



Royal College of  
Dental Surgeons of Ontario

## 432<sup>nd</sup> Meeting of Council

Vantage Venues, Garden Hall (16<sup>th</sup> Floor)  
150 King Street West, Toronto

*(and Zoom and Livestream via YouTube)*

Thursday, September 15, 2022

# Engaging Council Members for Effective Governance

As a member of Council, I acknowledge my fiduciary duty to the College and the public interest and the statutes and rules that guide me. I am aware of my role and responsibilities, and that of the President and the Registrar. I also acknowledge that an effective governing body requires its members to fulfill behavioural expectations to each other. As a result, I will:

- Attend at least 75% of Council meetings
- Arrive so the meeting can start at the scheduled time
- Be fully prepared for Council meetings by reviewing materials in advance and considering all questions in briefing materials
- Participate by asking questions to clarify or challenge assumptions, sharing concerns and providing suggestions to meaningfully contribute to discussions and decisions
- Actively listen and engage in discussions at the Council table to promote transparency in our discussion and decisions
- Avoid distractions such as cell phones and side conversations during meetings
- Promote, welcome and value diverse perspectives in all discussions
- Be critical of issues where warranted, but not of people or their perspectives
- Be clear and concise in my contributions to topics in order to receive multiple perspectives
- Commit to Council decisions when the topic is closed and when I speak about decisions publicly
- Confine all substantive discussions to the meeting

Approved: June 16, 2022



# Royal College of Dental Surgeons of Ontario

## A G E N D A

### 432<sup>nd</sup> MEETING – RCDSO COUNCIL

Vantage Venues, Garden Hall (16<sup>th</sup> Floor), 150 King Street West, Toronto  
(and Zoom and Livestream via YouTube)

Thursday, September 15, 2022 – 9:00 a.m. – 4:00 p.m.

Item	Time	Topic and Objective(s)	Purpose	Page No.
1.	9:00am	Call to Order & Land Acknowledgement	Discussion	
2.		Roll Call		
3.	9:05am	President's Remarks	Discussion	
4.		Declaration of Conflict of Interest • Conflict of Interest Declaration Forms		6-55
5.	9:20am	Consent Agenda 5.1 Approval of Agenda 5.2 Approval of RCDSO Council Meeting Minutes, June 16, 2022 5.3 Registrar & CEO Report 5.4 Eligibility Review Committee Appointments	Approval (Motion)	56-75 76-79 80-82
6.	9:30am	Registrar & CEO's Remarks	Discussion	
7.	9:45am	RCDSO Strategic Plan 2023-2025	Approval (Motion)	83-100
	10:30am	<b>B R E A K</b>		

8.	11:00am	Governance Committee: Terms of Reference	Approval (Motion)	101-105
9.	11:20am	Governance Election Policies	Approval (Motion)	106-126
10.	11:30am	Committee Term Appointments	Approval (Motion)	127-131
11.	11:40am	Proposed By-Law Amendments: Job Titles	Approval (Motion)	132-140
12.	11:50am	PLP Committee Core Competencies	Approval (Motion)	141-145
	12:00pm	<b>L U N C H</b>		
13.	1:00pm	Membership Fee Increase	Approval (Motion)	146-155
14.	1:30pm	Joint Committee (FPA & Audit)	Approval (Motion)	156-172
15.	1:45pm	Registration Committee Composition	Approval (Motion)	173-177
16.	2:00pm	Council and Committee Expense Policy	Approval (Motion)	178-185
17.	2:10pm	PLP Deductibles	Approval (Motion)	186-191
18.	2:20pm	Commission on Dental Accreditation of Canada	Discussion/Approval	192-229
	2:45pm	<b>B R E A K</b>		
19.	3:10pm	18.1 Council Evaluation Survey Results, June 16, 2022 18.2 Financial and Budget Update 18.3 Access to Care Update 18.4 2022 Workplan for Council 18.5 Report on Current Strategic Plan 2020-23 18.6 Standards Update	For Information	230-232 233-238 239-245 246 247-264 265-270

		18.7 RCDSO Connect Analytics Report, July 2022 18.8 Reappointment to Council: D. Bishop		271-276  277
20.	3:15pm	Other Business	Discussion	
21.		Date of Next Council Meeting (virtual) • Thursday, December 1, 2022		
22.	3:30pm	<i>In-Camera</i> Business (for Registrar and Council members)	Discussion	
23.	4:00pm	Adjournment		

#2

COMPLETE

**Collector:** Web Link 2 (Web Link)  
**Started:** Thursday, July 14, 2022 11:44:53 AM  
**Last Modified:** Thursday, July 14, 2022 11:46:09 AM  
**Time Spent:** 00:01:16  
**IP Address:** 204.101.149.34

---

Page 1

**Q1**

Your name

Full name **Osama Soliman**

---

**Q2**

Your role

**Council member**

---

Page 2: Financial Interest

**Q3**

Do you or a close family member (e.g., spouse) or close associate (e.g., business partner) stand to be affected financially by your participation in a College decision? For example, please declare the following: all paid or unpaid employment (e.g., work, consultancies, contracts, paid directorships other than your dental practice (for dentists)); ownership or other financial interest in any corporation, company, consultancy or other business related to dentistry (see note at top of this page); provision of services to dentists (e.g., training, professional development); and any business arrangements or contracts with the College.

Toronto Institute for Dental excellence  
Framework for Dentists

---

Page 3: Competing Interests

**Q4**

**Respondent skipped this question**

Please declare any membership in other professional bodies or associations (paid or voluntary) as well as other positions which have competing interests with the College. Note: There is no issue with belonging to a professional association. We ask that you note it here in the interests of transparency.

---

Page 4: Personal or Professional Relationship

**Q5**

Please declare the following: employment or position at an educational institution dentistry program.

Toronto Institute for dental Excellence

---

Page 5: Other Conflicts

**Q6**

**Respondent skipped this question**

If you have further conflicts to declare, please provide details below.

---

Page 6: Declaration

**Q7**

**Yes**

I declare that the above information is true and accurate to the best of my knowledge.

---

**Q8**

Enter date below

**07/14/2022**

Date survey completed

---

#3

COMPLETE

**Collector:** Web Link 2 (Web Link)  
**Started:** Thursday, July 14, 2022 11:40:48 AM  
**Last Modified:** Thursday, July 14, 2022 11:48:09 AM  
**Time Spent:** 00:07:21  
**IP Address:** 99.247.43.194

---

Page 1

**Q1**

Your name

Full name **Ram Chopra**

---

**Q2**

Your role

**Council member**

---

Page 2: Financial Interest

**Q3**

Do you or a close family member (e.g., spouse) or close associate (e.g., business partner) stand to be affected financially by your participation in a College decision? For example, please declare the following: all paid or unpaid employment (e.g., work, consultancies, contracts, paid directorships other than your dental practice (for dentists)); ownership or other financial interest in any corporation, company, consultancy or other business related to dentistry (see note at top of this page); provision of services to dentists (e.g., training, professional development); and any business arrangements or contracts with the College.

No

---

Page 3: Competing Interests

**Q4**

Please declare any membership in other professional bodies or associations (paid or voluntary) as well as other positions which have competing interests with the College. Note: There is no issue with belonging to a professional association. We ask that you note it here in the interests of transparency.

No membership in any other professional organization

---

Page 4: Personal or Professional Relationship



**Q5**

Please declare the following: employment or position at an educational institution dentistry program.

None

---

Page 5: Other Conflicts

**Q6**

If you have further conflicts to declare, please provide details below.

No other conflict being a RCDSO Council member

---

Page 6: Declaration

**Q7**

**Yes**

I declare that the above information is true and accurate to the best of my knowledge.

---

**Q8**

Enter date below

**07/14/2022**

Date survey completed

---

#4

COMPLETE

**Collector:** Web Link 2 (Web Link)  
**Started:** Thursday, July 14, 2022 11:45:21 AM  
**Last Modified:** Thursday, July 14, 2022 11:54:05 AM  
**Time Spent:** 00:08:43  
**IP Address:** 142.181.218.239

---

Page 1

**Q1**

Your name

Full name **Nalin Bhargava**

---

**Q2**

Your role

**Council member**

---

Page 2: Financial Interest

**Q3**

Do you or a close family member (e.g., spouse) or close associate (e.g., business partner) stand to be affected financially by your participation in a College decision? For example, please declare the following: all paid or unpaid employment (e.g., work, consultancies, contracts, paid directorships other than your dental practice (for dentists)); ownership or other financial interest in any corporation, company, consultancy or other business related to dentistry (see note at top of this page); provision of services to dentists (e.g., training, professional development); and any business arrangements or contracts with the College.

No

---

Page 3: Competing Interests

**Q4**

Please declare any membership in other professional bodies or associations (paid or voluntary) as well as other positions which have competing interests with the College. Note: There is no issue with belonging to a professional association. We ask that you note it here in the interests of transparency.

None

---

Page 4: Personal or Professional Relationship

**Q5**

Please declare the following: employment or position at an educational institution dentistry program.

None

---

Page 5: Other Conflicts

**Q6**

If you have further conflicts to declare, please provide details below.

None

---

Page 6: Declaration

**Q7**

**Yes**

I declare that the above information is true and accurate to the best of my knowledge.

---

**Q8**

Enter date below

**07/14/2022**

Date survey completed

---

#5

COMPLETE

**Collector:** Web Link 2 (Web Link)  
**Started:** Thursday, July 14, 2022 12:02:29 PM  
**Last Modified:** Thursday, July 14, 2022 12:06:58 PM  
**Time Spent:** 00:04:29  
**IP Address:** 83.209.64.205

---

Page 1

**Q1**

Your name

Full name

**Mark Exkler**

---

**Q2**

Your role

**Council member**

---

Page 2: Financial Interest

**Q3**

Do you or a close family member (e.g., spouse) or close associate (e.g., business partner) stand to be affected financially by your participation in a College decision? For example, please declare the following: all paid or unpaid employment (e.g., work, consultancies, contracts, paid directorships other than your dental practice (for dentists)); ownership or other financial interest in any corporation, company, consultancy or other business related to dentistry (see note at top of this page); provision of services to dentists (e.g., training, professional development); and any business arrangements or contracts with the College.

I have an upcoming lecture in September at U of T CE dental education series as one of the presenters of the Orthodontics course for Assistants and hygienists

---

Page 3: Competing Interests

**Q4**

Please declare any membership in other professional bodies or associations (paid or voluntary) as well as other positions which have competing interests with the College. Note: There is no issue with belonging to a professional association. We ask that you note it here in the interests of transparency.

Member of Ontario Association of Orthodontists

---

Page 4: Personal or Professional Relationship

**Q5**

Please declare the following: employment or position at an educational institution dentistry program.

As mentioned U of T CE courses: Orthodontics for assistants and hygienists

---

Page 5: Other Conflicts

**Q6**

If you have further conflicts to declare, please provide details below.

None

---

Page 6: Declaration

**Q7**

**Yes**

I declare that the above information is true and accurate to the best of my knowledge.

---

**Q8**

Enter date below

**07/14/2022**

Date survey completed

---

#6

COMPLETE

**Collector:** Web Link 2 (Web Link)  
**Started:** Thursday, July 14, 2022 12:39:43 PM  
**Last Modified:** Thursday, July 14, 2022 12:42:54 PM  
**Time Spent:** 00:03:11  
**IP Address:** 165.225.208.165

---

Page 1

**Q1**

Your name

Full name **Marc B. Trudell**

---

**Q2**

Your role

**Council member**

---

Page 2: Financial Interest

**Q3**

Do you or a close family member (e.g., spouse) or close associate (e.g., business partner) stand to be affected financially by your participation in a College decision? For example, please declare the following: all paid or unpaid employment (e.g., work, consultancies, contracts, paid directorships other than your dental practice (for dentists)); ownership or other financial interest in any corporation, company, consultancy or other business related to dentistry (see note at top of this page); provision of services to dentists (e.g., training, professional development); and any business arrangements or contracts with the College.

No

---

Page 3: Competing Interests

**Q4**

Please declare any membership in other professional bodies or associations (paid or voluntary) as well as other positions which have competing interests with the College. Note: There is no issue with belonging to a professional association. We ask that you note it here in the interests of transparency.

None

---

Page 4: Personal or Professional Relationship

**Q5**

Please declare the following: employment or position at an educational institution dentistry program.

None

---

Page 5: Other Conflicts

**Q6**

If you have further conflicts to declare, please provide details below.

None known

---

Page 6: Declaration

**Q7**

**Yes**

I declare that the above information is true and accurate to the best of my knowledge.

---

**Q8**

Enter date below

**07/14/2022**

Date survey completed

---

#7

COMPLETE

**Collector:** Web Link 2 (Web Link)  
**Started:** Thursday, July 14, 2022 12:36:48 PM  
**Last Modified:** Thursday, July 14, 2022 12:43:46 PM  
**Time Spent:** 00:06:57  
**IP Address:** 174.91.75.203

---

Page 1

**Q1**

Your name

Full name **Brian Richard Smith**

---

**Q2**

Your role

**Council member**

---

Page 2: Financial Interest

**Q3**

Do you or a close family member (e.g., spouse) or close associate (e.g., business partner) stand to be affected financially by your participation in a College decision? For example, please declare the following: all paid or unpaid employment (e.g., work, consultancies, contracts, paid directorships other than your dental practice (for dentists)); ownership or other financial interest in any corporation, company, consultancy or other business related to dentistry (see note at top of this page); provision of services to dentists (e.g., training, professional development); and any business arrangements or contracts with the College.

No.

---

Page 3: Competing Interests

**Q4**

**Respondent skipped this question**

Please declare any membership in other professional bodies or associations (paid or voluntary) as well as other positions which have competing interests with the College. Note: There is no issue with belonging to a professional association. We ask that you note it here in the interests of transparency.

---

Page 4: Personal or Professional Relationship



**Q5** **Respondent skipped this question**

Please declare the following: employment or position at an educational institution dentistry program.

---

Page 5: Other Conflicts

**Q6**  
If you have further conflicts to declare, please provide details below.

No conflicts to declare.

---

Page 6: Declaration

**Q7** **Yes**

I declare that the above information is true and accurate to the best of my knowledge.

---

**Q8** Enter date below **08/14/2022**

Date survey completed

---

#8

COMPLETE

**Collector:** Web Link 2 (Web Link)  
**Started:** Thursday, July 14, 2022 3:19:07 PM  
**Last Modified:** Thursday, July 14, 2022 3:21:43 PM  
**Time Spent:** 00:02:35  
**IP Address:** 99.247.200.212

---

Page 1

**Q1**

Your name

Full name **Nancy Di Santo**

---

**Q2**

Your role

**Council member**

---

Page 2: Financial Interest

**Q3**

Do you or a close family member (e.g., spouse) or close associate (e.g., business partner) stand to be affected financially by your participation in a College decision? For example, please declare the following: all paid or unpaid employment (e.g., work, consultancies, contracts, paid directorships other than your dental practice (for dentists)); ownership or other financial interest in any corporation, company, consultancy or other business related to dentistry (see note at top of this page); provision of services to dentists (e.g., training, professional development); and any business arrangements or contracts with the College.

None

---

Page 3: Competing Interests

**Q4**

Please declare any membership in other professional bodies or associations (paid or voluntary) as well as other positions which have competing interests with the College. Note: There is no issue with belonging to a professional association. We ask that you note it here in the interests of transparency.

Member of ODA professional association

---

Page 4: Personal or Professional Relationship

**Q5**

Please declare the following: employment or position at an educational institution dentistry program.

None

---

Page 5: Other Conflicts

**Q6**

If you have further conflicts to declare, please provide details below.

None

---

Page 6: Declaration

**Q7**

**Yes**

I declare that the above information is true and accurate to the best of my knowledge.

---

**Q8**

Enter date below

**07/14/2022**

Date survey completed

---

#9

COMPLETE

**Collector:** Web Link 2 (Web Link)  
**Started:** Thursday, July 14, 2022 11:17:10 PM  
**Last Modified:** Thursday, July 14, 2022 11:21:16 PM  
**Time Spent:** 00:04:06  
**IP Address:** 65.95.3.153

---

Page 1

**Q1**

Your name

Full name **Richard Hunter**

---

**Q2**

Your role

**Council member**

---

Page 2: Financial Interest

**Q3**

Do you or a close family member (e.g., spouse) or close associate (e.g., business partner) stand to be affected financially by your participation in a College decision? For example, please declare the following: all paid or unpaid employment (e.g., work, consultancies, contracts, paid directorships other than your dental practice (for dentists)); ownership or other financial interest in any corporation, company, consultancy or other business related to dentistry (see note at top of this page); provision of services to dentists (e.g., training, professional development); and any business arrangements or contracts with the College.

No

---

Page 3: Competing Interests

**Q4**

Please declare any membership in other professional bodies or associations (paid or voluntary) as well as other positions which have competing interests with the College. Note: There is no issue with belonging to a professional association. We ask that you note it here in the interests of transparency.

None currently

---

Page 4: Personal or Professional Relationship

**Q5**

Please declare the following: employment or position at an educational institution dentistry program.

None

---

Page 5: Other Conflicts

**Q6**

If you have further conflicts to declare, please provide details below.

None

---

Page 6: Declaration

**Q7**

**Yes**

I declare that the above information is true and accurate to the best of my knowledge.

---

**Q8**

Enter date below

**07/14/2022**

Date survey completed

---

#10

COMPLETE

**Collector:** Web Link 2 (Web Link)  
**Started:** Thursday, July 14, 2022 11:45:38 AM  
**Last Modified:** Thursday, July 14, 2022 11:46:32 PM  
**Time Spent:** 12:00:54  
**IP Address:** 142.115.93.197

---

Page 1

**Q1**

Your name

Full name **Amelia Chan**

---

**Q2**

Your role

**Council member**

---

Page 2: Financial Interest

**Q3**

Do you or a close family member (e.g., spouse) or close associate (e.g., business partner) stand to be affected financially by your participation in a College decision? For example, please declare the following: all paid or unpaid employment (e.g., work, consultancies, contracts, paid directorships other than your dental practice (for dentists)); ownership or other financial interest in any corporation, company, consultancy or other business related to dentistry (see note at top of this page); provision of services to dentists (e.g., training, professional development); and any business arrangements or contracts with the College.

Invisalign Consultant

---

Page 3: Competing Interests

**Q4**

Please declare any membership in other professional bodies or associations (paid or voluntary) as well as other positions which have competing interests with the College. Note: There is no issue with belonging to a professional association. We ask that you note it here in the interests of transparency.

Ontario Dental Association  
Canadian Dental Association  
Pierre Fauchard Academy

---

Page 4: Personal or Professional Relationship

**Q5**

Please declare the following: employment or position at an educational institution dentistry program.

Travel & Learn Consultant at the University of Toronto, Faculty of Dentistry

---

Page 5: Other Conflicts

**Q6**

If you have further conflicts to declare, please provide details below.

n/a

---

Page 6: Declaration

**Q7**

**Yes**

I declare that the above information is true and accurate to the best of my knowledge.

---

**Q8**

Enter date below

**07/14/2022**

Date survey completed

---

#11

COMPLETE

**Collector:** Web Link 2 (Web Link)  
**Started:** Friday, July 15, 2022 10:02:49 AM  
**Last Modified:** Friday, July 15, 2022 10:11:33 AM  
**Time Spent:** 00:08:44  
**IP Address:** 208.114.155.70

---

Page 1

**Q1**

Your name

Full name **David Mock**

---

**Q2**

Your role

**Council member**

---

Page 2: Financial Interest

**Q3**

Do you or a close family member (e.g., spouse) or close associate (e.g., business partner) stand to be affected financially by your participation in a College decision? For example, please declare the following: all paid or unpaid employment (e.g., work, consultancies, contracts, paid directorships other than your dental practice (for dentists)); ownership or other financial interest in any corporation, company, consultancy or other business related to dentistry (see note at top of this page); provision of services to dentists (e.g., training, professional development); and any business arrangements or contracts with the College.

No, none.

---

Page 3: Competing Interests

**Q4**

Please declare any membership in other professional bodies or associations (paid or voluntary) as well as other positions which have competing interests with the College. Note: There is no issue with belonging to a professional association. We ask that you note it here in the interests of transparency.

Fellowship (Life) Royal College of Dentists (Canada)  
Fellowship (Life) American College of Dentists  
Member, Canadian & American Associations of Oral and Maxillofacial Pathologists  
Member, Canadian Association of Pathologists

---

Page 4: Personal or Professional Relationship



**Q5**

Please declare the following: employment or position at an educational institution dentistry program.

Professor and Dean Emeritus, Faculty of Dentistry, University of Toronto

---

Page 5: Other Conflicts

**Q6**

If you have further conflicts to declare, please provide details below.

