

2022 CPMF SUMMARY

The College Performance Measurement Framework (CPMF) Reporting Tool has been developed by the Ontario Ministry of Health in collaboration with Ontario's health regulatory colleges. The CPMF examines how health regulatory colleges are meeting their mandate to protect the public interest. The goal of the framework is to strengthen accountability and help colleges continuously improve.

The CPMF considers seven regulatory domains: Governance, Resources, System Partner Work, Information Management, Regulatory Policies, Suitability to Practice, and Measurement Reporting and Improvement.

The CPMF Reporting Tool aligns with the RCDSO's commitment to analyze the work we do, make evidence-based decisions, identify areas for improvement, and create a strong foundation for the RCDSO as we move forward with transparency and transformation.

Domain 1: **GOVERNANCE**

Council maintains integrity in its decision making and has the required knowledge and skills to govern well. Efforts are continuously made to communicate with relevant audiences.

How are we doing?

- All members of Council and Committees take part in orientation to ensure that they have the required knowledge and skills to support good governance.
- All candidates for Council and Statutory Committees must continue to demonstrate basic core competencies and complete an eligibility course to run for election or to be selected to serve.
- Council, individual Council members, and the Chairs of RCDSO's Committees have all been assessed using a performance evaluation framework that is administered by a third party and which includes individualized development plans and peer feedback.
- Council Materials are available to the public and [posted to our website](#) in advance of our meetings. These materials remain on our site.

What improvements have we made in 2022?

- Council has received training on key topics, including equity, diversity, and inclusion (EDI), access to care and professionalism, governance, and College finances. Council continues to work towards individual and Council-wide learning goals.
- Council has approved [by-law](#) amendments that will strengthen conflict-of-interest rules for Council members.
- A new [online orientation module](#) and a revised [application form](#) have been approved that place greater emphasis on good governance and the public interest.
- A third party evaluation of Council's effectiveness has been completed and presented to Council to drive performance.
- Council has approved the RCDSO's new [2023 – 2025 Strategic Plan](#) which will include a key strategic project on good governance.



Domain 2: RESOURCES

The College has the financial and human resources to fulfill its statutory and regulatory duties, now and in the future.

How are we doing?

- Our [Strategic Plan](#) and budget processes are closely aligned in order to support strong financial and resource stewardship.
- Council receives and makes public an annual financial report on the [RCDSO website](#).
- Council approves the RCDSO annual budget, which includes salaries, headcount, and other HR support costs.

What improvements have we made in 2022?

- We continue to meet our financial and human resource obligations.
- Council has approved the RCDSO's new [2023 – 2025 Strategic Plan](#). Costs associated with this plan, including budget for key strategic projects, have been identified and allocated.
- The RCDSO has developed an Operating Reserve Policy and is currently engaged in a three-to five-year plan to fund the Reserve.
- We also maintain a three-year capital forecast of planned technology-based initiatives, which will be updated annually.



Domain 3: SYSTEM PARTNER

The College is working with other partners in the system to ensure it's responsive to the needs of the public.

How are we doing?

- The RCDSO engages extensively with a broad range of partners in support of our public protection mandate. Examples include:
 - collaboration with Ontario's oral health regulatory College's on guidance related to the COVID-19 pandemic,
 - ongoing information and resource sharing related to access to care and professionalism,
 - developing formalized service engagement with the National Dental Examining Board (NDEB) to enhance service delivery and remove unnecessary barriers to applicants, and
 - consultation to support the development of the RCDSO's new Strategic Plan.

What improvements have we made in 2022?

- The RCDSO's engagement with the Canadian Centre for Diversity and Inclusion (CCDI) has directly contributed to our ongoing efforts to embed the principles of EDI into all that we do.
- We are collaborating with Ontario's other health regulatory Colleges via the Health Professions Regulators of Ontario (HPRO) to adopt a consistent approach to embedding EDI into standards of practice.
- We continue to leverage our relationship with the [Citizen Advisory Group \(CAG\)](#) to embed the patient and caregiver perspective into College initiatives, including strategic planning and standards development.
- We will continue to look for opportunities to engage with system partners going forward, with a focus on engagement with historically underserved communities.



Domain 4:
INFORMATION MANAGEMENT

The College deals with the confidential information it retains securely.

How are we doing?

