1 Non-Council Member

**Patient Relations Committee:**  
1 Non-Council Member

**Quality Assurance Committee:**  
2 Non-Council Members

**Qualifying Examinations and Curriculum Committee:**  
2 Non-Council Members

## In the Event of a Health Crisis

THE COLLEGE OF DENTURISTS OF ONTARIO will need to quickly communicate updates and directives from the Ministry of Health with its members.

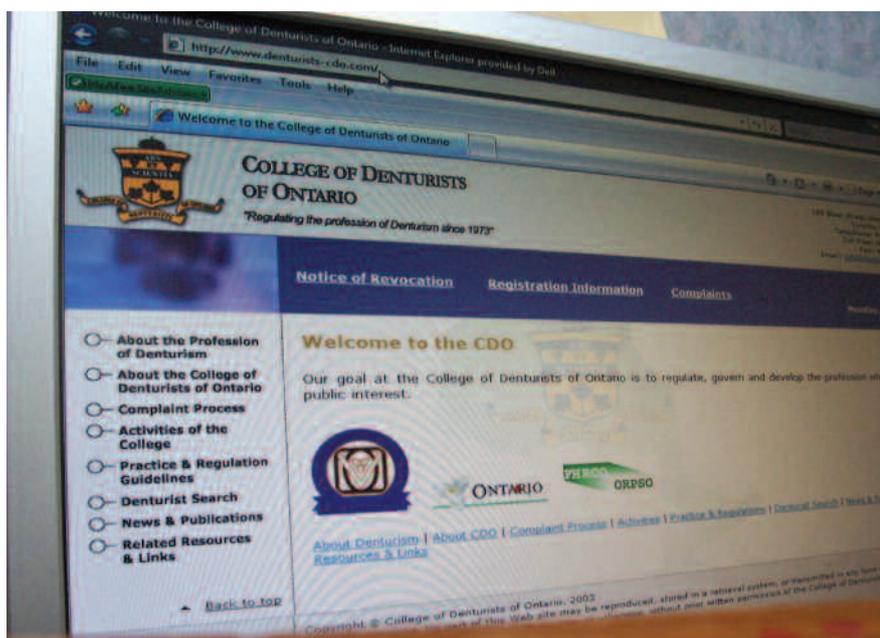
Either contact the College of Denturists' office or go online at [www.denturists-cdo.com](http://www.denturists-cdo.com) and click on Professional Members link to update your fax and email information.

Email is the optimum method of forwarding information to you.

# CDO Website Update

When was the last time you went to [www.denturists-cdo.com](http://www.denturists-cdo.com)?

There have been changes to the site that will benefit you.



## REGISTRATION RECORD MANAGEMENT

It is the responsibility of the registrant to keep the College of Denturists of Ontario informed of their latest mailing address and their principle work address and associated phone numbers. Members should also add or update email and fax information online.

Now members can go to the website [www.denturists-cdo.com](http://www.denturists-cdo.com) to access their records and make required changes. This immediately populates your record and creates the change instantly. The time of input and user identity is logged. If there is any discrepancy of accurate record-keeping, the log will be referred to for

verification.

Each member has been provided with a username and password on the 2008–2009 Registration Renewal mailing. If you have forgotten or lost your access code please phone the College for the information (416-925-6331/1-888-236-4326).

Members with an email address on their record can have the access codes emailed to them through the request field on the entry webpage. Members access the database by clicking on the "Professional Members" link at [www.denturists-cdo.com](http://www.denturists-cdo.com)

## QUALITY ASSURANCE ONLINE

A new Quality Assurance section has been added to the [www.denturists-cdo.com](http://www.denturists-cdo.com) site! Members can review the Quality Assurance Program, Asepsis and Hygiene standards, prepare for an assessment, and ensure through the course of good business practice that their practice is meeting minimum requirements to protect their patients and themselves.

Also available at the Quality Assurance section is a link to our introductory distance learning course. Members can go online and register for the introductory course. We have posted a survey so that on completion of the course you can offer feedback on the course, and what you would like to see in future distance learning modules.

By 2009 Bill 171 will require a minimum number of Continuing Education credits/hours. The College of Denturists is preparing for these requirements today.

# Coming soon... **DOMx**



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# The Role of the Complaint Assessor

BY G.B. MITTLER, DD

One of the most important concepts in the investigation of a complaint received against a member is the neutrality of the individuals investigating it. This includes individuals that may be contracted by the College to assess a case from a functional standpoint.