None

---

Page 6: Declaration

**Q7**

**Yes**

I declare that the above information is true and accurate to the best of my knowledge.

---

**Q8**

Enter date below

**07/15/2022**

Date survey completed

---

#12

COMPLETE

**Collector:** Web Link 2 (Web Link)  
**Started:** Friday, July 15, 2022 12:26:08 PM  
**Last Modified:** Friday, July 15, 2022 12:30:34 PM  
**Time Spent:** 00:04:26  
**IP Address:** 99.229.13.39

---

Page 1

**Q1**

Your name

Full name **Cristina Ng Cordeiro**

---

**Q2**

Your role

**Council member**

---

Page 2: Financial Interest

**Q3**

Do you or a close family member (e.g., spouse) or close associate (e.g., business partner) stand to be affected financially by your participation in a College decision? For example, please declare the following: all paid or unpaid employment (e.g., work, consultancies, contracts, paid directorships other than your dental practice (for dentists)); ownership or other financial interest in any corporation, company, consultancy or other business related to dentistry (see note at top of this page); provision of services to dentists (e.g., training, professional development); and any business arrangements or contracts with the College.

n/a

---

Page 3: Competing Interests

**Q4**

Please declare any membership in other professional bodies or associations (paid or voluntary) as well as other positions which have competing interests with the College. Note: There is no issue with belonging to a professional association. We ask that you note it here in the interests of transparency.

n/a

---

Page 4: Personal or Professional Relationship

**Q5**

Please declare the following: employment or position at an educational institution dentistry program.

n/a

---

Page 5: Other Conflicts

**Q6**

If you have further conflicts to declare, please provide details below.

n/a

---

Page 6: Declaration

**Q7**

**Yes**

I declare that the above information is true and accurate to the best of my knowledge.

---

**Q8**

Enter date below

**07/15/2022**

Date survey completed

---

#14

COMPLETE

**Collector:** Web Link 2 (Web Link)  
**Started:** Sunday, July 17, 2022 7:45:51 AM  
**Last Modified:** Sunday, July 17, 2022 7:47:25 AM  
**Time Spent:** 00:01:34  
**IP Address:** 24.57.3.72

---

Page 1

**Q1**

Your name

Full name **Sandy Venditti**

---

**Q2**

Your role

**Council member**

---

Page 2: Financial Interest

**Q3**

Do you or a close family member (e.g., spouse) or close associate (e.g., business partner) stand to be affected financially by your participation in a College decision? For example, please declare the following: all paid or unpaid employment (e.g., work, consultancies, contracts, paid directorships other than your dental practice (for dentists)); ownership or other financial interest in any corporation, company, consultancy or other business related to dentistry (see note at top of this page); provision of services to dentists (e.g., training, professional development); and any business arrangements or contracts with the College.

No

---

Page 3: Competing Interests

**Q4**

Please declare any membership in other professional bodies or associations (paid or voluntary) as well as other positions which have competing interests with the College. Note: There is no issue with belonging to a professional association. We ask that you note it here in the interests of transparency.

Ontario Dental Association  
Essex County Dental Society

---

Page 4: Personal or Professional Relationship

Annual Conflict of Interest Declaration Form

**Q5** Respondent skipped this question

Please declare the following: employment or position at an educational institution dentistry program.

---

Page 5: Other Conflicts

**Q6** Respondent skipped this question

If you have further conflicts to declare, please provide details below.

---

Page 6: Declaration

**Q7** Yes

I declare that the above information is true and accurate to the best of my knowledge.

---

**Q8** Enter date below **07/17/2022**

Date survey completed

---

#15

COMPLETE

**Collector:** Web Link 2 (Web Link)  
**Started:** Monday, July 18, 2022 11:21:52 PM  
**Last Modified:** Monday, July 18, 2022 11:25:30 PM  
**Time Spent:** 00:03:37  
**IP Address:** 67.69.69.57

---

Page 1

**Q1**

Your name

Full name **Rod Stableforth**

---

**Q2**

Your role

**Council member**

---

Page 2: Financial Interest

**Q3**

Do you or a close family member (e.g., spouse) or close associate (e.g., business partner) stand to be affected financially by your participation in a College decision? For example, please declare the following: all paid or unpaid employment (e.g., work, consultancies, contracts, paid directorships other than your dental practice (for dentists)); ownership or other financial interest in any corporation, company, consultancy or other business related to dentistry (see note at top of this page); provision of services to dentists (e.g., training, professional development); and any business arrangements or contracts with the College.

No

---

Page 3: Competing Interests

**Q4**

Please declare any membership in other professional bodies or associations (paid or voluntary) as well as other positions which have competing interests with the College. Note: There is no issue with belonging to a professional association. We ask that you note it here in the interests of transparency.

None

---

Page 4: Personal or Professional Relationship

**Q5**

Please declare the following: employment or position at an educational institution dentistry program.

None

---

Page 5: Other Conflicts

**Q6**

If you have further conflicts to declare, please provide details below.

None

---

Page 6: Declaration

**Q7**

**Yes**

I declare that the above information is true and accurate to the best of my knowledge.

---

**Q8**

Enter date below

**07/18/2022**

Date survey completed

---

#16

COMPLETE

**Collector:** Web Link 2 (Web Link)  
**Started:** Sunday, July 24, 2022 3:40:11 PM  
**Last Modified:** Sunday, July 24, 2022 3:45:30 PM  
**Time Spent:** 00:05:19  
**IP Address:** 67.70.82.143

---

Page 1

**Q1**

Your name

Full name **David James Bishop**

---

**Q2**

Your role

**Council member**

---

Page 2: Financial Interest

**Q3**

Do you or a close family member (e.g., spouse) or close associate (e.g., business partner) stand to be affected financially by your participation in a College decision? For example, please declare the following: all paid or unpaid employment (e.g., work, consultancies, contracts, paid directorships other than your dental practice (for dentists)); ownership or other financial interest in any corporation, company, consultancy or other business related to dentistry (see note at top of this page); provision of services to dentists (e.g., training, professional development); and any business arrangements or contracts with the College.

No conflict for David Bishop

---

Page 3: Competing Interests

**Q4**

Please declare any membership in other professional bodies or associations (paid or voluntary) as well as other positions which have competing interests with the College. Note: There is no issue with belonging to a professional association. We ask that you note it here in the interests of transparency.

No memberships that may have competing interests

---

Page 4: Personal or Professional Relationship



**Q5**

Please declare the following: employment or position at an educational institution dentistry program.

No employment positions as I'm retired

---

Page 5: Other Conflicts

**Q6**

If you have further conflicts to declare, please provide details below.

No further conflicts to declare

---

Page 6: Declaration

**Q7**

**Yes**

I declare that the above information is true and accurate to the best of my knowledge.

---

**Q8**

Enter date below

**07/24/2022**

Date survey completed

---

#17

COMPLETE

**Collector:** Web Link 2 (Web Link)  
**Started:** Monday, July 25, 2022 10:13:12 AM  
**Last Modified:** Monday, July 25, 2022 10:16:11 AM  
**Time Spent:** 00:02:58  
**IP Address:** 99.242.61.86

---

Page 1

**Q1**

Your name

Full name **Harinder Sandhu**

---

**Q2**

Your role

**Council member**

---

Page 2: Financial Interest

**Q3**

Do you or a close family member (e.g., spouse) or close associate (e.g., business partner) stand to be affected financially by your participation in a College decision? For example, please declare the following: all paid or unpaid employment (e.g., work, consultancies, contracts, paid directorships other than your dental practice (for dentists)); ownership or other financial interest in any corporation, company, consultancy or other business related to dentistry (see note at top of this page); provision of services to dentists (e.g., training, professional development); and any business arrangements or contracts with the College.

I have delivered Core I courses to dentists

---

Page 3: Competing Interests

**Q4**

Please declare any membership in other professional bodies or associations (paid or voluntary) as well as other positions which have competing interests with the College. Note: There is no issue with belonging to a professional association. We ask that you note it here in the interests of transparency.

Ontario Dental Association

---

Page 4: Personal or Professional Relationship

**Q5**

Please declare the following: employment or position at an educational institution dentistry program.

Adjunct Professor, Schulich Dentistry

---

Page 5: Other Conflicts

**Q6**

If you have further conflicts to declare, please provide details below.

NA

---

Page 6: Declaration

**Q7**

**Yes**

I declare that the above information is true and accurate to the best of my knowledge.

---

**Q8**

Enter date below

**07/25/2022**

Date survey completed

---

#18

COMPLETE

**Collector:** Web Link 2 (Web Link)  
**Started:** Saturday, July 30, 2022 6:30:54 PM  
**Last Modified:** Saturday, July 30, 2022 6:32:05 PM  
**Time Spent:** 00:01:10  
**IP Address:** 99.240.230.146

---

Page 1

**Q1**

Your name

Full name **Vivian Hu**

---

**Q2**

Your role

**Council member**

---

Page 2: Financial Interest

**Q3**

Do you or a close family member (e.g., spouse) or close associate (e.g., business partner) stand to be affected financially by your participation in a College decision? For example, please declare the following: all paid or unpaid employment (e.g., work, consultancies, contracts, paid directorships other than your dental practice (for dentists)); ownership or other financial interest in any corporation, company, consultancy or other business related to dentistry (see note at top of this page); provision of services to dentists (e.g., training, professional development); and any business arrangements or contracts with the College.

No

---

Page 3: Competing Interests

**Q4**

Please declare any membership in other professional bodies or associations (paid or voluntary) as well as other positions which have competing interests with the College. Note: There is no issue with belonging to a professional association. We ask that you note it here in the interests of transparency.

None

---

Page 4: Personal or Professional Relationship

**Q5**

Please declare the following: employment or position at an educational institution dentistry program.

No

---

Page 5: Other Conflicts

**Q6**

If you have further conflicts to declare, please provide details below.

None

---

Page 6: Declaration

**Q7**

**Yes**

I declare that the above information is true and accurate to the best of my knowledge.

---

**Q8**

Enter date below

**07/30/2022**

Date survey completed

---

#19

COMPLETE

**Collector:** Web Link 2 (Web Link)  
**Started:** Monday, August 08, 2022 3:02:06 PM  
**Last Modified:** Monday, August 08, 2022 3:07:40 PM  
**Time Spent:** 00:05:34  
**IP Address:** 24.138.135.176

---

Page 1

**Q1**

Your name

Full name **Peter Delean**

---

**Q2**

Your role

**Council member**

---

Page 2: Financial Interest

**Q3**

Do you or a close family member (e.g., spouse) or close associate (e.g., business partner) stand to be affected financially by your participation in a College decision? For example, please declare the following: all paid or unpaid employment (e.g., work, consultancies, contracts, paid directorships other than your dental practice (for dentists)); ownership or other financial interest in any corporation, company, consultancy or other business related to dentistry (see note at top of this page); provision of services to dentists (e.g., training, professional development); and any business arrangements or contracts with the College.

No

---

Page 3: Competing Interests

**Q4**

Please declare any membership in other professional bodies or associations (paid or voluntary) as well as other positions which have competing interests with the College. Note: There is no issue with belonging to a professional association. We ask that you note it here in the interests of transparency.

Ontario Dental Association, Canadian Dental Association

---

Page 4: Personal or Professional Relationship

**Q5**

Please declare the following: employment or position at an educational institution dentistry program.

No

---

Page 5: Other Conflicts

**Q6**

If you have further conflicts to declare, please provide details below.

No conflicts to declare

---

Page 6: Declaration

**Q7**

**Yes**

I declare that the above information is true and accurate to the best of my knowledge.

---

**Q8**

Enter date below

**08/08/2022**

Date survey completed

---

#20

COMPLETE

**Collector:** Web Link 2 (Web Link)  
**Started:** Monday, August 08, 2022 3:24:57 PM  
**Last Modified:** Monday, August 08, 2022 3:28:23 PM  
**Time Spent:** 00:03:25  
**IP Address:** 99.243.206.39

---

Page 1

**Q1**

Your name

Full name **Gildo Santos**

---

**Q2**

Your role

**Council member**

---

Page 2: Financial Interest

**Q3**

Do you or a close family member (e.g., spouse) or close associate (e.g., business partner) stand to be affected financially by your participation in a College decision? For example, please declare the following: all paid or unpaid employment (e.g., work, consultancies, contracts, paid directorships other than your dental practice (for dentists)); ownership or other financial interest in any corporation, company, consultancy or other business related to dentistry (see note at top of this page); provision of services to dentists (e.g., training, professional development); and any business arrangements or contracts with the College.

No

---

Page 3: Competing Interests

**Q4**

Please declare any membership in other professional bodies or associations (paid or voluntary) as well as other positions which have competing interests with the College. Note: There is no issue with belonging to a professional association. We ask that you note it here in the interests of transparency.

ACFD (Association of Canadian Faculties of Dentistry)

---

Page 4: Personal or Professional Relationship



**Q5**

Please declare the following: employment or position at an educational institution dentistry program.

Professor at Schulich School of Medicine & Dentistry

---

Page 5: Other Conflicts

**Q6**

If you have further conflicts to declare, please provide details below.

N/A

---

Page 6: Declaration

**Q7**

**Yes**

I declare that the above information is true and accurate to the best of my knowledge.

---

**Q8**

Enter date below

**08/08/2022**

Date survey completed

---

#21

COMPLETE

**Collector:** Web Link 2 (Web Link)  
**Started:** Monday, August 08, 2022 5:18:15 PM  
**Last Modified:** Monday, August 08, 2022 5:19:57 PM  
**Time Spent:** 00:01:41  
**IP Address:** 99.228.32.117

---

Page 1

**Q1**

Your name

Full name **Jack Wasserman**

---

**Q2**

Your role

**Council member**

---

Page 2: Financial Interest

**Q3**

Do you or a close family member (e.g., spouse) or close associate (e.g., business partner) stand to be affected financially by your participation in a College decision? For example, please declare the following: all paid or unpaid employment (e.g., work, consultancies, contracts, paid directorships other than your dental practice (for dentists)); ownership or other financial interest in any corporation, company, consultancy or other business related to dentistry (see note at top of this page); provision of services to dentists (e.g., training, professional development); and any business arrangements or contracts with the College.

NO

---

Page 3: Competing Interests

**Q4**

Please declare any membership in other professional bodies or associations (paid or voluntary) as well as other positions which have competing interests with the College. Note: There is no issue with belonging to a professional association. We ask that you note it here in the interests of transparency.

None

---

Page 4: Personal or Professional Relationship

**Q5**

Please declare the following: employment or position at an educational institution dentistry program.

None

---

Page 5: Other Conflicts

**Q6**

If you have further conflicts to declare, please provide details below.

No conflicts

---

Page 6: Declaration

**Q7**

**Yes**

I declare that the above information is true and accurate to the best of my knowledge.

---

**Q8**

Enter date below

**08/08/2022**

Date survey completed

---

#22

COMPLETE

**Collector:** Web Link 2 (Web Link)  
**Started:** Monday, August 08, 2022 5:47:36 PM  
**Last Modified:** Monday, August 08, 2022 5:52:15 PM  
**Time Spent:** 00:04:38  
**IP Address:** 99.251.254.215

---

Page 1

**Q1**

Your name

Full name **Eli Fisher**

---

**Q2**

Your role

**Council member**

---

Page 2: Financial Interest

**Q3**

Do you or a close family member (e.g., spouse) or close associate (e.g., business partner) stand to be affected financially by your participation in a College decision? For example, please declare the following: all paid or unpaid employment (e.g., work, consultancies, contracts, paid directorships other than your dental practice (for dentists)); ownership or other financial interest in any corporation, company, consultancy or other business related to dentistry (see note at top of this page); provision of services to dentists (e.g., training, professional development); and any business arrangements or contracts with the College.

N/A

---

Page 3: Competing Interests

**Q4**

Please declare any membership in other professional bodies or associations (paid or voluntary) as well as other positions which have competing interests with the College. Note: There is no issue with belonging to a professional association. We ask that you note it here in the interests of transparency.

LPA (Paralegal Association), Law Society of Ontario

---

Page 4: Personal or Professional Relationship

**Q5**

Please declare the following: employment or position at an educational institution dentistry program.

NO

---

Page 5: Other Conflicts

**Q6**

If you have further conflicts to declare, please provide details below.

N/A

---

Page 6: Declaration

**Q7**

**Yes**

I declare that the above information is true and accurate to the best of my knowledge.

---

**Q8**

Enter date below

**08/08/2022**

Date survey completed

---

#23

COMPLETE

**Collector:** Web Link 2 (Web Link)  
**Started:** Tuesday, August 09, 2022 12:53:02 AM  
**Last Modified:** Tuesday, August 09, 2022 12:56:14 AM  
**Time Spent:** 00:03:11  
**IP Address:** 206.130.214.135

---

Page 1

**Q1**

Your name

Full name **James Colliver**

---

**Q2**

Your role

**Council member**

---

Page 2: Financial Interest

**Q3**

Do you or a close family member (e.g., spouse) or close associate (e.g., business partner) stand to be affected financially by your participation in a College decision? For example, please declare the following: all paid or unpaid employment (e.g., work, consultancies, contracts, paid directorships other than your dental practice (for dentists)); ownership or other financial interest in any corporation, company, consultancy or other business related to dentistry (see note at top of this page); provision of services to dentists (e.g., training, professional development); and any business arrangements or contracts with the College.

No

---

Page 3: Competing Interests

**Q4**

Please declare any membership in other professional bodies or associations (paid or voluntary) as well as other positions which have competing interests with the College. Note: There is no issue with belonging to a professional association. We ask that you note it here in the interests of transparency.

None

---

Page 4: Personal or Professional Relationship

**Q5**

Please declare the following: employment or position at an educational institution dentistry program.

None

---

Page 5: Other Conflicts

**Q6**

If you have further conflicts to declare, please provide details below.

None

---

Page 6: Declaration

**Q7**

**Yes**

I declare that the above information is true and accurate to the best of my knowledge.

---

**Q8**

Enter date below

**08/09/2022**

Date survey completed

---

#24

COMPLETE

**Collector:** Web Link 2 (Web Link)  
**Started:** Tuesday, August 09, 2022 12:34:57 PM  
**Last Modified:** Tuesday, August 09, 2022 12:40:27 PM  
**Time Spent:** 00:05:29  
**IP Address:** 70.48.200.237

---

Page 1

**Q1**

Your name

Full name **Benjamin Lin**

---

**Q2**

Your role

**Council member**

---

Page 2: Financial Interest

**Q3**

Do you or a close family member (e.g., spouse) or close associate (e.g., business partner) stand to be affected financially by your participation in a College decision? For example, please declare the following: all paid or unpaid employment (e.g., work, consultancies, contracts, paid directorships other than your dental practice (for dentists)); ownership or other financial interest in any corporation, company, consultancy or other business related to dentistry (see note at top of this page); provision of services to dentists (e.g., training, professional development); and any business arrangements or contracts with the College.

No

---

Page 3: Competing Interests

**Q4**

Please declare any membership in other professional bodies or associations (paid or voluntary) as well as other positions which have competing interests with the College. Note: There is no issue with belonging to a professional association. We ask that you note it here in the interests of transparency.

University of Toronto Faculty Council  
Ontario Dental Association  
Ontario Society of Oral and Maxillofacial Surgeons  
Canadian Dental Protective Association  
Pierre Fauchard Academy  
Alpha Omega Dental Fraternity

---



Page 4: Personal or Professional Relationship

**Q5**

Please declare the following: employment or position at an educational institution dentistry program.

Clinical Associate at the University of Toronto  
Staff oral and maxillofacial surgeon at Mt. Sinai Hospital

---

Page 5: Other Conflicts

**Q6**

If you have further conflicts to declare, please provide details below.

None

---

Page 6: Declaration

**Q7**

**Yes**

I declare that the above information is true and accurate to the best of my knowledge.

---

**Q8**

Enter date below

**08/09/2022**

Date survey completed

---

#25

COMPLETE

**Collector:** Web Link 2 (Web Link)  
**Started:** Tuesday, August 16, 2022 1:55:17 PM  
**Last Modified:** Tuesday, August 16, 2022 1:58:39 PM  
**Time Spent:** 00:03:21  
**IP Address:** 99.250.200.104

---

Page 1

**Q1**

Your name

Full name **Cam Witmer**

---

**Q2**

Your role

**Council member**

---

Page 2: Financial Interest

**Q3**

Do you or a close family member (e.g., spouse) or close associate (e.g., business partner) stand to be affected financially by your participation in a College decision? For example, please declare the following: all paid or unpaid employment (e.g., work, consultancies, contracts, paid directorships other than your dental practice (for dentists)); ownership or other financial interest in any corporation, company, consultancy or other business related to dentistry (see note at top of this page); provision of services to dentists (e.g., training, professional development); and any business arrangements or contracts with the College.