- The RCDSO has a designated Privacy Officer who is responsible for ensuring that the College complies with all applicable legislation and best practices related to the use and disclosure of personal information.
- The RCDSO’s Privacy Code, Information Security and Acceptable Use Policy, Password and Authentication Policy, Records Management Policy, and Social Media Policy address security issues with extensive mandatory IT security awareness training for all staff.
- The RCDSO has protocols for handling an IT security emergency, cyber-attacks, and system hi-jacks.
- IT security at the RCDSO is regularly audited by automated systems and external security firms.

What improvements have we made in 2022?

- In 2022, the RCDSO appointed a staff lead to examine the service experience of individuals who interact with the College to enhance service and facilitate seamless and secure access to information across the organization.
- We also worked to enhance technology systems across the entire organization to improve timelines for providing responses to inquiries.
- Additional information management resources will be developed in 2023 to support staff, Committees, and Council, in maintaining the privacy and security of College information.
- Work to fully implement the RCDSO’s new Customer Relationship Management system (CRM) platform, which will further modernize the College’s information management processes, is ongoing.



Domain 5:
REGULATORY POLICIES

The College issues policies, standards, and guidelines to the profession based on best available evidence and shows alignment with other Colleges.

How are we doing?

- The RCDSO strives to ensure that Standards and other resources for the profession are reflective of the current practice environment and serve the public interest.
- The College has developed a series of protocols to guide the development and review of RCDSO standards, which includes comprehensive consultation with our members, the public, and system partners.

What improvements have we made in 2022?

- Beginning in 2022, new tools, including a draft equity impact assessment, have been put in place to ensure that new and revised standards of practice reflect the principles of equity, diversity, and inclusion (EDI).
- The RCDSO has created a new role: *Organizational Transformation and College Equity Officer*, which will support the Policy Team in adopting best practices for EDI.
- Work continues to modernize and enhance the RCDSO’s approach to standards review and development. This work includes strategies to promote the accessibility of final documents and to enhance the standards page of the College’s website.



Domain 6:

SUITABILITY TO PRACTICE

The College registers only individuals who are qualified, skilled, and competent. Dentists in practice remain competent, safe, and ethical.

How are we doing?

- The RCDSO comprehensively reviews new applications using a standardized checklist of required documentation, including information about past conduct matters.
- All new applicants are required to complete the RCDSO's jurisprudence and ethics course and exam, which are also available as a continuing education (CE) offering.
- Every year dentists are required to complete a questionnaire that explores professional conduct as part of the annual membership renewal process.
- The RCDSO drives Quality through an online Practice Enhancement Tool (PET), Practice Assessments, and Peer Assessments. All Ontario dentists are required to participate in the Quality Assurance Program on a regular cycle and have mandatory CE requirements.
- The RCDSO communicates standards of practice via email, website content, and continuing education courses to support dentists in applying new standards to their practices.
- The complaints process supports individuals filing a complaint. The RCDSO [website](#) and [YouTube Channel](#) contain accessible and detailed information about the complaints process and how to raise concerns about a dentist.

What improvements have we made in 2022?

- Technology updates have been made to the online application portal to increase the efficiency of the RCDSO's application process.
- The Registration Department has launched a Continuous Quality Improvement (CQI) project to carry out an in-depth review of processes to ensure that they are reflective of a risk-based approach.
- Decisions of the College's Inquiries, Complaints and Reports Committee (ICRC) now use simplified language to ensure that decisions are clearly understood by members and complainants.
- The RCDSO took a number of steps to improve its investigation and discipline processes and timelines since last year. These process improvements have allowed the College to process complaints **up to 20% faster** than previous years.

Domain 7:

MEASUREMENT, REPORTING & IMPROVEMENT

The College continuously assesses risk, measures, evaluates and improves its performance, and is transparent about performance and improvement activities.

How are we doing?

- The RCDSO continues to rely on an Issues Management approach to proactively identify and assess emerging issues.
- The RCDSO's [2020 – 2023 Strategic Plan](#) and accompanying Strategic Objectives set the foundation for the College's Key Performance Indicators (KPIs), which are reported publicly at each Council Meeting.

What improvements have we made in 2022?

- The RCDSO has continued to implement and build on a new data management systems and processes that will support data collection, analytics, and reporting as part of the Strategic Plan. These resources are essential for the evaluation of the College's performance against its KPIs and to demonstrate results and effectiveness.
- With the conclusion of the RCDSO's first Strategic Plan (2020 – 2023), a new Strategic Plan has been developed and approved by Council. The [2023 – 2025 Strategic Plan](#) includes new Strategic Objectives and KPIs which will be reported publicly at each meeting of Council.