When alternative dispute resolution (ADR) has been attempted between the parties but yields no resolution, the complaint, if it involves fit and/or function, often requires that the dentures in question be evaluated. The College then selects a denturist to see the patient in order to assess the case. Great care is taken to choose a practitioner far enough away from the original denturist's office. Although an assessor is frequently selected on the basis of where the patient lives, the patient is sometimes required to travel outside their immediate community to maintain the anonymity of the originating office.

Patients arriving at the assessor's office will have been instructed by one of the Complaints Committee members or the Registrar, not to reveal the identity of the denturist who made the current set. In this way, the process is blind from the patient to practitioner and also from practitioner to practitioner.

In addition, for the assessment to be fair

to parties on either side of the issue, the assessor must remain the observer. This means that other than interacting with the complainant on a basic practitioner to patient level, any comments, criticisms, suggestions, or visual emotional cues related to the case should be avoided.

The CDO Assessment Form lays out the categories and description of what the

assessment should cover. It is an objective exercise and as such, requires only that the assessor put down observations. There is a place at the end of the form for comments and a general summary.

The assessor must avoid interpreting the results of his observations as that is the job of the Committee. Similarly, they should strive for clarity so that the observations do not produce an ambiguous or confusing result.

If you are contacted to serve as a complaint assessor, remember all you are required to do is to evaluate the case by describing what you see. As long as you remain objective, the result, whatever the observations, will be useful and pertinent in sorting out the complaint in a fair and equal manner.

G.B. Mittler, DD



# Have You Got A Screw Loose ?

BY DEAN FENWICK

Handy people in Canada know that the best type of screw on the market is the Robertson square head. However, in most parts of United States the Robertson is completely unheard of. There are always flat/blade/straight/slotted (pick your term) screws and Phillips screws (otherwise known as the one with the criss-cross on it, right?).



So what do these screws have to do with your business? At first glance nothing, but it actually is yet another example of an inferior technology that wins. The point we are going to make here is that it is not always the best denture that wins either, right? The next logical question is: why is that?

The Robertson is such a *vastly* superior screw! Interestingly, anyone that has ever used one is an instant convert. Easy to go in ... easy to come out. You can't strip the head and thanks to perfectly machined tapering you can put a Robertson screw on the end of Robertson screwdriver and it will *stay* there while you hold the screwdriver at all sorts of different angles. This allows you to work the screwdriver with one hand – simply not possible with a slotted or Phillips screwdriver (unless you have a magnetic tip that provides a little help, but nothing like what a Robertson can do).

The fate of the Robertson screw is one of my favourite stories. In 1908 a Canadian screwdriver salesman named Peter Lymburner Robertson, of Milton Ontario, was tired of cutting himself when demonstrating screwdrivers. So he

invented a new screw and had it strongly patented in 1909. It was an instant success. Soon Henry Ford took notice. The screws sped up production of his Model-Ts by two hours per unit and virtually eliminated scratches on the paint from slippage. However, Robertson was having trouble keeping up with demand in his patented production facility. Henry Ford offered to buy a license to produce the screws in his own facilities on a per unit basis. Peter Robertson wanted to keep total control over production and declined.

Along came Henry Phillips with his criss-cross screw which also would be less likely to scratch paint. Phillips had no problem licensing his screws to whoever wanted to produce them. Car companies were happy because they could produce their own screws and have a guaranteed supply and the giant American Screw

Company was happy to produce and sell Phillips to the masses around the world. The world markets became saturated with Phillips screws. Henry Phillips did not work as hard as Peter Robertson and his product was technically inferior. In fact, while Phillips essentially sat back and collected cash, Robertson struggled day in and day out running his own company. He ran his own production facilities, headed his sales team, design team, supervised operations ... everything.

Peter Lymburner Robertson might as well have been a typical hard working dentist. One who makes great dentures, works late every night, and tries to do everything himself. This is a very common business problem especially for competent people. This is a pattern which can lock a person in a direction that results in becoming increasingly "busy" and stressed, trying to do everything and not having time to do anything about it. It's the old lumberjack who is too busy sawing to stop and sharpen his saw. It's a story we see over and over, in every type of business.

The answer is simple but very hard to do. Stop and create some time to make some

changes. Be prepared to give up some responsibilities and initiate some new ones. It's the secret to everything really. Just take a moment and visualize your ideal business. The more often and the more detailed you can do this, the more

clearly it will become a reality. It is helpful to break your business down and decide what you are doing well and what could use some attention. The following is a short example.

For each item select whether you do it yourself or another staff member, rate how well it is being done from 0 (not at all) to 3 (very well), and then circle "Needs Attention" if appropriate.