None

---

Page 3: Competing Interests

**Q4**

Please declare any membership in other professional bodies or associations (paid or voluntary) as well as other positions which have competing interests with the College. Note: There is no issue with belonging to a professional association. We ask that you note it here in the interests of transparency.

None

---

Page 4: Personal or Professional Relationship

**Q5**

Please declare the following: employment or position at an educational institution dentistry program.

None

---

Page 5: Other Conflicts

**Q6**

If you have further conflicts to declare, please provide details below.

None

---

Page 6: Declaration

**Q7**

**Yes**

I declare that the above information is true and accurate to the best of my knowledge.

---

**Q8**

Enter date below

**08/16/2022**

Date survey completed

---

#26

COMPLETE

**Collector:** Web Link 2 (Web Link)  
**Started:** Tuesday, August 16, 2022 2:00:10 PM  
**Last Modified:** Tuesday, August 16, 2022 2:02:07 PM  
**Time Spent:** 00:01:57  
**IP Address:** 99.250.184.64

---

Page 1

**Q1**

Your name

Full name **Joseph Richards**

---

**Q2**

Your role

**Council member**

---

Page 2: Financial Interest

**Q3**

Do you or a close family member (e.g., spouse) or close associate (e.g., business partner) stand to be affected financially by your participation in a College decision? For example, please declare the following: all paid or unpaid employment (e.g., work, consultancies, contracts, paid directorships other than your dental practice (for dentists)); ownership or other financial interest in any corporation, company, consultancy or other business related to dentistry (see note at top of this page); provision of services to dentists (e.g., training, professional development); and any business arrangements or contracts with the College.

No

---

Page 3: Competing Interests

**Q4**

Please declare any membership in other professional bodies or associations (paid or voluntary) as well as other positions which have competing interests with the College. Note: There is no issue with belonging to a professional association. We ask that you note it here in the interests of transparency.

Law Society of Ontario  
Immigration and Refugee Board of Canada

---

Page 4: Personal or Professional Relationship

**Q5**

Please declare the following: employment or position at an educational institution dentistry program.

N/A

---

Page 5: Other Conflicts

**Q6**

If you have further conflicts to declare, please provide details below.

N/A

---

Page 6: Declaration

**Q7**

**Yes**

I declare that the above information is true and accurate to the best of my knowledge.

---

**Q8**

Enter date below

**08/16/2022**

Date survey completed

---

#27

COMPLETE

**Collector:** Web Link 2 (Web Link)  
**Started:** Tuesday, August 16, 2022 11:44:31 PM  
**Last Modified:** Tuesday, August 16, 2022 11:47:32 PM  
**Time Spent:** 00:03:00  
**IP Address:** 174.92.91.168

---

Page 1

**Q1**

Your name

Full name **Judy Welikovitch**

---

**Q2**

Your role

**Council member**

---

Page 2: Financial Interest

**Q3**

Do you or a close family member (e.g., spouse) or close associate (e.g., business partner) stand to be affected financially by your participation in a College decision? For example, please declare the following: all paid or unpaid employment (e.g., work, consultancies, contracts, paid directorships other than your dental practice (for dentists)); ownership or other financial interest in any corporation, company, consultancy or other business related to dentistry (see note at top of this page); provision of services to dentists (e.g., training, professional development); and any business arrangements or contracts with the College.

No conflicts

---

Page 3: Competing Interests

**Q4**

Please declare any membership in other professional bodies or associations (paid or voluntary) as well as other positions which have competing interests with the College. Note: There is no issue with belonging to a professional association. We ask that you note it here in the interests of transparency.

No competing interests to declare

---

Page 4: Personal or Professional Relationship

**Q5**

Please declare the following: employment or position at an educational institution dentistry program.

None to declare

---

Page 5: Other Conflicts

**Q6**

If you have further conflicts to declare, please provide details below.

No conflicts to declare

---

Page 6: Declaration

**Q7**

**Yes**

I declare that the above information is true and accurate to the best of my knowledge.

---

**Q8**

Enter date below

**08/16/2022**

Date survey completed

---

1 **ROYAL COLLEGE OF DENTAL SURGEONS OF ONTARIO**

2  
3 **MINUTES OF THE 431st MEETING OF COUNCIL**

4  
5 **Thursday, June 16, 2022**

6 **Via Zoom and live-streamed via YouTube**

---

7  
8  
9 The 431<sup>st</sup> Meeting of the Council of the Royal College of Dental Surgeons of Ontario was  
10 held on Thursday, June 16, 2022 at 9:00 a.m.

11  
12 **ATTENDANCE:**

13  
14 *Chair:*

15 Hanno Weinberger

16  
17 Council Members:

18  
19 *Elected Representatives:*

20 Nalin Bhargava	District 1
21 Benjamin Lin	District 2
22 Peter Delean	District 3
23 Mark Eckler	District 4
24 Nancy Di Santo	District 5
25 Sandy Venditti	District 6
26 Cam Witmer	District 7
27 Osama Soliman	District 8
28 Richard Hunter	District 9
29 Harinder Sandhu	District 10
30 Amelia Chan	District 11
31 Jack Wasserman	District 12

32  
33 *University Representatives:*

34 David Mock, University of Toronto

35  
36 *Lieutenant-Governor-in-Council Representatives:*

37 David Bishop  
38 Ram Chopra  
39 James Colliver  
40 Cristina Cordeiro  
41 Eleonora Fisher  
42 Vivian Hu  
43 Joseph Richards



44 Brian Smith  
45 Roderick Stableforth  
46 Marc Trudell

47  
48 *Regrets:*

49 Gildo Santos Western University  
50 Judith Welikovitch Public Member

51  
52 *General Legal Counsel:*

53 Alan Bromstein

54  
55 *Registrar & CEO:*

56 Daniel Faulkner

57  
58 **(1) CALL TO ORDER AND LAND ACKNOWLEDGEMENT**

59 S. Venditti called the meeting to order at 9:00 a.m. She welcomed Council  
60 members, staff and guests who were observing the meeting via YouTube. She offered  
61 a Land Acknowledgement by recognizing the traditional lands of Indigenous peoples  
62 in Ontario.

63  
64 **(2) ROLL CALL**

65 D. Faulkner conducted the roll call.

66  
67 **(3) PRESIDENT'S REMARKS**

68 S. Venditti welcomed Council to the meeting. She reported on the considerable  
69 progress made by Council on governance in relation to Board development and other  
70 important elements like conflicts of interest and rules of engagement.

71  
72 She welcomed three new senior members of staff to the College, namely Danielle  
73 Rodé, Manager, Facilities Inspection Program (FIP), Susan Taylor, Director, Quality  
74 and Lesley Byrne, Director, Communications.

75  
76 S. Venditti thanked Council members for their commitment and dedication. She  
77 highlighted some of the items for discussion later in the meeting and looked forward  
78 to a productive meeting.

79  
80 **(4) DECLARATION OF CONFLICT OF INTEREST**

81 There were no conflicts of interest declared.

82

83 (5) **CONSENT AGENDA**

84 The Chair reminded Council that if they wished to have a discussion on any of the  
85 items in the Consent Agenda, it would be removed and included under ‘Other  
86 Business’ at the end of the meeting. There were no items moved from the Consent  
87 Agenda for discussion.

88  
89 The Chair identified a minor administrative change in the draft minutes of the  
90 Council meeting of March 10, 2022. On page 18 of the resources, a bulleted item was  
91 omitted and accordingly, lines 555-569 of the document should read as follows:

- 92  
93 “From the feedback received, the following three current  
94 strategic objectives were identified as areas that should be retained:  
95 • Decision-making, supported by best available data and evidence.  
96 • College governance.  
97 • Continuous quality improvement.”

98  
99 There was a question raised on the implications to the College of the ‘moderately  
100 low risk’ rating from the Office of the Fairness Commissioner (OFC). D. Faulkner  
101 confirmed this would likely have limited impact on the College, but it serves to  
102 focus our attention on our formal relationship with the National Dental Examining  
103 Board of Canada (NDEB). This is the first year OFC has used this Risk Framework  
104 and the College has met with the OFC to share its concerns about the rating.

105  
106 D. Faulkner added that he is in active discussions with the National Dental  
107 Examining Board of Canada (NDEB) and making progress in developing a  
108 Memorandum of Understanding (MOU). He advised that he would share further  
109 details with Council at its September or December 2022 meetings.

110  
111 **MOTION #1:**

112  
113 **Moved by: R. Chopra**  
114 **Seconded by: B. Smith**

115  
116 **THAT the following items be approved and/or received for information by**  
117 **Council:**

- 118 • **Approval of Agenda**  
119 • **Approval of RCDSO Council Meeting Minutes, March 10, 2022, as**  
120 **amended**  
121 • **Registrar & CEO Report**

- 122 • **Council Evaluation Survey Results, March 10, 2022**
- 123 • **Financial Update**
- 124 • **Access to Care Update**
- 125 • **COVID-19 Update**
- 126 • **College Performance Measurement Framework (CPMF) Update**
- 127 • **2022 Workplan for Council**
- 128 • **Office of the Fairness Commissioner**
- 129 • **Article: Cayton, “Does good governance need good character?” *Ascend***
- 130 ***Magazine***
- 131 • **Bill 106 Update**
- 132 • **Report on Current Strategic Plan 2020-23**
- 133 • **Council Meeting Dates 2023**
- 134 • **Eligibility Review Committee Update**

**CARRIED**  
*(Unanimously)*

138 **(6) REGISTRAR AND CEO’S REMARKS**

139 In addition to the written report from the Registrar & CEO, D. Faulkner provided an  
140 update on College activities:

142 *Ontario College of Social Workers and Social Service Workers (OCSWSSW)*

143 The OCSWSSE commissioned a governance review by Harry Cayton and Deanna  
144 Williams. D. Faulkner referred Council to a link to the final report.

146 *Vaccination Policy for RCDSO*

147 D. Faulkner reminded Council that the vaccination policy applies to anyone doing  
148 business in person in the RCDSO offices or Council meetings off-site and they have  
149 to disclose their vaccination status. Staff are continuing to work on the policy  
150 regarding requirements for vaccination boosters in consultation with external  
151 employment lawyers. He advised that he would keep Council apprised of vaccination  
152 requirements before the September Council meeting that will be held in-person.

154 *RCDSO Website Refresh*

155 It was reported that the launch of the refreshed website is scheduled for June 23,  
156 2022. D. Faulkner thanked Communications staff for all their efforts in this project.

157  
158  
159  
160

161 *Human Resource Update*

162 D. Faulkner welcomed three new senior staff to the College:

- 163 • Danielle Rodé, Manager, Facilities Inspection Program (FIP)  
164 • Susan Taylor, Director, Quality  
165 • Lesley Byrne, Director, Communications  
166

167 *RCDSO Strategic Plan*

168 D. Faulkner reported that of the 44 projects in the 2020-2023 strategic plan, 18 are  
169 currently in progress and 16 are completed.  
170

171 *Open Case Files in PCRA*

172 D. Faulkner was pleased to report on the progress made with addressing the backlog  
173 of open case files in PCRA. As of May 2022, there are 271 open casefiles that are  
174 low-moderate risk and 422 casefiles that are moderate-high risk. Compared to  
175 January 2022, this is a decrease of 18% and compared to October 2021, this is a  
176 decrease of 27%.  
177

178 *COVID-19 Guidance Update*

179 D. Faulkner provided an update on the principles used in developing the COVID-19  
180 guidance for members since the start of the pandemic in March 2020.  
181

182 With the constant changes to evidence and information about COVID-19, the  
183 College's guidance document was designed to increase robust Infection Prevention  
184 and Control Standards. The RCDSO collaborated with the other oral health colleges  
185 in an effort to ensure consistent messaging to members by way of a unified guidance  
186 document in July 2021.  
187

188 With regard to fallow times and closed operatories, D. Faulkner reported that there is  
189 a variation for fallow times amongst other jurisdictions across Canada and  
190 incomplete evidence that fallow time is achieving what was intended. For example,  
191 the dental regulator in Québec has removed the requirement for fallow time and  
192 closed operatories.  
193

194 The College has continued to follow advice of the Chief Medical Officer of Health in  
195 updating its guidance for members. It also consulted with infectious disease experts  
196 and representatives from other oral health colleges to maintain a detailed COVID-19  
197 guidance for members.  
198

199 The most recent update was released on June 6, 2022 and, at the recommendation of

200 the Executive Committee, fallow times and closed operatories continue to be  
201 recommended to members. It has been recognized that in light of the recent  
202 announcement from the Ministry of Health, however, that the guidance document is  
203 in need of an update regarding details that are now redundant, such as changes to the  
204 mask mandate, removing scrubs and gloves, etc. At this time, staff will continue with  
205 external consultation, including the dental faculties, regarding fallow times and  
206 closed operatories.

207  
208 A concern was raised by a Council member that the fallow time and closed operatory  
209 requirements affect access to care due to the reduced number of patients that can be  
210 treated. It can cause significant backlog in the dental office.

211  
212 Another concern was that the experts consulted may not be practicing dentists and do  
213 not have current understanding of the dental office environment.

214  
215 D. Faulkner was asked if the public was consulted. He advised that a Citizens  
216 Advisory Group has been engaged for this purpose, as well as relying on the public  
217 representation on Council and the Executive Committee.

218  
219 D. Faulkner thanked Council for the comments that will be taken into account while  
220 revising the guidance document.

221

222 **(7) RCDSO STRATEGIC PLAN 2023-2025**

223 A. Foti presented the draft strategic plan for 2023 to 2025. The draft document was  
224 prepared taking into account feedback from the Executive Committee. She outlined  
225 the process for stakeholder consultation that included members of Council and the  
226 Executive Committee, the full Leadership Team and staff, the profession and external  
227 stakeholders. The feedback was analyzed and presented to Council for its review and  
228 comment.

229

230 From the feedback received during the consultation process, several key topics were  
231 identified. Three themes that emerged consistently, and have formed the development  
232 of the pillars within the draft plan are:

- 233
- 234 • Professionalism
  - 235 • Stakeholder Engagement
  - 236 • Emerging Issues

237

238 A. Foti noted that the Vision Statement in the current strategic plan has been  
modified to be more concise and reflect that dentistry is part of a broader oral health

239 landscape. The revised Vision Statement is as follows:

240  
241 “Everyone in Ontario has access to safe, high-quality oral health care.”

242  
243 The Mission Statement has been streamlined to read, as follows:

244  
245 “We serve and protect the public interest and are committed to excellence in  
246 regulating the dental profession in Ontario.”

247  
248 The Values remain the same as in the current strategic plan.

249  
250 A. Foti stated that pursuant to Council’s agreement, there will be a further  
251 consultation with internal and external stakeholders. Feedback will be analyzed to  
252 finalize the strategic plan for Council’s approval at its meeting on September 15,  
253 2022.

254  
255 Council was pleased with the clear draft document and the following comments  
256 received from Council included:

- 257
- IT – cloud-based management and risk to dental practices included under  
258 ‘Emerging Issues’.
  - Corporate Dentistry, and how public programs relate in terms of quality of  
259 care included under ‘Emerging Issues’.
  - Add a preamble to ‘Access to Care’ as it gets lost under ‘Professionalism’.
- 260  
261  
262

263 It was agreed to circulate the draft document as presented to Council and give  
264 consideration to Council’s comments as part of the feedback that will be reviewed by  
265 staff following the consultation period.

266  
267 **MOTION #2:**

268  
269 **Moved by: N. Di Santo**

270 **Seconded by: B. Smith**

271  
272 **THAT Council approves circulation of the draft RCDSO Strategic Plan for**  
273 **2023-2025 to external stakeholders.**

274 **CARRIED**  
275 *(Unanimously)*

276  
277

278 **(8) CONFLICT OF INTEREST DECLARATION FORM**

279 D. Faulkner reminded Council of the College Performance Measurement Framework  
280 (CPMF) requirement for Council members to complete an Annual Conflict of Interest  
281 Declaration Form and that the forms be included as an appendix to Council meeting  
282 packages. As well, at the beginning of each Council meeting, members should declare  
283 any updates to their form responses and any conflict specific to the meeting agenda.

284  
285 At the March 10, 2022 Council meeting, Council approved a new By-law 13  
286 provision (Article 13.4.2) requiring that all Council and Committee members  
287 complete an Annual Conflict of Interest Declaration Form.

288  
289 At that meeting, staff undertook to provide Council with a further By-law 13  
290 provision requiring that all Council members' signed Annual Conflict of Interest  
291 Declaration Forms be included in the public materials of all Council meetings and  
292 provide Council with a proposed Annual Conflict of Interest Declaration Form, for  
293 approval. A copy of the draft form was provided to Council for its review.

294  
295 **MOTION #3(a):**

296  
297 **Moved by: V. Hu**  
298 **Seconded by: R. Chopra**

299  
300 **That Council approves the Annual Conflict of Interest Declaration Form,**  
301 **as set out in Appendix A of the Council resources.**

302 **CARRIED**  
303 *(Unanimously)*

304  
305 The proposed wording to By-Law 13, Conflicts of Interest, is as follows:

306  
307 *"13.5 Public availability*  
308 *13.5.1 Conflict of Interest Declaration included in Council materials*  
309 *The signed Conflict of Interest Declaration form of every member of Council (or a*  
310 *summary of the form) shall be included in the materials sent to Council prior to its*  
311 *meeting and shall be publicly available."*

312  
313  
314  
315  
316

317 **MOTION #3(b):**

318

319 **Moved by: R. Chopra**

320 **Seconded by: B. Smith**

321

322 **That Council approves an amendment to By-law 13 (Article 13.5) to make**  
323 **Council members’ Annual Conflict of Interest Declaration Forms publicly**  
324 **available, as set out in Appendix B of the Council resources, commencing**  
325 **at the September 2022 Council meeting.**

326

**CARRIED**

327 *(Unanimously)*

328

329 D. Faulkner responded to a question about where the completed Conflict of Interest  
330 Declaration Forms would be posted. He confirmed that the forms would be included  
331 in the public materials for all future Council meetings.

332

333 **(9) RULES OF ENGAGEMENT FOR COUNCIL**

334 Council was provided with a draft document to review entitled, “Rules of  
335 Engagement for Council Members”. The Chair advised that this document was  
336 developed based on Council’s feedback during its educational session on April 18,  
337 2022. The Rules of Engagement will serve as guidance for Council meetings and will  
338 be included in the governance manual and orientation, as well as inform Council  
339 evaluations.

340

341 A question was raised regarding the expectation of Council members to attend at  
342 least 75% of meetings. Although it is Council members’ fiduciary duty to attend all  
343 meetings where possible, it was recognized that there are situations where this is  
344 unavoidable. A. Bromstein confirmed that under the College’s by-laws, a member of  
345 Council can be removed if a member does not attend two consecutive regular  
346 meetings of Council without a valid reason.

347

348 Council approved the draft document, but there was a suggestion to rename it as  
349 “Guidelines”, as opposed to “Rules”.

350

351

352

353

354

355



356 **MOTION #4:**

357

358 **Moved by: J. Wasserman**

359 **Seconded by: D. Bishop**

360

361 **THAT Council approves the Rules of Engagement for Council Members,**  
362 **attached as Appendix A of the Council resources.**

363 **CARRIED**  
364 *(Unanimously)*

365

366 **(10) COUNCIL ELECTION/SELECTION**

367 L. Thacker provided background information on the following materials provided to  
368 Council for information:

369

370 (a) Diversity Self-Identification Questionnaire

371 A requirement of CPMF is that all College Council and statutory committee members  
372 have the knowledge, skills, and commitment needed to effectively execute their  
373 fiduciary role and responsibilities pertaining to the mandate of the College.

374

375 L. Thacker reported that staff has developed a Diversity Self-Identification  
376 Questionnaire, in consultation with the Canadian Centre for Diversity and Inclusion  
377 (CCDI), designed to collect information on prospective Council and Committee  
378 members to support recruitment.

379

380 It is proposed that candidates and applicants be invited to complete the Questionnaire  
381 as part of the application process. Applicants will be advised that completion is  
382 voluntary and that the information provided will be kept confidential and only  
383 accessible to authorized staff, the Nominations Committee and Eligibility Review  
384 Committee. L. Thacker noted that the form will be updated regularly.

385

386 A Council member suggested that the Electoral District question be removed from the  
387 form.

388

389 (b) Council Skills Matrix Questionnaire

390 L. Thacker reminded Council that a requirement of CPMF is for prospective  
391 professional Council members to meet articulated competencies. In June 2020,  
392 Council approved competencies that must be demonstrated as a pre-condition to  
393 eligibility for dentists seeking election or selection to serve on Council.

394

395 At its meeting in May 2022, the Executive Committee considered and provided  
396 feedback on a new draft Council Competencies Self-Assessment Form. A more  
397 fulsome Council Skills Matrix Questionnaire has been developed in response to the  
398 Executive Committee's feedback and this draft document was provided to Council for  
399 review.

400  
401 There were no questions from Council on the draft document.

402  
403 (c) Review of Governance Policies regarding Elections  
404 L. Thacker reported that the College's Governance Policies for Candidates Seeking  
405 Election or Selection to Council are being reviewed to determine whether  
406 amendments are required to enhance currency, relevance, efficacy and clarity. The  
407 revised policies will be reviewed by the Executive Committee in August for  
408 recommendation to Council at its September meeting.

409  
410 (d) Information Exchange Between Election Candidates and Voters  
411 As reported at the March Council meeting, staff have explored ways to support  
412 election candidates in their information exchange with voters. Unfortunately, due to  
413 legislative restrictions, the College is unable to provide email addresses of voters  
414 (not public information).

415  
416 The College will continue to provide one or two mailing lists to those candidates who  
417 require them. The College can also use its own website, e-blasts and social media  
418 accounts for the purpose of reminding voters of deadlines and names of candidates on  
419 the ballot.

420  
421 **(11) GOVERNANCE WORKING GROUP**

422 D. Faulkner reminded Council that the Governance Working Group was struck in  
423 November 2020 and has achieved two important outcomes, namely development of  
424 Governance Guiding Principles for the RCDSO and the successful launch of the first  
425 Council member performance evaluation and improvement initiative in December  
426 2021.

427  
428 Now that the Governance Working Group has completed its mandate, the Executive  
429 Committee recommends that Council disband the Working Group. Further exploration  
430 will be done to ascertain whether a Standing Governance Committee should be  
431 established.

432  
433



473 **MOTION #6:**

474

475 **Moved by: C. Cordeiro**

476 **Seconded by: R. Hunter**

477

478 **THAT Council approves the draft response attached as Appendix C, with**  
479 **revisions suggested by Council, to be forwarded to the Canadian Dental**  
480 **Regulatory Authorities Federation (CDRAF).**

481

**CARRIED**

482

*(Unanimously)*

483

484 **(13) FINANCE, PROPERTY & ADMINISTRATION COMMITTEE:**

485 **MEMBERSHIP FEE RECOMMENDATION**

486 B. Lin thanked the Finance, Property & Administration (FPA) Committee, Audit  
487 Committee and support staff for their valuable input to this issue.

488

489 He reported that following considerable analysis and discussion, the joint committees  
490 recommend a membership fee increase of \$485.00 for 2023. B. Lin added that the  
491 Professional Liability Program (PLP) is not adequately funded and a membership fee  
492 increase is necessary to avoid ongoing implications to the operating reserve and  
493 ability to fulfill the College’s legislated regulatory programs. In 2021, PLP  
494 accounted for 31% of the College’s expenses. He asked J. Gullberg to provide further  
495 information.

496

497 J. Gullberg reported on the accumulated deficits over the past five years, despite fee  
498 increases between 2018 and 2020, and this is not sustainable in the long-term. The  
499 result of this shortfall has not allowed the College to fund the operating reserve (a  
500 requirement of CPMF) that currently has a balance of \$1.5 million. The PLP Loss  
501 Provision budget for 2022 was increased by \$2 million to \$5.5 million based on the  
502 trend in this line item (budget was \$3.5 million in 2021), but J. Gullberg reported  
503 that this may still be insufficient. The 2021 amount finalized by actuaries in March  
504 2022 was \$8.6 million.

505

506 J. Gullberg provided a comparison of malpractice insurance rates and fees in other  
507 jurisdictions, new initiatives that will require funding and multi-year forecasting that  
508 will include an increase in CPI for 2024 and assist in providing guidance on future  
509 revenues and expenditures to consider in budget development. He reported that the  
510 recommended membership fee increase of \$485.00 for 2023 will project a surplus of  
511 \$687,000 in 2023 and \$681,000 in 2024.

512  
513 There was a fulsome discussion by Council. Council supported the strong rationale  
514 provided to implement a fee increase, but some members expressed concern about the  
515 optics of added expenses for members in light of the challenges experienced during  
516 the global pandemic.

517  
518 J. Gullberg advised that the College will provide more transparent information to the  
519 profession about the allocation of fees to both regulatory activities and PLP.

520  
521 J. Gullberg reported that pursuant to Council’s approval, in principle, to increase the  
522 membership fee by \$485.00 and CPI adjustment effective 2024, By-Law 18-Fees will  
523 be circulated to members and stakeholders for 60 days. The by-law will be brought  
524 back to Council at the meeting on September 15, 2022 for final approval.

525  
526 **MOTION #7(a):**

527  
528 **Moved by: R. Chopra**  
529 **Seconded by: J. Richards**

530  
531 **THAT Council approves, in principle, changes to By-law 18-Fees (increase**  
532 **membership fees by \$485), as presented in Appendix C of the resources,**  
533 **effective October 1, 2022, and that the proposed by-law amendment be**  
534 **circulated to members and stakeholders for at least 60 days.**

535 **CARRIED**  
536 *(Abstention: 2)*

537 **MOTION #7(b):**

538  
539 **Moved by: B. Smith**  
540 **Seconded by: M. Trudell**

541  
542 **THAT Council approves, in principle, the amendment of article 18.3.13.1**  
543 **to replace “October 1, 2022” with “October 1, 2023”, and that the**  
544 **proposed by-law amendment be circulated to members and stakeholders**  
545 **for at least 60 days.**

546 **CARRIED**  
547 *(Abstention: 1)*  
548  
549  
550

551 **(14) AUDITED FINANCIAL STATEMENTS AND APPOINTMENT OF AUDITOR**

552 M. Eckler presented this item. He thanked members of the Audit Committee and  
553 Finance, Property & Administration Committee, as well as support staff.

554  
555 He presented the audited financial statements for the College and the Pension Plan  
556 and noted the auditor’s unqualified audit opinion.

557  
558 M. Eckler invited K. Tripp to present highlights from the audited financial  
559 statements. There were no questions raised on the financial statements.

560  
561 **MOTION #8(a):**

562  
563 **Moved by: M. Trudell**  
564 **Seconded by: B. Smith**

565  
566 **THAT Council approves the December 31, 2021 RCDSO Audited Financial**  
567 **Statements as presented and that the President be asked to sign an official**  
568 **copy on behalf of Council.**

569 **CARRIED**  
570 *(Unanimously)*

571 **MOTION #8(b):**

572  
573 **Moved by: J. Colliver**  
574 **Seconded by: D. Bishop**

575  
576 **THAT Council approves the December 31, 2021 Audited Fund Financial**  
577 **Statements of the RCDSO Pension Fund as presented and that the**  
578 **President be asked to sign an official copy on behalf of Council.**

579 **CARRIED**  
580 *(Unanimously)*

581 **MOTION #8(c):**

582  
583 **Moved by: M. Trudell**  
584 **Seconded by: O. Soliman**

585  
586 **THAT Council approves the appointment of Tinkham LLP to conduct the**  
587 **RCDSO Audit, and the RCDSO Pension Fund Audit for the year 2022.**

588 **CARRIED**  
589 *(Unanimously)*

590 **(15) SERVICES PROVIDED BY EXTERNAL AUDITOR POLICY**

591 J. Gullberg reported that to be consistent with the Audit Committee Terms of  
592 Reference and best practices, and in consultation with the external auditor, the staff  
593 prepared a policy on services provided by the external auditor for Council’s  
594 consideration.

595  
596 He noted that to allow management the ability to approve immaterial amounts for  
597 time sensitive issues, an upset limit of \$25,000 per engagement, with an annual total  
598 of \$50,000, exclusive of taxes, has been included in the policy. This would allow the  
599 Registrar & CEO or the Director, Finance & Operations, the authority to engage the  
600 external auditor for non-audit services up to \$25,000 per engagement for permitted  
601 services.

602  
603 **MOTION #9:**

604  
605 **Moved by: M. Eckler**  
606 **Seconded by: N. Di Santo**

607  
608 **THAT Council approve the Services Provided by External Auditors Policy.**  
609 **CARRIED**  
610 *(Unanimously)*

611  
612 **(16) PENSION PLAN TEXT REVISIONS**

613 J. Gullberg reported that the Pension Plan Text was last updated three years ago. As  
614 the College continues its work in Equity, Diversity and Inclusion (EDI), staff have  
615 reviewed the current policies, procedures and relevant staff documentation to ensure  
616 that it is inclusive in its work culture with gender-neutral language.

617  
618 To that end, J. Gullberg presented the revised Pension Plan Text for Council’s review  
619 and approval.

620  
621 **MOTION #10:**

622  
623 **Moved by: J. Colliver**  
624 **Seconded by: N. Di Santo**

625  
626 **THAT Council approves the Pension Plan Text as amended.**  
627 **CARRIED**  
628 *(Unanimously)*

629     **(17) COMMITTEE REPORTS**

630     Council was provided with written reports from the following Committees, and the  
631     Chairs of each Committee briefly provided highlights from the reports:

- 632     (a)    Audit Committee
- 633     (b)    Discipline Committee
- 634     (c)    Executive Committee
- 635     (d)    Finance, Property & Administration Committee
- 636     (e)    Fitness to Practise Committee
- 637     (f)    Inquiries, Complaints & Reports Committee
- 638     (g)    Patient Relations Committee
- 639     (h)    Pension Governance Committee
- 640     (i)    Professional Liability Program Committee
- 641     (j)    Quality Assurance Committee
- 642     (k)    Registration Committee

643  
644     There was no written report from the Legal and Legislation Committee, as it has not  
645     been active over the year.

646  
647     **(18) OTHER BUSINESS**

648     There was no other business discussed.

649  
650     **(19) NEXT MEETING OF COUNCIL**

651     The Chair announced that the next meeting of Council will be held in-person on  
652     Thursday, September 15, 2022 at Vantage Venues, 150 King Street West, Toronto.  
653     D. Faulkner added that a dinner will be arranged for Council members at the venue  
654     on the evening of September 14, 2022 and details will be provided closer to the  
655     date.

656  
657     **(20) IN- CAMERA BUSINESS**

658     The Chair thanked Council members for their participation and engagement and  
659     staff for support. The live-stream ended at 1:35 p.m. and the meeting was moved  
660     *in-camera* for confidential discussion. All staff, except the Registrar, left the  
661     meeting. General Legal Counsel also attended the *in-camera* session.

662  
663     **MOTION #11:**

664     **Moved by:            V. Hu**

665     **Seconded by:        B. Smith**

666  
667     **THAT Council exclude the public from the meeting pursuant to clause**



668 **7(2)(d) of the Health Professions Procedural Code of the *Regulated Health***  
669 ***Professions Act, 1991, as personnel matters will be discussed.***

670 **CARRIED**  
671 *(Unanimously)*

672  
673 **(21) ADJOURNMENT**

674 Following the *in-camera* session, the meeting resumed to open session for  
675 adjournment at 1:40 p.m.

676  
677 **MOTION #12:**

678  
679 **Moved by: B. Lin**  
680 **Seconded by: E. Fisher**

681  
682 **THAT the 431<sup>th</sup> Meeting of RCDSO Council be adjourned.**

683 **CARRIED**  
684 *(Unanimously)*

685  
686 **SIGNED:**

687  
688  
689  
690 \_\_\_\_\_  
691 Signature of Presiding Officer

692  
693  
694  
695 \_\_\_\_\_  
696 Signature of Recording Officer

697  
698  
699  
700 \_\_\_\_\_  
701 Date

## ACTION ITEM FOLLOW-UP



### Royal College of Dental Surgeons of Ontario

Council

Date: June 16, 2022

ITEM	RESPONSIBILITY	ACTION	STATUS
1. Council evaluation	Angie Sherban	Send survey to Council	Sent Jun 16/22
2. Minutes of March 10, 2022 meeting (as amended)	Angie Sherban	Post on website	Completed, Jun 21/22
3. RCDSO Strategic Plan 2023-2025	Communications	Circulate to stakeholders	Completed, Jun 20/22
4. Conflict of Interest Declaration Forms	Dayna Simon/Mark Edelstein/Lara Thacker	Amend By-law 13 (Article 13.5) to make Council members' Annual Conflict of Interest Declaration Forms publicly available	Completed, Jun 27/22
5. National Competency Standards for General Dentists	Dan Faulkner/Andréa Foti	Send letter with revisions to CDRAF	Sent Jun 17/22
6. Membership Fee Increase	Communications	Circulate By-Law 18: Fees to membership and stakeholders for 60 days.	Completed, Jun 30/22

7. Suspension of CPI for 2023	Communications	Circulate Article 18.3.13.1 re suspension of CPI to members and stakeholders for at least 60 days.	Completed, Jun 30/22
8. RCDSO Audited Financial Statements, December 31, 2021	Jeff Gullberg	President to sign	Completed, Jun 24/22
9. Audited Fund Financial Statements of the RCDSO Pension Fund, December 31, 2021	Jeff Gullberg	President to sign	Completed, Jun 24/22

## Registrar & CEO Report to Council

Daniel Faulkner

September 15, 2022

### GOVERNANCE

- The College launched the 2022 District election cycle in August. A link to the website is provided and candidates must provide a variety of information to support the review of their eligibility and competencies by the Eligibility Review Committee. The deadline to file an application and nomination form is September 23, 2022 at 4:00 pm ([2022 RCDSO Council Elections](#)).
- On August 10<sup>th</sup> I attended a meeting with the Public Appointments Secretariat (PAS) to discuss the sustainability of appointments to RCDSO's Council and to share Council's progress on use of competencies and skills to determine selections and candidates for elections. While the Minister of Health is the final decision-maker for all public appointments, I will be providing more information about competencies to help inform the PAS as it consolidates information for the Minister of Health.

### REGULATORY PROGRAMS

- Numerous initiatives are ongoing across all of the College's regulatory programs (registration, quality assurance, facilities inspection program, investigations, and discipline). Some of the areas that are being explored for enhancements (but not yet completed) include:
  - The approach to Alternative Dispute Resolution (ADR);
  - Course approval process in quality assurance;
  - Process timelines and service experience for applicants and renewals providing sedation and CT scans; and
  - Implementation of Bill 106 registration regulations.

### CORPORATE ACTIVITIES

- The 2023 budget cycle is well underway internally. The Finance Department oversees a comprehensive process to gather information and create a consolidated budget for consideration by the Finance, Property and Administration Committee and by Council in November. This year, the proposed fee increase has already been established by Council in principle at its June 2022 meeting. The fee bylaw (to increase the fee by \$485) has been circulated to the profession and stakeholders (as required) and a report will be provided to Council in September for final consideration of the fee increase.
- The College recently concluded an RFP process to select a preferred legal firm for our prosecution services and to provide advice and training to the Inquiries, Complaints and Reports Committee (ICRC) and PCRA staff. I am pleased to report that Steinecke Maciura LeBlanc (SML) was selected based on their extensive experience in prosecutions, defense and independent legal counsel services in the regulatory sector, for their experienced lawyers, and for their

competitive rates that will provide more certainty in our legal budget over the next 3 – 5 years. This approach is a further example of staff leadership to find savings and effectively manage large budget line items.

- The Audit Committee, with the FPA Committee, has spent significant time learning about the College's Professional Liability Program – its operations, financial structure, outcomes, risks and benefits. This approach to educating both Committees has been well received and serves to support future decision making for the PLP that accounts for 31% of the College's budget. Further consideration will be given to ways of educating all Council members and to support decisions that will mitigate risks to the College with respect to financial viability and regulatory reputation.

## COMMUNICATIONS

- Since the last Council meeting the RCDSO launched a new website ([Home \(rcdso.org\)](http://rcdso.org)) and released our Annual Report 2021 ([RCDSO Annual Report 2021 - Overview \(msecnd.net\)](https://www.rcdso.org/annual-report-2021)).
- The second *RCDSO Connect* session was held on June 28<sup>th</sup> to inform and engage the profession on a variety of issues. Participants received an update on Council, and information about the College's standards, practice advisory services and our commitment to service experience. Several Council members - Nancy Di Santo, Nalin Bhargava and Richard Hunter – delivered a very engaging session on their motivation and experiences as Council and Committee members. The event was attended by more than 100 dentists. The College captured live polling information and an evaluation of the event has been provided in Council's material. Of note, there is a lack of awareness of the College's Practice Advisory Service, and we have a limited following on social media. However, at the end of the session 74% said they were comfortable or very comfortable in reaching out to the College for information.
- The College provided comments to several media inquiries over the past two months. Specific interest in the proliferation of corporate ownership in veterinary medicine, dentistry and pharmacy has been an area of focus. I will speak to this issue at the Council meeting.

[Inside the corporate dash to buy up dentists' offices, veterinary clinics and pharmacies - The Globe and Mail](#)

[Health regulators urged to act more as level of corporate ownership rises - The Globe and Mail](#)

## STAKEHOLDERS

- The College continues to actively support collaboration with the oral health regulators in Ontario through bi-monthly meetings of the four Registrars.
- Provincial and national appointments: I will be the Vice Chair of the Health Profession Regulators of Ontario (HPRO) on June 1. The term is for one year ([Home | HPRO \(regulatedhealthprofessions.on.ca\)](#)). Based on the national rotation on the Canadian Dental

Regulatory Authorities Federation Board, I will be President for a one year term (beginning October 2022).

- Senior leaders were very active over the summer with a variety of stakeholder groups to develop the next version of our COVID Guidance document. A consultation was held in June/July to specifically address the issues of fallow time and closed operatories. There have been regular interactions with the ODA, Faculties of Dentistry, and oral health Colleges to ensure a well-informed approach to these outstanding issues. Final recommendations were released in August.
- On June 21<sup>st</sup> several members of the College's senior staff met with the Dean and leadership of the Faculty of Dentistry, University of Toronto and toured the premises. On August 22<sup>nd</sup>, we also were provided an opportunity to meet the new Vice Dean and the leadership team at the Schulich School of Medicine and Dentistry, Western University and tour the facility. I am personally grateful for the opportunity to finally visit both sites and to congratulate the leadership appointments at both schools: Dr. Carlos Quinonez, Vice Dean, Western and Dr. Laura Tam, Interim Dean, Toronto.
- Nationally, there are a number of important files that continue to move forward:
  - Several valuable discussions have been held with the NDEB, RCDC and CDRAF to ensure the delivery of specialty examinations in 2023 and beyond.
  - The CDRAF Board met in August to consider its 3-year strategic plan. More information will be provided when available.
  - The College and NDEB continue to develop a Memorandum of Understanding to create accountabilities for the third party examination provider and to consider the expectations of Ontario's Fairness Commissioner, expressed in his letter to the College in February 2022. Currently our objective is to draft a MOU for discussion by both parties at the end of September, and to finalize the MOU with signatures by the end of December 2022.
  - In October, CDRAF will consider a proposal for dental anesthesia to be recognized as a specialty in Canada. A consultation has been held related to the proposal and the CDRAF Board will use all of the available information and its evaluation framework to make a decision based on feedback from all provincial dental regulatory authorities. The RCDSO will support the recognition of dental anesthesia as a specialty as we have implemented an infrastructure for this since approximately 2004.
  - I will speak under a specific agenda topic to the progress on the creation of an independent dental accreditation commission (CDAC) from the CDA.

## REGULATORY LANDSCAPE

- On July 11, 2022 an Order in Council was signed to confirm the amalgamation of the four oral health colleges in British Columbia on September 1, 2022. It will be known as the British Columbia College of Oral Health Professionals.

- The College of Veterinarians of Ontario (CVO) recently announced a modernized approach to their regulations by addressing important issues like advertising, corporatization of veterinary medicine clinics and clinic accreditation. The College has the authority to accredit clinics and recently strengthened the role of the facility director: a named person at every practice clinic with legislative responsibilities for the quality of practice of the site. The advancement of different ownership arrangements in dentistry, enhanced team based care and unclear accountability at some clinics for the practice environment, are all driving factors for RCDSO to look at alternative approaches to regulation.

[The College of Veterinarians of Ontario - Accreditation of Members of the CVO](#)

## HUMAN RESOURCES

- The College has advanced several initiatives to continue creating an organization driven by strong values and commitment to staff and their well-being:
  - Disconnect from Work Policy: to ensure there is no expectation that staff work outside of their normal working hours by, for example, reviewing and responding to emails. Management is committed to fulfilling this expectation using such techniques as delay send options for emails created off-normal working hours and using the following in email signatures (*"My work day may look different from your work day. Please do not feel obliged to respond outside your normal working hours."*)
  - Continuous use of webinars and our employee wellness program service provider to promote staff emotional health.
  - Staff training on issues that help build an inclusive and equitable workplace. On June 23, all staff received training on microaggressions, their identification, impact and response in an appropriate manner.