### **BUSINESS DEVELOPMENT**

Developing Relationships with Dentists	Self	Staff	0 1 2 3	Needs Attention
Producing Specialized Informational Brochures	Self	Staff	0 1 2 3	Needs Attention
Asking for Referrals	Self	Staff	0 1 2 3	Needs Attention
Tracking Referrals	Self	Staff	0 1 2 3	Needs Attention
Advertising	Self	Staff	0 1 2 3	Needs Attention
Follow up outstanding Treatment Plans/Quotes	Self	Staff	0 1 2 3	Needs Attention
Follow up on Missed or Cancelled Appointments	Self	Staff	0 1 2 3	Needs Attention
Recalling Patients	Self	Staff	0 1 2 3	Needs Attention

### **FRONT DESK**

Scheduling Patients	Self	Staff	0 1 2 3	Needs Attention
Greeting Patients	Self	Staff	0 1 2 3	Needs Attention
Distributing Personalized Welcome Package	Self	Staff	0 1 2 3	Needs Attention
Confirming Appointments	Self	Staff	0 1 2 3	Needs Attention
Printing Treatment Plans/Quotes	Self	Staff	0 1 2 3	Needs Attention
Sending Pre-authorizations	Self	Staff	0 1 2 3	Needs Attention
Printing Receipts	Self	Staff	0 1 2 3	Needs Attention
Printing Claim Forms	Self	Staff	0 1 2 3	Needs Attention
Collecting Accounts Receivables	Self	Staff	0 1 2 3	Needs Attention

### **MANAGERIAL ACCOUNTING – REGULAR REVIEWS OF...**

Aged Accounts Receivable comparatives	Self	Staff	0 1 2 3	Needs Attention
Outstanding Insurance Claims	Self	Staff	0 1 2 3	Needs Attention
Outstanding Pre-authorizations	Self	Staff	0 1 2 3	Needs Attention
Work In Progress	Self	Staff	0 1 2 3	Needs Attention
Money on Deposit for Future Work	Self	Staff	0 1 2 3	Needs Attention
Discount Comparatives	Self	Staff	0 1 2 3	Needs Attention
New Patients Numbers	Self	Staff	0 1 2 3	Needs Attention
Wanted and Unwanted Procedure Summaries	Self	Staff	0 1 2 3	Needs Attention
Monthly Expense Comparatives	Self	Staff	0 1 2 3	Needs Attention
Advertising Expenditure as a % of Revenue	Self	Staff	0 1 2 3	Needs Attention
Advertisement Effectiveness	Self	Staff	0 1 2 3	Needs Attention

## HAVE YOU GOT A SCREW LOOSE?

### HUMAN RESOURCES

Regular Team Staff Meetings	Self	Staff	0 1 2 3	Needs Attention
Regular Checks on Staff Clarity of Clinic Objectives	Self	Staff	0 1 2 3	Needs Attention
Regular Assessments of Staff Job Satisfaction	Self	Staff	0 1 2 3	Needs Attention

### INTERIOR DECORATING

Regular Cleaning	Self	Staff	0 1 2 3	Needs Attention
Modern Confident Inspiring Office	Self	Staff	0 1 2 3	Needs Attention
Updated Relevant Reading Materials	Self	Staff	0 1 2 3	Needs Attention

### OPERATORY

Documenting Oral Examinations	Self	Staff	0 1 2 3	Needs Attention
Digital Images Taken	Self	Staff	0 1 2 3	Needs Attention
Instant Access to Information You Need	Self	Staff	0 1 2 3	Needs Attention
In Operator Patient Education	Self	Staff	0 1 2 3	Needs Attention

### LABORATORY

Tidy and Organized	Self	Staff	0 1 2 3	Needs Attention
Finishes Are All On Time	Self	Staff	0 1 2 3	Needs Attention
Quality of Dentures Match Your Vision	Self	Staff	0 1 2 3	Needs Attention



Invariably, schools of business teach that about 15% of financial success is due to one's technical knowledge and about 85% is due to skill in human engineering, personality and the ability to lead people. Peter Robertson was a very hard working and technically competent man. But he spread himself too thin. He was always just too busy trying to keep up. By taking time to define all aspects of your practice, you can figure if you might be spread too thin, what is being neglected, and how you could "tighten up your practice."

*Henry Phillips did not work as hard as Peter Robertson and his product was technically inferior. In fact, while Phillips essentially sat back and collected cash, Robertson struggled day in and day out running his own company.*

*Dean Fenwick is the lead software developer for the DOM (Denturist Office Manager) practice management system for denturists. Dean has been helping denturists improve practice management across Canada for the Past eight years. Before his work with denturists, Dean was a computer science and business teacher at both the high school and college level.*



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