Respectfully submitted,  
Daniel Faulkner, Registrar & CEO

## COUNCIL BRIEFING NOTE

---

**TOPIC: ELIGIBILITY REVIEW COMMITTEE APPOINTMENTS  
FOR INFORMATION**

**ISSUE:** Council is being provided with an update regarding the appointment of members to the Eligibility Review Committee.

### **PUBLIC INTEREST:**

- This matter furthers or serves the public interest by: increasing diversity and representation on Council and committees, and strengthening the decision-making capacity of the Eligibility Review Committee in conducting competency-based assessments.
- This matter relates to the Strategic Plan in meeting Objective 1, *College governance is progressive and patient centered.*
- The Ontario Ministry of Health’s College Performance Measurement Framework (“CPMF”) requires that *“Council decisions are made in the public interest,”* and that *“Council and statutory committee members have the competencies and commitment necessary to effectively perform their fiduciary role and responsibilities.”*

### **BACKGROUND**

- By-law 4 sets out that the Eligibility Review Committee (“ERC”) is responsible for determining whether prospective candidates meet the Council competencies. Quorum for an ERC meeting to consider applications is three persons.
- During the last election cycle (2020), By-law 4 set out that the ERC was to be composed of at least three individuals selected by the Executive Committee from among current and former Registrars, Executive Directors and Chief Executive or Operating Officers of Ontario regulated professions.

### **CURRENT STATUS**

- In March 2022, Council approved the following amendment to By-law 4 to broaden and diversify the composition of the ERC: *The Eligibility Review Committee shall be composed of at least three (3) individuals selected by the Executive Committee from among persons with significant expertise relating to professional regulation and governance, other than current or former employees of the College, current members of Council, and current or former members of the College (Article 4.17.1).*



- In May, the Executive Committee reappointed to the ERC for the 2022 election cycle a partial roster/slate comprised of the following returning members from the last election cycle:
  - Maureen Boon, Registrar, College of Registered Massage Therapists of Ontario;
  - Anne Coghlan, former Executive Director and CEO, College of Nurses of Ontario (retired end of March, 2022);
  - Linda Gough, Registrar and CEO, College of Medical Radiation and Imaging Technologists of Ontario;
  - Rod Hamilton, Registrar, College of Physiotherapists of Ontario;
  - Shenda Tanchak, Registrar, Ontario College of Pharmacists, former Registrar, College of Physiotherapists of Ontario; and
  - Deanna Williams, former Registrar, Ontario College of Pharmacists, Chartered Director Designation, Post Graduate Designation - Corporate Governance.
- In August, the Executive Committee approved the remainder of appointments of the following individuals to the ERC for the 2022 election cycle:
  - Janelle Benjamin, Founder and CEO of All Things Equitable Inc., former Director, Registration Services at College of Massage Therapists of Ontario, and former Policy Advisor at Office of the Fairness Commissioner;
  - Renate Davidson, former public Council member, College of Nurses of Ontario;
  - Katya Masnyk, former Chief Executive Officer, Canadian Alliance of Physiotherapy Regulators;
  - Anne Resnick, current Investigation Committee Chair, Ontario College of Teachers, former Deputy Registrar and Director of Conduct, Ontario College of Pharmacists; and
  - Rosemary Sadlier, current Registration Appeals Committee member, Ontario College of Teachers, former member of the Discipline Committee, Fitness to Practise Committee, and Registration Appeals Committee for the College of Early Childhood Educators.
- Each of the people listed above confirmed their interest in serving on the ERC and their availability to take on this work in September and October.
- Regretfully Rod Hamilton passed away in August 2022.

**ANALYSIS:**

- The By-laws set out that the Executive Committee can make appointments to the ERC.

- The By-laws set out that candidates who have already been determined by the ERC to have satisfied the eligibility requirements in previous election cycles shall not be re-assessed by the ERC unless there has been a change to the list of competencies approved by Council. The competencies have not changed since passed by Council in 2020.
- Additional panel meeting time will be required as the ERC competency-based assessment process now includes short candidate interviews and additional documentation to review (e.g., Council Skills Matrix Questionnaire, Diversity Self-Identification Questionnaire).

#### **NEXT STEPS:**

- The ERC will receive orientation and meet in September 2022 and October 2022 to review Council candidates for eligibility and competency-based assessment.

#### **DECISION**

This briefing note is to inform Council of the appointment of the 2022 members of the Eligibility Review Committee:

- Janelle Benjamin;
- Maureen Boon;
- Anne Coghlan;
- Renate Davidson;
- Linda Gough;
- Deanna Williams;
- Katya Masnyk;
- Anne Resnick;
- Rosemary Sadlier; and
- Shenda Tanchak.

#### **STAFF CONTACTS:**

**Dan Faulkner**, Registrar & Project Sponsor – Governance, [DFaulkner@rcdso.org](mailto:DFaulkner@rcdso.org)

**Dayna Simon**, Senior Counsel, PCRA & Project Manager – Governance, [DSimon@rcdso.org](mailto:DSimon@rcdso.org)

## COUNCIL BRIEFING NOTE

**TOPIC:**                    **2023 - 2025 Draft Strategic Plan: Consultation Overview and Proposed Revisions**  
**FOR DECISION**

### ISSUE:

- Council is presented with proposed revisions to RCDSO's draft 2023 - 2025 Strategic Plan. Proposed revisions have been informed by consultation feedback obtained from external stakeholders, RCDSO Council, the Executive Committee, and RCDSO staff.
- Council is asked for feedback and for approval of the draft Strategic Plan.

### PUBLIC INTEREST:

- The development of a new Strategic Plan is in the public interest as it will shape and guide RCDSO's work and outputs, all of which are geared towards protecting and serving the public interest.

### BACKGROUND:

- RCDSO's current [Strategic Plan](#) is a three year plan that will conclude at the end of 2022. RCDSO's policy team, with support from staff across the College, have led the development of the next Strategic Plan for 2023 - 2025.
- The initial draft Strategic Plan was presented to Council in June, 2022, where it was approved for external consultation. External consultations have now been completed.
- This briefing note will provide Council with an overview of consultation tactics, stakeholder feedback, and set out a number of proposed revisions to the draft Strategic Plan.

### CURRENT STATUS:

- I. **Developing RCDSO's Strategic Plan: Consultation and Engagement Tactics**

- Work to date on the development of the 2023 - 2025 draft plan has focused on consultation, engagement, and drafting the new plan.
- College staff developed an initial draft of the new Strategic Plan with input received from RCDSO Council at two points: Council was invited to provide feedback via a written survey in February, 2022, and subsequently led through moderated discussion at the March 10th meeting of Council.
- The draft Strategic Plan was presented to Council in June, 2022, where it was approved for external consultation.
- External consultation included three short online surveys that were launched on June 20<sup>th</sup>, 2022. Each survey focused on a specific stakeholder group:
  1. RCDSO staff (internal)
  2. External stakeholders, including members of the profession, organizations, health care providers, and Council members (external)
  3. The Citizens Advisory Group (CAG).
- As Council may recall, the Citizen Advisory Group (CAG) is a consultation resource shared among many of Ontario's health regulatory Colleges. CAG members, consisting of patients and caregivers from across the province, are invited to provide feedback to the health regulatory Colleges from a patient perspective.
- The three surveys launched in June generated a significant response with over 1,000 consultation submissions having been received.
- The goal of the three surveys was to obtain feedback on the content of the draft Strategic Plan, including proposed changes to the Vision and Mission statements, the draft objectives, and the commitments. All three surveys closed on July 22<sup>nd</sup>, 2022.
- The surveys contained qualitative (written and open-ended) and quantitative (numerical) questions which assessed overall support for key components of the draft Strategic Plan. Between the three surveys, the questions were similar although slightly tailored for each audience.
- A comprehensive Stakeholder Consultation Report can be found in Appendix A. The Report provides information related to:
  - Key survey questions asked of each of the survey groups
  - Summary of quantitative feedback
  - Key themes that emerged within the qualitative feedback

- The feedback obtained through this consultation has directly informed the proposed revisions to the draft Strategic Plan set out below and in Appendix B.
- The revised draft Strategic Plan was presented to Executive Committee on August 12<sup>th</sup>, 2022. The Committee directed that the revised draft Strategic Plan be referred to Council for consideration and final approval.

## II. Overview: Consultation Feedback

### ***Number of responses***

- 1,025 submissions were received in response to the external survey. The vast majority (93%) were dentists, however, we also heard from dental students, members of the public, and representatives from a number of organizations<sup>1</sup>.
- 77 submissions were received in response to the staff survey representing staff from across the College.
- 19 participants took part in the Citizens Advisory Group (CAG) consultation.

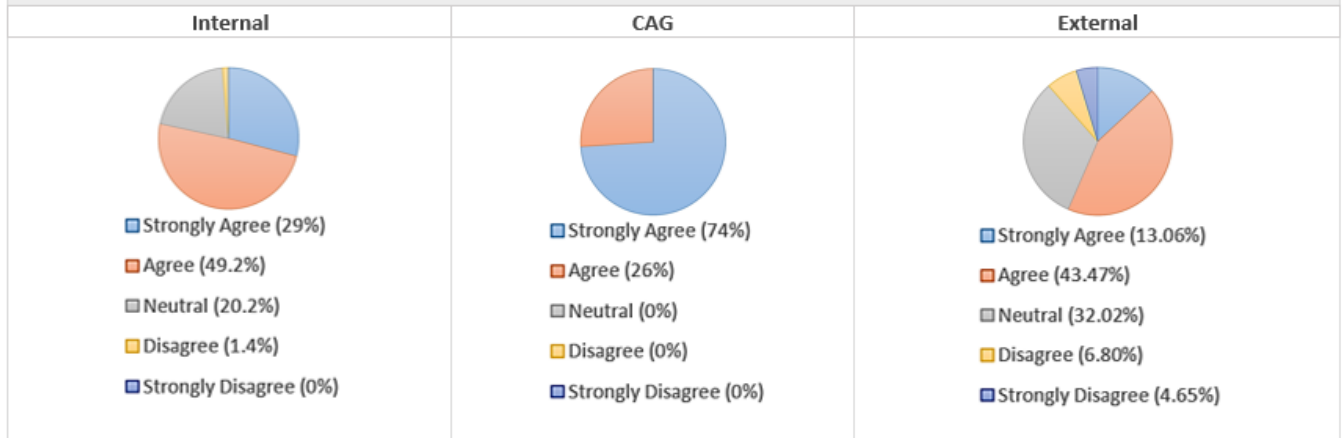
### ***Overview of feedback***

- Overall support for the draft Strategic Plan was high in all stakeholder groups.
- Each consultation group was asked about their level of overall satisfaction with the content of the draft Strategic Plan.
- As demonstrated in the chart below, the results were positive. The majority of respondents within each consultation group stated that they were satisfied with RCDSO's 2023 – 2025 Draft Strategic Plan:

---

<sup>1</sup> A full list of organizations that provided feedback can be found in the Stakeholder Consultation Report (Appendix A). Examples of key respondents include: the Ontario Dental Hygienists Association, the College of Traditional Chinese Medicine Practitioners and Acupuncture, the College of Dental Technologists of Ontario, the Canadian Academy of Dental Anesthesia, and the Ontario Association of Orthodontists. Note: The Ontario Dental Association submitted a written response separately as indicated below.

Q7: To what extent do you agree or disagree with the following statement: Overall, I am satisfied with the 2023-25 Strategic Plan?



- Below is an overview of key feedback that emerged throughout each of the three survey groups:
- **Citizens Advisory Group:**
  - The highest support was found in the Citizen’s Advisory Group. CAG, which provides a patient-centered perspective, has previous experience reviewing the Strategic Plans of other health regulatory colleges and are known for their careful engagement with consultation materials. Within CAG, 100% of respondents either agreed or strongly agreed with the statement of support.
  - Written comments included recommendations that the College focus on issues of access, affordability, and continuing professional development opportunities for the profession. Additional feedback included supportive comments related to the visuals and language used, however, recommendations for clarity of some key terms used throughout the draft were noted.
- **Internal Survey:**
  - Respondents to the internal survey were also supportive of the draft Strategic Plan: 78% either agreed or strongly agreed with the statement of support.
  - Written feedback focused on the College’s Strategic Projects and initiatives related to the Areas of Focus. Additional feedback also focused on the importance of ensuring ongoing prioritization of current initiatives (ie: Access to Care and EDI) and recommendations to include professional development within the draft Strategic Plan.

- **External Survey:**
  - Overall support from external survey respondents was more moderate. While respondents were still overall supportive of the draft (56%), another 32% indicated a neutral position. Constructive feedback emphasized recommendations for enhanced engagement, collaboration, and support for members of the profession.
  - Staff also noted a small but vocal minority of external respondents who used the survey as an opportunity to voice concerns on topics peripherally related or unrelated to the draft Strategic Plan. These included, as examples:
    - Criticism of RCDO’s commitment, as set out in the draft Strategic Plan, to the principle of “Equity, Diversity and Inclusion (EDI)”
    - Criticism of RCDSO’s recent members fee increase, and
    - Criticism of RCDSO’s COVID-19 guidance for in-person care
  - The substance of these comments suggests that some respondents were not engaging directly with the draft Strat Plan but were instead expressing general frustration with the College. While this reaction was unfortunate, it is worth noting as it may have also skewed some of the results to the negative.

### III. Revisions to the draft 2023 - 2025 RCDSO Strategic Plan: Overview

- Based on consultation feedback, eight revisions are proposed which can be seen below and within Appendix B. The changes to the current draft are highlighted, and a rationale has been provided in the following chart:

Current Draft	Proposed Revision	Rationale
<p><b>Mission Statement:</b></p> <p><b>We serve and protect the public interest and are committed to excellence in regulating the dental profession in Ontario.</b></p>	<ul style="list-style-type: none"> <li>• <b>We act in the public interest</b> and are committed to excellence in regulating the dental profession in Ontario.</li> </ul>	<ul style="list-style-type: none"> <li>• The vast majority of respondents from each survey group were supportive of the revised Mission Statement, however, some respondents noted that ‘serve and protect’ may be associated with policing and should be reconsidered.</li> </ul>

<p><b>Pillar &amp; Objective #1: Professionalism</b></p> <p>RCDSO promotes a culture of professionalism in dentistry that supports the provision of quality care, serves the public interest, and upholds the public trust.</p>	<ul style="list-style-type: none"> <li>• RCDSO promotes a culture of professionalism in dentistry that supports <b>access to quality care</b>, serves the public interest, and upholds the public trust.</li> <li>• Addition of: <b>Continuing Professional Development</b> under Areas of Focus.</li> </ul>	<ul style="list-style-type: none"> <li>• References to Access to Care are currently included in the Vision Statement and Areas of Focus, however, stakeholder feedback included recommendations to highlight Access within the objectives.</li> <li>• In addition, the absence of Continuing Professional Development was noted in feedback from all three survey groups and was recommended for inclusion under the Professionalism pillar.</li> </ul>
<p><b>Objective #2 &amp; Areas of Focus: Stakeholder Engagement</b></p> <p>RCDSO enhances collaboration and engagement with the public, the profession and system partners to advance patient-centered oral health care and regulatory excellence</p>	<ul style="list-style-type: none"> <li>• RCDSO <b>engages with the public</b>, the profession, and system partners to advance patient-centered oral health care and regulatory excellence.</li> <li>• Addition of: Oral Health <b>Regulatory</b> Colleges in Ontario &amp; partner organizations under Areas of Focus</li> </ul>	<ul style="list-style-type: none"> <li>• Based on stakeholder feedback, this objective has been simplified for clarity.</li> <li>• In addition, a minor revision to include the term <i>Regulatory</i> under the Areas of Focus is proposed.</li> </ul>
<p><b>Emerging issues: Areas of Focus</b></p> <p>Artificial intelligence and teledentistry</p>	<ul style="list-style-type: none"> <li>• <b>Technology (e.g.: Artificial Intelligence and teledentistry)</b></li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder feedback included a recommendation to expand the Areas of Focus to include <i>Technology</i>.</li> <li>• This term encompasses AI &amp; tele-dentistry, while acknowledging that additional or emerging technology may impact dental regulation in future.</li> </ul>
<p><b>Commitments</b></p>	<ul style="list-style-type: none"> <li>• Provide definitions of key terms within the Commitments section (EDI, Evidence-based &amp; Risk-Based approaches.)</li> </ul>	<ul style="list-style-type: none"> <li>• Responses from both the external &amp; CAG surveys indicated that clarity was needed with terminology used within this section of the plan.</li> <li>• Some external survey respondents indicated that they did not consider EDI to be relevant to the practice of dentistry and it should not be included.</li> </ul>



		<ul style="list-style-type: none"> <li>• Additionally, CAG survey participants commented on the need for clarity regarding the College’s commitment to a risk-based approach.</li> <li>• Providing a brief definition of these terms may assist in clarifying terminology and intention.</li> </ul>
<p><b>Organizational Values</b></p>	<ul style="list-style-type: none"> <li>• RCDSO’s 6 organizational values will be highlighted within our Strategic Project planning.</li> </ul>	<ul style="list-style-type: none"> <li>• The RCDSO organizational values guide the work of the College.</li> <li>• An effective way to demonstrate a commitment to the values is by mapping them to the Colleges Strategic initiatives and ensuring future initiatives are anchored to the Colleges values.</li> </ul>

**IV. Definitions**

- As noted within the stakeholder feedback, definitions of key terms will be provided to ensure clarity. The proposed definitions of key terms used within the commitments section are as follows:
- **Equity, Diversity and Inclusion (EDI):**<sup>2</sup>
  - **Equity** is where everyone is treated according to their diverse needs in a way that enables all people to participate, perform, and engage to the same extent.
  - **Diversity** is about the individual. It is about the variety of unique dimensions, qualities, and characteristics we all possess, and the mix that occurs in any group of people. Race, ethnicity, age, gender, sexual orientation, religious beliefs, economic status, physical abilities, life experiences, and other perspectives can make up individual diversity. Diversity is a fact, and inclusion is a choice.
  - **Inclusion** is creating a culture that embraces, respects, accepts, and values diversity. It is a mindful and equitable effort to meet individual needs so everyone feels valued, respected, and able to contribute to their fullest potential. Where diversity occurs naturally, creating the mix in the organization, inclusion is the choice that helps the mix work well together.
- **Risk-based approach:**

---

<sup>2</sup> This definition has been developed by the Canadian Center for Diversity and Inclusion (CCDI), a partner organization of the RCDSO.

- A risk-based approach focuses first on identifying and understanding the problem to be solved through regulatory action by assessing the impact of action or inaction. Regulatory resources are then focused in a proportional manner on those impacts that pose the greatest risk to the public.
- **Evidence- Informed Decision Making:**
  - The process of distilling and disseminating the best available evidence from research and practice and using that evidence to inform decisions.

## **NEXT STEPS:**

- RCDSO staff are seeking feedback from Council on the proposed revisions to the draft Strategic Plan.
- Pending approval from Council, the 2023 – 2025 draft Strategic Plan will be finalized.
- Details related to the Strategic Projects for 2023 - 2025 are currently in development and will be set out in an Action Plan following the approval of the Strategic Plan.

## **DECISION FOR COUNCIL:**

1. Does Council have any feedback or questions concerning the consultation or proposed revisions?
2. Does Council approve the final version of the draft Strategic Plan?

## **CONTACT:**

Jean Hopkins, Policy Analyst

Cameron Thompson, Senior Policy Analyst

Diana Soifer, Junior Analyst

Andréa Foti, Assistant Registrar & Privacy Officer

## **Attachments:**

**Appendix A:** Stakeholder Consultation Report

**Appendix B:** Revised Content: Draft 2023-2025 Strategic Plan

**Appendix C:** Designed Draft 2023-2025 Strategic Plan.

**Please note:** Proposed revisions are captured within this document. Appendix B and C contain the same content.

# RCDSO STRATEGIC PLAN 2020-2023



Royal College of  
Dental Surgeons of Ontario

## VISION

Everyone in Ontario has access to safe, high-quality dentistry.

## MISSION

We work in the public's interest by putting patients first. We set and enforce standards, and provide continuous improvement and education opportunities to the dental profession in Ontario. We work to engage and influence our stakeholders. We show integrity and courage in everything we do.



# OBJECTIVES

These objectives will provide additional focus to the work of the College for the next three years. Each numbered objective defines where we would like the College to be. The bullet points below are strategies that will help get us there.



Royal College of  
Dental Surgeons of Ontario

## 1 College governance is progressive and patient-centered

- Competencies will be developed to form part of the job specification for all Council and Committee members, including public members.
- Competency-based evaluation tools will be developed for Council and Committees.
- The current Candidate Eligibility Course will be reviewed and enriched.

## 2 Decision-making is informed by best available data and evidence

- College IT data systems will be designed to enable data mining and to support data analysis.
- New research projects and resources will be developed to collect and analyze data to inform the work of the College.
- College Standards and Guidelines will promote the use of best available data and evidence in decision-making.
- College data will be leveraged to influence decision-making of external partners in developing curriculum and continuing education programs.

## 3 Potential external disruptors are anticipated and addressed

- Potential changes, both provincially and nationally, to regulation and to dental care delivery will be identified.
- Strategic partnerships will be expanded to assist with responding to such changes.

## 4 Continuous quality improvement and risk-based regulation informs the work of the College and the expectations the College sets for the profession

- A risk-based approach will inform resources for the profession.
- Programs to monitor and measure compliance in high risk areas such as IPAC and sedation will be developed.
- Internal College processes will be regularly evaluated to improve efficiency.

## 5 Access to care is improved across Ontario

- The College, together with strategic partners, will promote access to oral health care.

## 6 We build engagement with patients and dentists

- College consultation processes will be enhanced to encourage public and dentist input on policy and strategy initiatives.
- External communications will continue to raise and measure engagement with the public.
- Patient-centred initiatives, including those on human rights, mental health and wellness, will be advanced.

## 7 College staff are supported in doing their best work

- The transparency and inclusivity of human resources practices will be improved and monitored for success.
- Staff communication, engagement and development will be enhanced.
- More effective IT tools will be built into the work of the College.
- The physical work environment will be assessed and modernized to maximize efficiencies and use of space.
- Strategic staff competencies, including financial competencies, will be identified and training will be provided to increase accountability and efficiency.

# Council Dashboard Report

432<sup>nd</sup> RCDSO Council Meeting

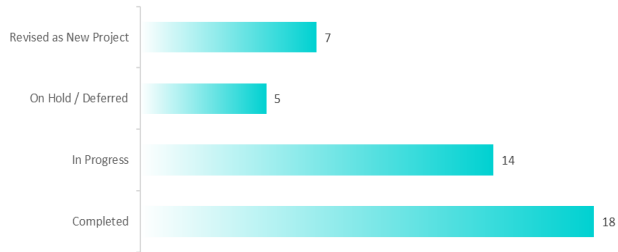
Royal College of  
Dental Surgeons of Ontario

September 15, 2022

# Council Dashboard Report

## Overview

### Strategic Projects



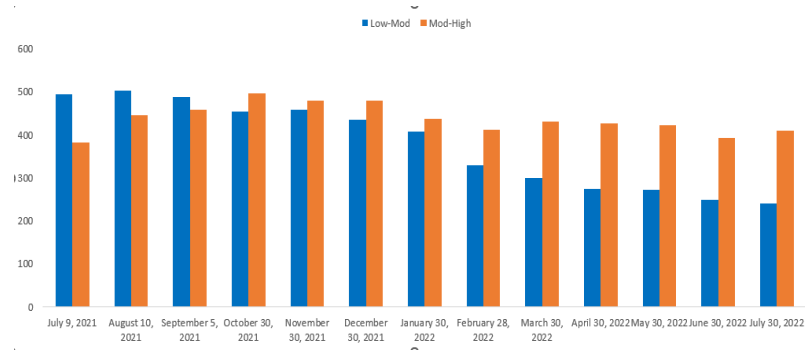
**44**

Number of strategic projects that were defined for 2020-2023

**41%**

Percent of strategic projects that are completed to date

### PCRA Casefiles by Risk Triage



**241**

Number of Low to Moderate risk level casefiles

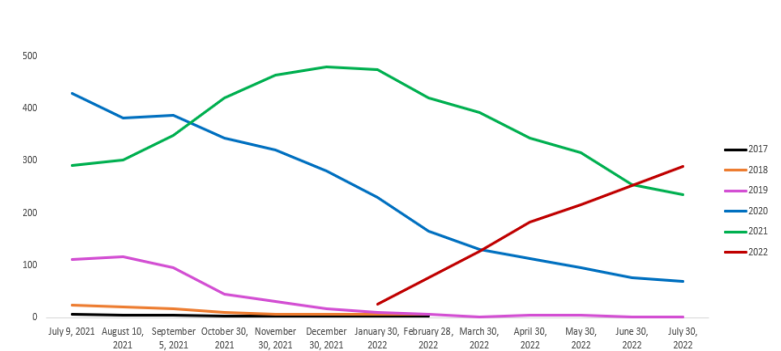
**409**

Number of Moderate to High risk level casefiles

**650**

Number of total active casefiles

### PCRA Casefiles by Year

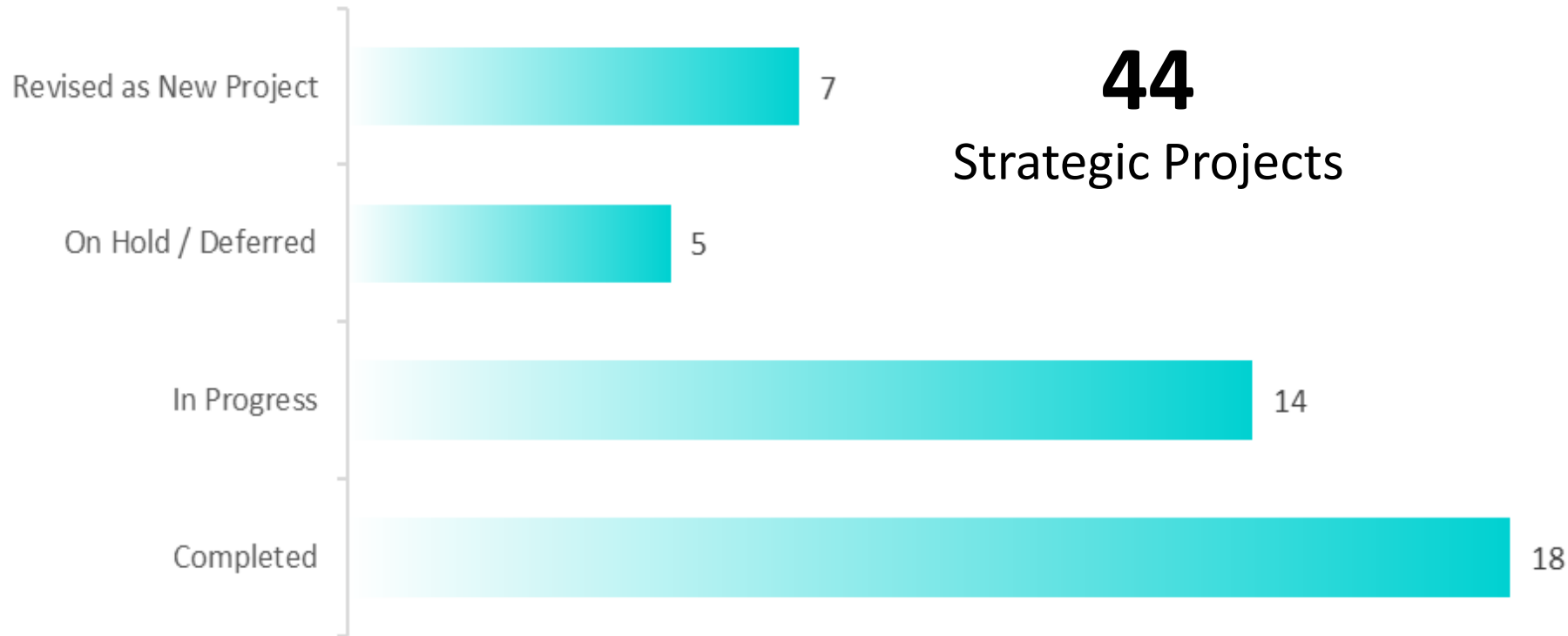


**12%**

Percent of remaining active casefiles that commenced in 2020

# Strategic Projects

## *Status of Strategic Projects (2020-2023)*



### Highlights

**44** projects were defined since 2020

**14** projects (**32%**) are currently in-progress

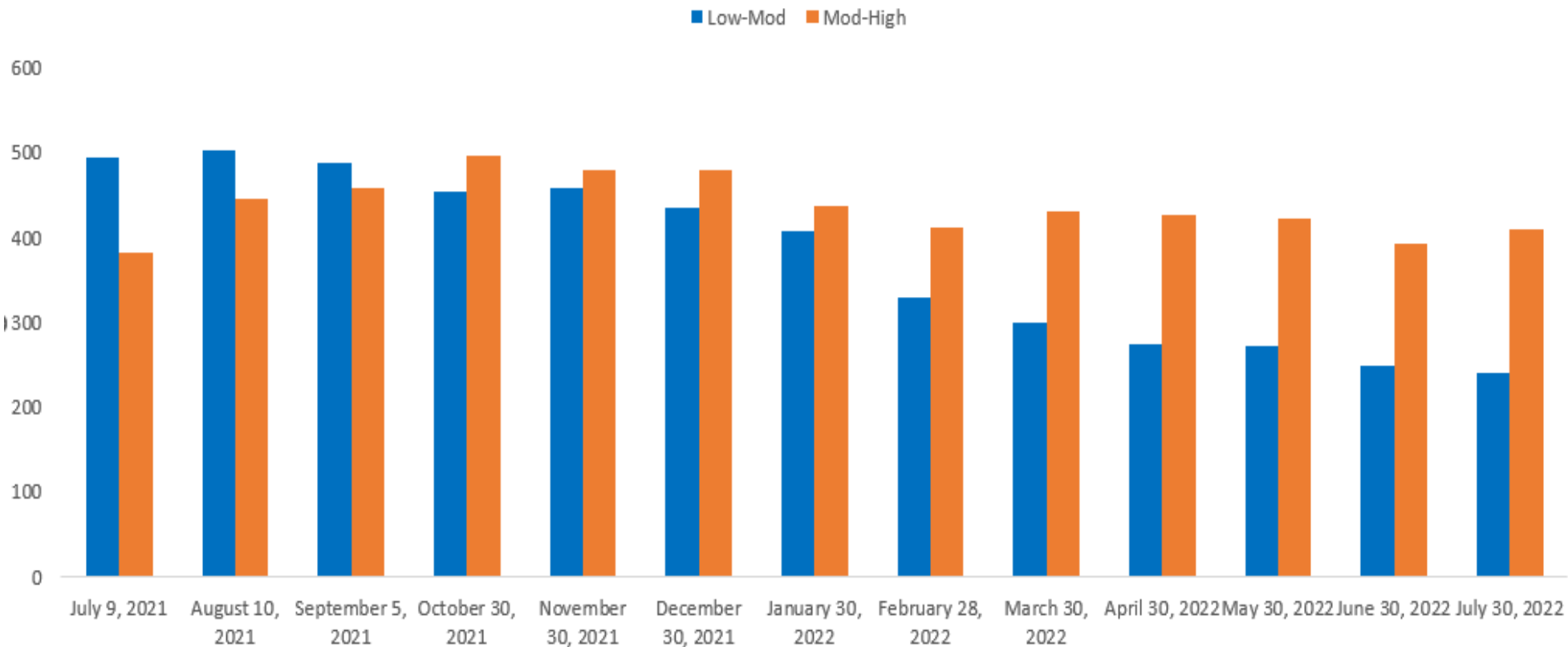
**18** projects (**41%**) are completed

*The status of strategic projects that support the Strategic Plan 2020-2023*



# PCRA

## Open casefiles by risk triage category



### Highlights

As of July 2022, there are **241** open casefiles that are low-moderate risk and **409** casefiles that are moderate-high risk.

Compared to January 2022, this is a decrease of **23%**.

Compared to July 2021, this is a decrease of **26%**.

*The number of open (active) casefiles by risk triage category.*

*\*note: ADR casefiles are not included*

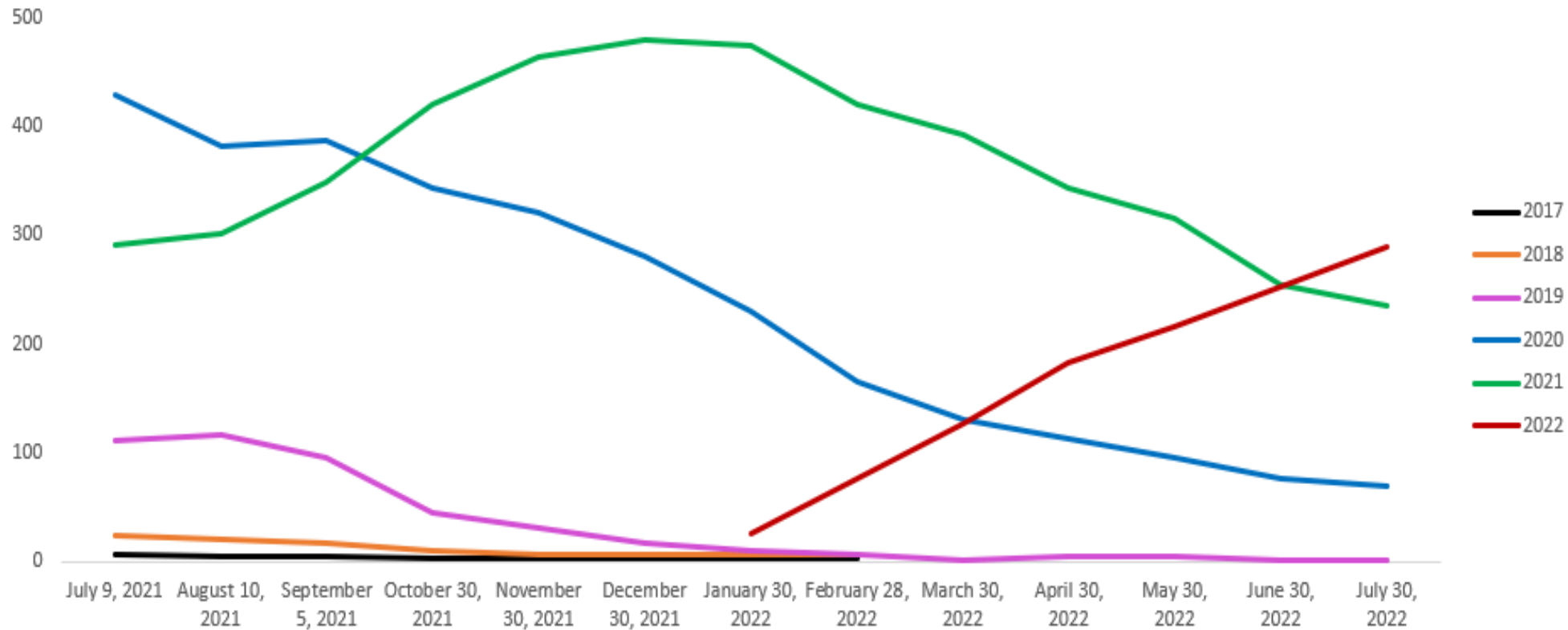
# PCRA

## Open casefiles by year the case commenced

### Highlights

As of July 2022, we have completed all but **2** cases started in 2017 to 2019.

In one year, there has been an **84% case reduction** in all 2020 cases.



*The number of open (active) casefiles by year the investigation or Registrar's report was started based on the date the file was flipped formal (file formal date) or appointment date.*

*\*note: ADR casefiles are not included; casefiles that are categorized as "inquiry files" are excluded as they are not yet classified as a complaint or a report*

# RCDSO STRATEGIC PLAN: 2023-2025

## VISION

Everyone in Ontario has access to safe, high-quality oral health care.

## MISSION

We act in the public interest and are committed to excellence in regulating the dental profession in Ontario.

## PILLARS



PROFESSIONALISM



STAKEHOLDER  
ENGAGEMENT



EMERGING ISSUES

## VALUES



ACCOUNTABLE



COLLABORATIVE



INNOVATIVE



INCLUSIVE



TRANSPARENT

# OBJECTIVES

These objectives provide additional focus to the work of the College for the next three years. Objectives are anchored to a strategic pillar and define where we would like to be. The bullet points outline our areas of focus for developing strategies that will help us get there.

## Our Commitment

- We take an evidence-informed approach to decision making.
- We apply a risk-based perspective in regulating the profession.
- We integrate the principles of Equity, Diversity and Inclusion in all we do.



## PROFESSIONALISM

RCDSO promotes a culture of professionalism in dentistry that supports access to quality care, serves the public interest and upholds the public trust.

### Areas of focus include:

- Access to care
- Practice models & quality of care
- Standards of Practice and Resources
- Continuing Professional Development



## STAKEHOLDER ENGAGEMENT

RCDSO engages with the public, the profession and system partners to advance patient-centered oral health care and regulatory excellence.

### Areas of focus include:

- Enhancing engagement with:
- The public & the profession
  - Oral Health Regulatory Colleges in Ontario & partner organizations
  - Faculties of Dentistry
  - Government
  - RCDSO staff



## EMERGING ISSUES

RCDSO anticipates and responds proactively to emerging issues and trends that may impact the public interest.

### Areas of focus include:

- Emergency preparedness
- Government/political environment
- COVID-19 and post-pandemic recovery
- Technology (e.g., artificial intelligence and teledentistry)
- Governance
- Environment & sustainability

## COUNCIL BRIEFING NOTE

---

**TOPIC: GOVERNANCE COMMITTEE TERMS OF REFERENCE  
FOR DECISION**

**ISSUE:**

- Council is being asked to consider and approve terms of reference for a new Governance Committee. This item is for Council's decision.

**PUBLIC INTEREST:**

- This matter serves the public interest by establishing a body to oversee the competency-based assessment of individuals wishing to serve on Council and committees.
- This matter relates to the Strategic Plan in meeting Objective 1, *College governance is progressive and patient centered*.
- This direction also supports the Ontario Ministry of Health's College Performance Measurement Framework ("CPMF").

**BACKGROUND**

- In January 2022, the Ontario Ministry of Health circulated a policy proposal for health regulatory governance reform that depicted the establishment of a "Nomination and Selection Committee" to oversee the selection of Council and committee members.
- In June 2022, with the mandate of the Governance Working Group complete, and with a dramatically changing landscape in regulatory governance reform, the RCDSO Council passed a motion disbanding the Governance Working Group to consider a more permanent structure.
- In the last 3 years RCDSO has launched numerous initiatives to focus on effective governance practices.

**CURRENT STATUS:**

- RCDSO has several bodies overseeing governance functions including: Council; the Nominations Committee; the Elections Committee; the Eligibility Review Committee and the Governance Working Group (recently disbanded). Gaps and

overlap have arisen from multiple “owners” of governance, highlighting the need to establish a more consolidated approach.

- In June, Council asked staff to develop an analysis for the establishment of a Standing Governance Committee. This direction is consistent with other organizations and supports the development of a strategic and structured approach to governance. The analysis considers existing health regulatory College approaches and the model of a Nominating and Selection Subcommittee that is in the Ontario College of Teachers Act, which may eventually serve as a framework for health professional regulatory governance reform.
- Governance is a critical input for regulatory performance and the Ontario Ministry of Health’s College Performance Measurement Framework (CPMF) requires:
  - prospective professional Council members to meet articulated competencies to effectively execute their fiduciary role and responsibilities with respect to their public protection mandate;
  - Council decisions be made in the public interest;
  - the College acts to foster public trust through transparency in decisions made and actions taken; and
  - policies are evidence-based, reflect current best practice, align with changing public expectations, and where appropriate align with other Colleges.
- Council is being asked to consider and approve terms of reference for a new Governance Committee as set out in **Appendix “A”**.
- The terms of reference focus on the duties and accountabilities of the new Committee as outcome statements, including but not limited to:
  - Determining eligibility and competency-based assessment;
  - overseeing the development of orientation, training, mentorship, succession planning, and recruitment of Council and committees;
  - overseeing performance evaluation; and
  - making recommendations to Council regarding the development of and amendments to governance by-laws and policies.
- The Executive Committee, at its August 12, 2022 meeting, supported the recommendation to Council.

#### **NEXT STEPS:**

- The Executive Committee is recommending that Council approve the draft terms of reference for a Governance Committee. If approved, a full plan for implementation, including bylaw revisions, will be developed.

**DECISION FOR COUNCIL:**

Council is being asked to consider the following motion:

Terms of reference for a new Governance Committee

**Motion #1:**

*That Council approves the terms of reference for a new Governance Committee as set out in **Appendix “A”***

*[Requires a majority vote]*

**STAFF CONTACTS:**

**Dan Faulkner**, Registrar & Project Sponsor – Governance, [DFaulkner@rcdso.org](mailto:DFaulkner@rcdso.org)

**Dayna Simon**, Senior Counsel, PCRA & Project Manager – Governance, [DSimon@rcdso.org](mailto:DSimon@rcdso.org)

**Appendix “A”**: Terms of reference for new Governance Committee

## **Governance Committee Terms of Reference**

### **Duties of the Governance Committee**

#### ***Eligibility and competency-based assessment***

The Governance Committee shall:

- review and make recommendations to Council regarding amendments to eligibility requirements, competencies and skills matrices;
- review and assess applications and eligibility of dentists seeking to serve on Council, and dentists and others seeking appointment to committee and/or chair appointment; and
- make recommendations to Council and/or government about the appointment of committee and chair positions to enhance the decision-making capacity of Council and committee members.

#### ***Education***

The Governance Committee shall oversee the development of orientation, training, and mentorship for Council and committees to support the enrichment of Council and committee members, improve accountability, and ensure participants have the required competencies to effectively execute their fiduciary role and responsibilities to govern the profession in the public interest.

#### ***Performance Evaluation***

The Governance Committee shall:

- oversee performance evaluation of Council, committees and effectiveness of meetings;
- oversee the performance evaluation process of Council members, Committee members and Chairs; and
- act as a resource with respect to the Registrar's selection and retention of a third-party external evaluation service as needed to administer the performance evaluation of Council.

The Governance Committee shall oversee and make recommendations to Council regarding amendments to the Council Performance Evaluation Framework.

#### ***Code of Conduct***

The Governance Committee shall:

- make recommendations to Council regarding amendments to the Code of Conduct for Council members and related by-laws;



- consider enhancements to conduct issues in by-law and policy regarding expectations of Council and committee members; and
- oversee and make recommendations to Council regarding the management of conflict of interest to support Council and committees in working collegially and productively, and establishing a transparent structure to manage governance issues.

### ***By-law and Policy Development***

The Governance Committee shall:

- make recommendations to Council regarding by-law or policy amendments that enable continuity to ensure knowledge retention; and
- oversee the governance policy review cycle and make recommendations to Council regarding the development of and amendments to College governance policies to ensure that they are evidence-based, reflect current best practice, align with changing public expectations, embrace opportunities for regulatory and governance innovation, and provide a framework within which decisions can be made transparently in the public interest.

### ***Recruitment***

The Governance Committee shall oversee and make recommendations to Council regarding succession planning, recruitment and onboarding of Council and committee members. Consideration will be given to diversity of perspectives and skills, including underrepresented perspectives, so that decisions reflect the needs and lived experiences of the communities we serve as well as the dental profession.

## COUNCIL BRIEFING NOTE

---

**TOPIC: CHANGES TO GOVERNANCE ELECTION POLICIES  
FOR DECISION**

**ISSUE:** Council is being asked to consider and approve amendments to two governance policies pertaining to election. In addition, Council is being asked to approve the revocation of three governance policies pertaining to elections.

**PUBLIC INTEREST:**

- This matter serves the public interest by aligning governance policies pertaining to elections with current best practices.
- This matter relates to the Strategic Plan in meeting Objective 1, *College governance is progressive and patient centered.*
- The Ontario Ministry of Health's College Performance Measurement Framework ("CPMF") requires that *"Policies...are based in the best available evidence, reflect current best practices, are aligned with changing public expectations, and where appropriate aligned with other Colleges."*

**BACKGROUND**

- The upcoming district elections to Council is in December 2022. The recruitment for non-Council committee members takes place at the same time with Committee appointments made by the new Council in January 2023.
- In preparation for the upcoming cycle, the College's existing governance policies pertaining to elections were reviewed to enhance currency, relevance, efficacy and clarity.
- Certain policies require modest amendments or in some cases revocation, as they include references to processes that no longer exist; contain outdated terminology; require a stronger focus on the role of competencies; and/or exacerbated the notion that Council members are representing constituents rather than executing their fiduciary duty to the public.

**CURRENT STATUS:**

- Council is asked to consider and approve amendments to the following two policies:

- *Policy: Guidelines for Candidates Seeking Election* (now titled *Policy: Campaign Material Guidance for Candidates Seeking Election to Council*); and
- *Policy: Nominations Committee* (now titled *Operational Policy of the Nominations Committee*).
- Council is asked to consider and approve the revocation of the following three policies:
  - *Policy: Election Self-Nomination and Eligibility Form or Application and Eligibility Form for Non-Council Committee Appointments*;
  - *Policy: E-mail Blast for Council Members*; and
  - *Policy: E-mail Blasts to Constituents in Election Year*.
- At its meeting on August 12, 2022, the Executive Committee considered and recommended to Council the above noted policy changes.

## **ANALYSIS:**

### **Amendments to two policies**

#### Issue #1: Amendments to *Policy: Guidelines for Candidates Seeking Election* (now titled *Policy: Campaign Material Guidance for Candidates Seeking Election to Council*)

- The Ontario Ministry of Health's College Performance Measurement Framework (CPMF) requires:
  - prospective professional Council members to meet articulated competencies; and
  - Council decisions be demonstrated to be made in the public interest.
- The proposed Policy amendments give greater emphasis to the competencies that must be demonstrated as a pre-condition to eligibility to run for election.
- An effort was made to focus on positive framing of imperatives, in some cases followed by descriptions of undesirable behaviour.
- The requirement for candidates to foster a culture that promotes diversity, equity, inclusion, and belonging was strengthened to align language with College communications around this commitment.
- The criteria to support the decisions of Council was added to align with the recently approved *Rules of Engagement for Council Members* and universal governance principle to speak with one voice.
- Provisions were added to help level the playing field between incumbents and new candidates.

- Please see **Appendix “A”** for both redlined and clean copies of the suggested policy changes.

Issue #2: Amendments to Policy: Nominations Committee (now titled Operational Policy of the Nominations Committee)

- The current policy enables private meetings of Council members with the Nominations Committee to essentially challenge the proposed slate of Committee members.
- The proposed amendments contemplate an approach that relies on the balancing of factors including committee competencies and needs, diversity and representation, practice areas, availability, experience and succession planning.
- While Council member and committee applicant preferences are canvassed and will be considered, there should not be an expectation they will be guaranteed as the College has adopted a competency-based assessment process with improved diversity and equity on committees. The amendments are intended to promote fairness, transparency, objectivity, and competence to ensure the effective governance of the College in executing its public protection mandate.
- A new provision states that a Chair of a Committee may be a Council dentist, a public member of Council or a non-Council Committee member, unless otherwise specified in the legislation or by-laws. While this has always been the case, it is clear that there will be greater emphasis on appointing Chairs with skill sets and diverse perspectives that may not be present on Council. The option for a non-Council member to serve as a Committee Chair also furthers the articulated government vision of separation of Council and Committees and may be helpful to succession planning.
- Certain term maximums for Committee and Chair appointments have been removed to enhance process of selection based on competencies.
- Please see **Appendix “B”** for both redlined and clean copies of the suggested policy changes.

**Revocation of three policies**

Issue #3: Revocation of Policy: Election Self-Nomination and Eligibility Form or Application and Eligibility Form for Non-Council Committee Appointments

- The original Policy (please see **Appendix “C”**) was developed in response to a high volume of incomplete forms received during a previous election cycle. The Policy is brief and contemplates a written form and

process that is now obsolete. The forms have been revised and converted to a digital format which minimizes the issue.

\*Issues #4 and #5 pertain to two policies (please see **Appendix “D”** and **Appendix “E”**) that are related – one in effect at all times and a similar one that applies during an election year.

Issue #4: Revocation of Policy: E-mail Blast for Council Members

Issue #5: Revocation of Policy: E-mail Blasts to Constituents in Election Year

- Use of the term “constituents” and enabling Council members to correspond directly with their districts exacerbates the notion that Council members are representing members in their districts rather than executing their fiduciary duty to the public.
- The Policy is cumbersome to administer, and requires customized content in addition to the College’s strategic communications plan to all dentists.
- Enabling Council members to send e-blasts to their districts results in redundant communications, inconsistent information between districts and email fatigue.
- Council members have not used College e-mail blasts to communicate with their districts in the last year.

#### **NEXT STEPS:**

- The Eligibility Review Committee (ERC) will complete its review and the slate of approved candidates will be announced by October 31, 2022. Candidates assessed by the ERC and approved to run for election will receive the revised campaign guidelines and relevant governance policies for the coming election.
- A targeted recruitment strategy will be adopted through the calls for nominations and expressions of interest to serve on committees to engage individuals with specific skill sets, experience and diverse perspectives.

#### **DECISIONS FOR COUNCIL:**

Council is being asked for its direction on:

Amendments to Policy: Campaign Material Guidance for Candidates Seeking Election to Council

##### **Motion #1:**

*That Council approves the amendments to Policy: Campaign Material Guidance for Candidates Seeking Election to Council as set out in **Appendix “A”***

Amendments to Policy: Operational Policy of the Nominations Committee

**Motion #2:**

*That Council approves the amendments to Operational Policy of the Nominations Committee as set out in **Appendix “B”***

Revocation of Policy: Election Self-Nomination and Eligibility Form or Application and Eligibility Form for Non-Council Committee Appointments

**Motion #3:**

*That Council approves the revocation of the Policy: Election Self-Nomination and Eligibility Form or Application and Eligibility Form for Non-Council Committee Appointments as set out in **Appendix “C”***

Revocation of Policy: E-mail Blast Policy for Council Members

**Motion #4:**

*That Council approves the revocation of the Policy: E-mail Blast for Council Members as set out in **Appendix “D”***

Revocation of Policy: Email Blast to Constituents in Election Year Policy

**Motion #5:**

*That Council approves the revocation of the Policy: E-mail Blasts to Constituents in Election Year as set out in **Appendix “E”***

*[Requires majority vote]*

**STAFF CONTACTS:**

**Dan Faulkner**, Registrar & Project Sponsor – Governance, [DFaulkner@rcdso.org](mailto:DFaulkner@rcdso.org)

**Dayna Simon**, Senior Counsel, PCRA & Project Manager – Governance, [DSimon@rcdso.org](mailto:DSimon@rcdso.org)

**Appendix “A”**: Policy: Guidelines for Candidates Seeking Election (current) and Policy: Campaign Material Guidance for Candidates Seeking Election to Council (amended)

**Appendix “B”**: Policy: Nominations Committee (current) and Operational Policy of the Nominations Committee (amended)

**Appendix “C”:** Policy: Election Self-Nomination and Eligibility Form or Application and Eligibility Form for Non-Council Committee Appointments

**Appendix “D”:** Policy: E-mail Blast for Council Members

**Appendix “E”:** Policy: Email Blast to Constituents in Election Year

## Proposed changes to Policy: Guidelines for Candidates Seeking Election to Council

### College Policy-2:

# Campaign Materials Guidance Guidelines for Candidates Seeking Election to Council

~~This policy is~~ ~~These guidelines are~~ for dentists seeking election or re-election to the Council of the Royal College of Dental Surgeons of Ontario and ~~is~~ ~~are~~ intended to apply to all campaign materials in all media, including but not limited to written campaign materials/letters, website and social media content, oral presentations/speeches and all conduct/general decorum of candidates during a campaign. As regulated health professionals, members are expected to behave professionally and ethically at all times, including when they run to serve on the Council of a public interest organization. A Council member's role is to serve the public interest. It is not to represent the profession and/or members in their electoral district.:

Candidates may wish to circulate campaign materials to eligible voters in their district.  
Candidates and campaign materials must:

- Articulate how the candidate will serve the public interest and refrain from:
  - referencing representation of dentists and/or members in their district;
  - promoting or advocating for the profession of dentistry; and
  - making promises that could be viewed as conflicting with the College's public protection mandate, transparency of Council meetings, or legislative obligations;
- be respectful, ~~polite, dignified~~ and professional in tone and refrain from any denouncement or negative comments about any other candidate; ~~everything you do.~~
- ensure that the words used reflect the College's vision of fostering a culture on Council that promotes diversity, equity, inclusion, and belonging;
- stand on their own and refrain from suggesting that the College supports their candidacy, or use RCDSO logos or branding;
- in the case of incumbents, support the decisions of Council; and
- ~~only~~ It is more effective and credible to announce your qualifications than to try to denounce another candidate's qualifications.
- ~~Only~~ rely on and promote information that is both factual and provable.

Candidates and campaign materials should:

- Articulate why the candidate is interested in serving on Council;





- articulate how the candidate will meet the competencies for members of Council;  
and
- state the candidate's qualifications.

Candidates may begin campaigning after the Registrar has provided them with the slate of candidates standing for election in the district.

- ~~It is not appropriate to mount a personal or professional attack on any candidate.~~
- ~~Focus on your ideas and the positives that you have to offer.~~
- ~~Ensure that the words that you use are inclusive and would not offend any specific demographic group.~~
- ~~Remember the mandate of the College and the Council and do not make promises that could be viewed as contrary to that mandate.~~
- ~~Avoid empty rhetoric.~~
- ~~Be mindful of the College's Code of Ethics, Code of Conduct, Professional Misconduct Regulations and common law.~~
- ~~Remember that you are a professional and a member of an exquisite profession and so are your opponents.~~

College staff cannot support any particular candidate or incumbent and ~~while they may be a resource for certain information, where appropriate, they should not be asked to assist in a campaign.~~

## College Policy:

# Campaign Materials Guidance for Candidates Seeking Election to Council

This policy is for dentists seeking election or re-election to the Council of the Royal College of Dental Surgeons of Ontario and is intended to apply to all campaign materials in all media, including but not limited to written campaign materials/letters, website and social media content, oral presentations/speeches and all conduct of candidates during a campaign. As regulated health professionals, members are expected to behave professionally and ethically at all times, including when they run to serve on the Council of a public interest organization. A Council member's role is to serve the public interest. It is not to represent the profession and/or members in their electoral district.

Candidates may wish to circulate campaign materials to eligible voters in their district.

Candidates and campaign materials must:

- Articulate how the candidate will serve the public interest and refrain from:
  - referencing representation of dentists and/or members in their district;
  - promoting or advocating for the profession of dentistry; and
  - making promises that could be viewed as conflicting with the College's public protection mandate, transparency of Council meetings, or legislative obligations;
- be respectful and professional in tone and refrain from any denouncement or negative comments about any other candidate;
- ensure that the words used reflect the College's vision of fostering a culture on Council that promotes diversity, equity, inclusion, and belonging;
- stand on their own and refrain from suggesting that the College supports their candidacy, or use RCDSO logos or branding;
- in the case of incumbents, support the decisions of Council; and
- only rely on and promote information that is factual.

Candidates and campaign materials should:

- Articulate why the candidate is interested in serving on Council;
- articulate how the candidate will meet the competencies for members of Council; and
- state the candidate's qualifications.

Candidates may begin campaigning after the Registrar has provided them with the slate of candidates standing for election in the district.

College staff cannot support any particular candidate or incumbent and should not be asked to assist in a campaign.

## Proposed changes to Nominations Committee Policy (Consolidated 2020)

### College Policy:

# Operational Policy of the Nominations Committee<sup>1</sup>

### Timing and Process for First Council Meeting

- ~~When the new Council meets for the first time in January following an election to year, the Executive Committee will be formed. This is done through nominations, speeches and the elections for the positions of: President; Vice-President; and the remaining three positions on the Executive Committee, as set out the College's By-laws. The newly elected Executive Committee forms the Nominations Committee.~~
- After After the general election to Council elections and prior to the first meeting of the new Council, members of Council will be asked to provide anytheir preferences for Committees on which they wish to serve. They may also indicate if they would be interested in serving as Chair of a Committee.
- While preferences will be considered, there should not be an expectation they will be granted as the College moves to adopt a competency-based assessment process and endeavors to improve diversity and equity on committees.
- Council members will be asked to review the list of competencies for the committees and Committee Chairs and briefly set out in writing how they meet them for the requested committees and Chair positions. These submissions will be reviewed by the Nominations Committee, who with limited exceptions, is responsible for recommending a slate of appointments of Committee members and Committee Chairs, to Council for approval.
- committees on which they wish to serve. In populating the committees, numerous factors will be taken into account by the Nominations Committee including terms of reference in the by-laws, competencies, diversity and representation, practice areas, availability to serve, balance of experience and inclusion of new perspectives, succession planning, the limitations referenced in this Policy, and the and needs of the Committee committee.
- When the new Council meets for the first time following a general election, the Executive Committee will be formed following the process in the by-laws.

---

<sup>1</sup> Represents a compilation of three policies passed by Council in March 2010 updated and one passed by Council in March 2020. To Council for information in November 2020.

- The newly elected Executive Committee forms the Nominations Committee.
- After the election to the Executive Committee, the Council meeting will be adjourned. The Executive Committee/Nominations Committee will meet ~~meets privately and will take as much time as it needs~~ to complete its task of populating the committees and Committee Chairs, before reconvening the Council meeting. ~~The~~ Before releasing any proposed slate of Committee Members and Chairs, the Nominations Committee shall advise any Councilor who was not assigned one of their two stated preferences of that fact and give that Council member an opportunity to address the Nominating Committee if they wish. In addition, the Nominations Committee will release to may meet with other individual Council members a draft if it feels it is appropriate to do so before finalizing the proposed slate of Committee members and Chairs for consideration at the meeting.

~~When Council reconvenes, a draft proposed slate of Committee Members and Chairs will be provided to Council members following which the meeting will be adjourned to a time determined by the Chair.~~

~~During this adjournment, Council members will be asked to remain available. Any Council member who wishes to have a meeting in private with the Nominations Committee may do so by making a request through the Registrar.~~

- Council will consider a motion to accept the proposed slate of Committee members and Chairs as presented by the Nominations Committee.

### Appointment of Committee Members & Chairs

~~The Nominations Committee (the newly elected Executive Committee), with limited exceptions, is responsible for recommending a slate of appointments of Committee Members and Committee Chairs, to Council for approval.~~

~~When the Nominations Committee is considering recommending to Council the appointment of a member of the Executive Committee to any College committee, that person being considered should not be present in the room when the discussion or vote takes place.~~

~~Unless extraordinary circumstances exist, members~~no member~~ of Council should not~~shall~~ serve on more than two Council statutory and/or standing committees, including the Executive Committee. The President sitting on a committee as an ex-officio~~ex-officio~~ member would not be counted. Also, it may be necessary for public members to serve on additional~~in determining the number of statutory or standing committees in order to fulfil~~ on which the requirements of quorum~~President sits~~. If the ~~Executive Committee~~/Nominations Committee feels that extraordinary circumstances justify appointing a member of the Council to serve on more than two statutory and/or standing committees, the extraordinary circumstances would be explained~~disclosed~~ to Council when Council is asked to approve (or confirm) the appointment. This would apply both to the process used at the first Council meeting following the general election~~elections of elected Council members in December~~ and in respect to the filling any~~of~~ vacancies by the Executive Committee.~~

- ~~Unless extraordinary circumstances exist, no member of Council shall chair more than one statutory and/or standing committee. If the Nominations~~Executive~~ Committee~~

feels that extraordinary circumstances justify appointing a member of Council to serve as Chair of more than one statutory and/or standing committee, the extraordinary circumstances would be explained to Council. This would apply both to the process used at the first Council meeting following the general election and in respect to filling any vacancies.

~~member of Council to serve as chair of more than one statutory and/or standing committee, the extraordinary circumstances must be disclosed to Council when it is asked to approve (or confirm) the appointment of that member of Council as chair. This would apply both to the process used at the first Council meeting following the elections of elected Council members in December and in respect to the filling of vacancies by the Executive Committee.~~

- Where the Nominations Committee/~~Executive Committee~~, determines that it has two or more equally competent candidates for Chair of a statutory or standing committee, preference should be given to the individual Council member who is not a member of the Executive Committee. A Chair of a Committee may be a Council dentist, a public member of ~~This would apply both to the process used at the first Council~~ or a non-meeting following the elections of elected Council ~~Committee member, unless otherwise specified~~ members in the legislation or ~~December and in respect to the filling of vacancies by~~ laws ~~the Executive Committee.~~
  
- ~~As a general rule, When~~ the Nominations Committee is considering recommending to Council the appointment of a member of the Executive ~~will not appoint a person to serve on a~~ Committee to any College committee, ~~if that person being considered should not be present~~ has already served as a member of that Committee for the last three consecutive terms.
  
- ~~If there are exceptional circumstances and the Nominations Committee wishes to appoint someone to serve as a Committee member for a fourth or more consecutive term, it must explain to Council the reason(s) why such an exception is necessary in the~~ room or on the videoconference when the discussion ~~best interests of the College and the approval of the Committee member must be passed by Council, along with the remainder of the slate.~~
  
- ~~As a general rule, the Nominations Committee will not appoint a person as Chair of a Committee if that person has already served as Chair of that Committee for the last two consecutive terms.~~
  
- ~~If there are exceptional circumstances and the Nominations Committee wishes to appoint someone as Chair of a Committee for the third or~~ vote takes place ~~more consecutive term, it must explain to Council the reason(s) why such an exception is necessary in the best interests of the College and the approval of the Chair must be passed by Council, along with the remainder of the slate.~~

Passed by Council: ~~Please see footnote.~~

~~AMS:997311~~

## College Policy:

# Operational Policy of the Nominations Committee

### Process for Recommending Committee and Chair Appointments

- Members of Council are asked to provide any preferences for Committees on which they wish to serve. They may also indicate if they would be interested in serving as Chair of a Committee.
- While preferences will be considered, there should not be an expectation they will be granted as the College moves to adopt a competency-based assessment process and endeavors to improve diversity and equity on committees.
- Council members are asked to self-assess against the list of competencies for the committees and Committee Chairs and briefly set out in writing how they meet them for the requested committees and Chair positions. These submissions will be reviewed by the Nominations Committee, who with limited exceptions, is responsible for recommending a slate of appointments of Committee members and Committee Chairs, to Council for approval.
- In populating the committees, numerous factors will be taken into account by the Nominations Committee including terms of reference in the by-laws, competencies, diversity and representation, practice areas, availability to serve, balance of experience and inclusion of new perspectives, succession planning, the limitations referenced in this Policy, and the needs of the Committee.
- When the new Council meets for the first time following a general election, the Executive Committee will be formed following the process in the by-laws. The newly elected Executive Committee forms the Nominations Committee.
- After the election to the Executive Committee, the Council meeting will be adjourned. The Executive Committee/Nominations Committee will meet to complete its task of populating the committees and Committee Chairs, before reconvening the Council meeting. The Nominations Committee will release to Council members a draft proposed slate of Committee members and Chairs for consideration at the meeting.
- Council will consider a motion to accept the proposed slate of Committee members and Chairs as presented by the Nominations Committee.

### Appointment of Committee Members & Chairs

- Unless extraordinary circumstances exist, members of Council should not serve on more than two Council statutory and/ or standing committees, including the Executive Committee. The President sitting on a committee as an *ex-officio* member would not

be counted. Also, it may be necessary for public members to serve on additional committees in order to fulfil the requirements of quorum. If the Nominations Committee feels that extraordinary circumstances justify appointing a member of the Council to serve on more than two statutory and/or standing committees, the extraordinary circumstances would be explained to Council. This would apply both to the process used at the first Council meeting following the general election and in respect to filling any vacancies.

- Unless extraordinary circumstances exist, no member of Council shall chair more than one statutory and/or standing committee. If the Nominations Committee feels that extraordinary circumstances justify appointing a member of Council to serve as Chair of more than one statutory and/or standing committee, the extraordinary circumstances would be explained to Council. This would apply both to the process used at the first Council meeting following the general election and in respect to filling any vacancies.
- Where the Nominations Committee determines that it has two or more equally competent candidates for Chair of a statutory or standing committee, preference should be given to the individual who is not a member of the Executive Committee. A Chair of a Committee may be a Council dentist, a public member of Council or a non-Council Committee member, unless otherwise specified in the legislation or by-laws.
- When the Nominations Committee is considering recommending to Council the appointment of a member of the Executive Committee to any College committee, that person being considered should not be present in the room or on the videoconference when the discussion or vote takes place.

Passed by Council:



## College Policy 3:

# **Election Self-Nomination and Eligibility Form or Application and Eligibility Form for Non-Council Committee Appointments**

In the event of a candidate's Election Self-Nomination and Eligibility Form or Application & Eligibility Form for Non-Council Committee Appointment contains minor errors, RCDSO staff should return the form to the candidate to have the member correct the error, initial the change, and return the form to the College.

## College Policy 8:

# E-mail Blast Policy for Council Members

The College encourages registrants to share their e-mail addresses to enhance communications. These e-mail addresses are not shared with or sold to anyone outside the organization. Any exception must be approved by the Executive Committee.

The College tries to be judicious in distributing e-mail blasts so that messages are not considered as spam and blocked by the member. In addition, overuse of these e-mails could eventually discourage members from reading messages from the College.

The College offers an e-mail blast service through the Communications department for Council members to use as a possible supplement to the regular material sent by the College. These e-mail messages sent out on behalf of Council members are branded with the name and logo of the College for legitimacy and have the Council member identified as the sender. However, with this capability comes accountability.

To ensure that these messages are congruent with College policy and messaging, the content proposed by the Council member must be reviewed and approved by the Director of Communications and/or the Registrar. Council members are encouraged to make the recommended changes to ensure that the content of the e-mail blast is in line with Council decisions and College policy and with the guidelines below.

To assist Council members in complying with this policy, the following guidelines will be helpful:

- Messages must be for legitimate College business. No opinionated or personal messages may be sent through the College e-mail blast system.
- Messages must only be sent to members of the Council member's own district. In no case is a Council member permitted to send an e-mail message to a district other than his or her own.
- Council members may not use the blast e-mail service to promote events or initiatives or personal opinions or views that are inconsistent or in conflict with motions passed by Council, or with the mission, policies or procedures of the College.
- Council members may not use the blast e-mail service to send information that includes immoral, unethical, illegal, defamatory

or other inappropriate or offensive content.

- Council members must adhere to the existing policy that imposes a moratorium on e-mail blasts to district members in an election year. The cut-off date is three months immediately preceding the date of Council elections.

If a Council member would like to appeal the recommendations/decision of staff, he or she may submit the proposed content for the e-mail blast to the Executive Committee for review and a final decision.

The College reserves the right to edit or refuse dissemination of any message proposed to be sent using the e-mail blast service or to remove a Council member's access to this service should violations of this policy occur.

Passed by Council: May/13

## **College Policy:**

# **E-mail Blasts to Constituents in Election Year**

In an election year, the College will not deliver or facilitate any e-mail blasts/communications from a Council member to members/constituents in the three months immediately preceding the date of the Council elections which are held in December every other year.

To be clear, if in a given year the Election Day is December 12, the College will not send any e-mail blasts on behalf of a Council member after September 12 of that year, which is three months before the election.

This policy applies regardless of the contents of the e-mail in order to ensure the fairness and integrity of the College's elections processes and to even the playing field so an incumbent candidate does not have an advantage over a candidate who is not.

The College can, of its own volition and on its own behalf, send e-mail blasts to the membership or any portion of it during this time period in the course of regular College business.

At all times, e-mail blasts from Council members sent by the College on a councillor's behalf are governed by the College's policy regarding facilitation of Council members communicating with district members via e-mail, that was passed by Council on May 5, 2011 and is attached as Appendix A to this policy. That policy prohibits e-mail blasts for the purpose of election campaigning at all times.

## **College Policy 9: E-mail Blasts to Constituents in Election Year**

### **APPENDIX A: Facilitation of Council members communicating with district members via e-mail**

Some Council members have requested the ability to communicate from time-to-time with the dentists in their districts by group e-mail or, as often called, e-mail blasts.

This is possible but there are several challenges. They include:

- overcoming privacy legislation restraints that arise if the College gives Council members lists of registrants' e-mail addresses as these addresses were not given to the College for this purpose;
- addressing technical challenges in copying e-mail lists from the College's system to Council members' smartphones or computers;
- ensuring the ongoing accuracy of the content of the messages as the information would be distributed in the name of the College in a format that has no restrictions on where and how it is shared or changed.

To address these challenges, it is recommended that Council members use the College's system designed specifically to send out e-mail blasts.

Here is how the process would work.

- The Director of Communications would act as the primary contact for Council members to access this service. This is the same process currently used with activity reports requested by some Council members. This ensures there is no inadvertent misrepresentation of College programs or policies.
- The main message in the e-mail would be branded with the College logo and the content would be created and/or reviewed by the Director of Communications. The content of this main message is locked and cannot be changed if the message is forwarded or shared with others.

- Council members would be able to add their own personal comments in the message and review the final draft of the entire message before it is sent.
- The Council member would supply a personal e-mail address to be used for replies.
- The message would be delivered in the name of the Council member. It is the Council member's name and reply address that would be in the From field.
- The recipient of the message would only see his or her name and address in the To field. The names and e-mail addresses of the others receiving the same message would not be shown. This overcomes confidentiality and privacy concerns.
- All e-mail lists would be managed, maintained and secured by the College. The e-mail addresses would be the most current that have been provided to the College by the members. This would relieve the Council member of the burden of maintaining the address lists and protecting them securely.
- All recipients of these e-mail blasts would have the option of opting out from future e-mail blasts in accordance with the anti-spam legislation.

During discussion at an Executive Committee meeting, the above process was accepted and Executive decided that there would two limitations on the use of this service:

1. These e-mail blasts could not be used for the purposes of election campaigning.
2. These e-mail blasts could only be sent to members in the Council member's own district.

Passed by Council: June 2012

## COUNCIL BRIEFING NOTE

---

**TOPIC:       TERMS OF COMMITTEE APPOINTMENTS  
                  FOR DECISION**

**ISSUE:**

- Council is being asked to consider and approve a by-law amendment pertaining to terms of committee appointments.

**PUBLIC INTEREST:**

- This matter serves the public interest by modifying a by-law to address a gap and potential risk to business continuity.
- This matter relates to the Strategic Plan in meeting Objective 1, *College governance is progressive and patient centered*.
- The Ontario Ministry of Health's College Performance Measurement Framework ("CPMF") requires that Council and committee members have the commitment necessary to effectively perform their fiduciary roles and responsibilities, and that complaints, reports and investigations be conducted in a timely manner with necessary actions to protect the public.

**BACKGROUND:**

- The next general election to Council is December 14, 2022. The recruitment for non-Council committee members takes place at the same time.
- By-law Article 2.4.1 sets out "*The Executive Committee shall present to Council a slate of nominees for all committee memberships and other appointments in accordance with the policy established by Council.*" The Operational Policy of the Nominations Committee (currently before Council to consider a policy amendment) was established under this Article for this purpose.

**CURRENT STATUS:**

- The new Council is scheduled to meet on January 17, 2023 for the Council orientation and election of officers to the Executive Committee. Council will adjourn and the Executive Committee (who becomes the Nominations

Committee) will meet to recommend a committee and chair slate to present to Council for approval.

- Council will reconvene through a short, virtual meeting on January 19, 2023 to approve the proposed slate of committees and chairs.
- Previously, the committee appointment process was quite rushed, occurring the same evening officers were elected to the Executive Committee. The new committee appointment process and schedule, set out in the proposed amendments to the Operational Policy of the Nominations Committee (to be considered by Council at the September 15, 2022 meeting), endeavors to provide the Executive Committee/Nominations Committee with additional time to consider the proposed appointments. Information available this year includes:
  - Committee terms of reference;
  - competencies;
  - diversity;
  - practice areas;
  - availability;
  - experience and inclusion of new perspectives;
  - succession planning; and
  - needs of the Committee.
- Council is being asked to consider and approve a minor amendment to Article 5.1.3 to extend committee term appointments until new committees are appointed by Council on January 19, 2023 following the general election, as set out in **Appendix “A”**.

#### **ANALYSIS:**

- The new appointment process/schedule introduces a small gap between the January 17<sup>th</sup> meeting to elect the Executive Committee and the January 19<sup>th</sup> meeting to approve the proposed slate of Committee members and Chairs. During that gap, no committees would be constituted.
- A modest amendment to By-law 5 would address the gap and enable timely action in situations where urgent action may be needed by a particular committee (e.g., Inquiries, Complaints and Reports Committee need to initiate a s. 75 investigation, impose an interim order, etc.).

#### **DECISION FOR COUNCIL:**

Council is being asked for its decision on the following motion:



By-law amendment regarding terms of committee appointments:

**Motion #1:**

*That Council approves the By-law 5 amendment (Article 5.1.3), as set out in **Appendix “A”** to read:*

*“Every appointment to a committee expires after Council has completed its appointments for that committee at the first regular meeting of Council following the next general election.”*

*[Requires a 2/3 majority vote].*

**STAFF CONTACTS:**

**Dan Faulkner**, Registrar & Project Sponsor – Governance, [DFaulkner@rcdso.org](mailto:DFaulkner@rcdso.org)

**Dayna Simon**, Senior Counsel, PCRA & Project Manager – Governance,  
[DSimon@rcdso.org](mailto:DSimon@rcdso.org)

**Appendix “A”**: Excerpt from By-law 5 redline and clean copy

**Excerpt of By-Law 5: Redlined Copy Showing the Proposed Amendments**

**5 COMMITTEE PROCEDURE**

*5.1 Appointments to Committees*

...

*5.1.3 Term of committee appointment*

Every appointment to a committee expires after Council has completed its appointments for that committee at the first regular meeting of Council following the next general election.

**Excerpt of By-Law 5: Text Incorporating the Proposed Amendments**

**5 COMMITTEE PROCEDURE**

*5.1 Appointments to Committees*

...

*5.1.3 Term of committee appointment*

Every appointment to a committee expires after Council has completed its appointments for that committee at the first regular meeting of Council following the next general election.

## COUNCIL BRIEFING NOTE

---

**TOPIC: BYLAW AMENDMENTS FOR CHANGE IN JOB TITLES  
FOR DECISION**

**ISSUE:**

- Council is being asked to consider and approve by-law amendments pertaining to changes in job titles for two senior positions that are also signing officers.

**PUBLIC INTEREST:**

- This matter serves the public interest by ensuring College bylaws remain current and transparent.

**BACKGROUND:**

- Two senior leadership roles that are also signing officers (Andréa Foti, Assistant Registrar, Jeffrey Gullberg, Director, Finance and Operations) at the Royal College of Dental Surgeons of Ontario (RCDSO) have had job titles that are not current with their existing responsibilities.
- RCDSO maintains a regular review of job accountabilities and job titles and strives for equitable practices. This allows the organization to stay current and competitive.

**CURRENT STATUS:**

- On August 30, 2022 changes were made such that:
  - Andréa Foti is Deputy Registrar
  - Jeffrey Gullberg is Chief Financial Officer (CFO).
- The titles are reflective of their actual roles and existing responsibilities, consistent with senior leadership roles, and comparable to titles in the regulatory sector.
- While the changes are operational and administrative, they require Bylaw revisions for accuracy.

## **ANALYSIS:**

- External Legal Counsel has reviewed the College's General Bylaws and identified all sections requiring amendment. These are:
  - Bylaw 3: Officers of the College
  - Bylaw 4: Committees of the College
  - Bylaw 20: Dental CT Scanners
  - Bylaw 21: Sedation and General Anesthesia
  - Bylaw 23: College Finances
  - Bylaw 24: Signing Authorities
- The amendments are provided per each identified Bylaw in Appendix A. Redlined and clean copies are available for ease of Council's review.
- Please note that subject to other proposed Bylaw changes on the Council agenda September 15, 2022 (that is, proposals regarding the amalgamation of the Finance, Property and Administrative Committee with the Audit Committee), there may be further changes to Bylaw 4. Council is being asked to review the issues separately.

## **DECISION FOR COUNCIL:**

Council is being asked to consider the following motion:

By-law amendment regarding changes to staff titles in Bylaw 3, 4, 20, 21, 23, 24:

### **Motion #1:**

*That Council approves amendments to Bylaw 3, 4, 20, 21, 23 and 24, as set out in **Appendix "A"***

*[Requires a 2/3 majority vote].*

## **STAFF CONTACTS:**

Dan Faulkner, Registrar & CEO, [DFaulkner@rcdso.org](mailto:DFaulkner@rcdso.org)

**Appendix "A":** Bylaw 3, 4, 20, 21, 23, 24 Proposed Amendments

## Appendix A

### Excerpt of By-Law 3: Redlined Copy Showing the Proposed Amendments

#### 3 OFFICERS OF THE COLLEGE

##### *3.5 Acting Registrar*

##### *3.5.1 Acting Registrar during absence*

Where the Registrar is absent or otherwise temporarily unable to act, the ~~Assistant Registrar~~ Deputy Registrar shall have all the powers and perform all the duties of the Registrar until such time as the Registrar is able to resume his or her duties, or the Executive Committee or Council appoints another Acting Registrar.

### Excerpt of By-Law 3: Text Incorporating the Proposed Amendments

#### 3 OFFICERS OF THE COLLEGE

##### *3.5 Acting Registrar*

##### *3.5.1 Acting Registrar during absence*

Where the Registrar is absent or otherwise temporarily unable to act, the Deputy Registrar shall have all the powers and perform all the duties of the Registrar until such time as the Registrar is able to resume his or her duties, or the Executive Committee or Council appoints another Acting Registrar.

## Excerpt of By-Law 4: Redlined Copy Showing the Proposed Amendments

### 4 COMMITTEES OF THE COLLEGE

#### *4.8 Audit Committee*

...

#### *4.8.2 Terms of reference*

The Audit Committee shall study and make recommendations to Council or the Executive Committee on the following matters:

...

f. periodic reports from the ~~Director, Finance and Operations~~ Chief Financial Officer (formerly known as the Director, Finance and Operations) hereinafter referred to as the CFO;

...

## Excerpt of By-Law 4: Text Incorporating the Proposed Amendments

### 4 COMMITTEES OF THE COLLEGE

#### *4.8 Audit Committee*

...

#### *4.8.2 Terms of reference*

The Audit Committee shall study and make recommendations to Council or the Executive Committee on the following matters:

...

f. periodic reports from the Chief Financial Officer (formerly known as the Director, Finance and Operations) hereinafter referred to as the CFO;

...

## Excerpt of By-Law 20: Redlined Copy Showing the Proposed Amendments

### 20 DENTAL CT SCANNERS

#### *20.1 General*

##### *20.1.1 Definitions*

In this by-law,

...

“Registrar” in this by-law includes the ~~Assistant Registrar~~ Deputy Registrar or any person to whom the Registrar has delegated a responsibility or authority which the Registrar has under this by-law; and

...

## Excerpt of By-Law 20: Text Incorporating the Proposed Amendments

### 20 DENTAL CT SCANNERS

#### *20.1 General*

##### *20.1.1 Definitions*

In this by-law,

...

“Registrar” in this by-law includes the Deputy Registrar or any person to whom the Registrar has delegated a responsibility or authority which the Registrar has under this by-law; and

...



## Excerpt of By-Law 21: Redlined Copy Showing the Proposed Amendments

### 21 SEDATION AND GENERAL ANAESTHESIA

#### *21.1 General*

##### *21.1.1 Definitions*

In this by-law,

...

“Registrar” in this by-law includes the ~~Assistant Registrar~~ Deputy Registrar or any person to whom the Registrar has delegated a responsibility or authority which the Registrar has under this by-law;

...

## Excerpt of By-Law 21: Text Incorporating the Proposed Amendments

### 21 SEDATION AND GENERAL ANAESTHESIA

#### *21.1 General*

##### *21.1.1 Definitions*

In this by-law,

...

“Registrar” in this by-law includes the Deputy Registrar or any person to whom the Registrar has delegated a responsibility or authority which the Registrar has under this by-law;

...

## Excerpt of By-Law 23: Redlined Copy Showing the Proposed Amendments

### 23 COLLEGE FINANCES

#### 23.4 Investment

##### *23.4.1 Investment of funds by officers, other persons*

The Registrar, ~~Director, Finance and Operations~~ [CFO](#), or the College's Controller and such other officers or persons authorized by Council, may invest or re-invest funds of the College, not immediately required, in accordance with the Investment Policy of the College, in any one or more of the following investments:

...

## Excerpt of By-Law 23: Text Incorporating the Proposed Amendments

### 23 COLLEGE FINANCES

#### 23.4 Investment

##### *23.4.1 Investment of funds by officers, other persons*

The Registrar, CFO, or the College's Controller and such other officers or persons authorized by Council, may invest or re-invest funds of the College, not immediately required, in accordance with the Investment Policy of the College, in any one or more of the following investments:

...

## Excerpt of By-Law 24: Redlined Copy Showing the Proposed Amendments

### 24 SIGNING AUTHORITIES

#### *24.2 Execution of Contracts, Documents, and Other Instruments*

...

#### *24.2.2 Signing of contracts, etc.*

##### *24.2.2.1 Budgeted matters*

Contracts, documents or any other instrument requiring the signature of the College, if included in a Council approved budget, shall be signed by

- a. one of the Registrar, ~~Director, Finance and Operations~~ CFO, ~~Assistant Registrar~~ Deputy Registrar, or Controller, where the total value of the contract, excluding taxes, is not greater than \$50,000.00,
- b. two of the Registrar, ~~Director, Finance and Operations~~ CFO, ~~Assistant Registrar~~ Deputy Registrar, and Controller, where the total value of the contract excluding taxes, is equal to or greater than \$50,000.00 but not more than \$100,000.00, and
- c. two of the Registrar, ~~Director, Finance and Operations~~ CFO, and ~~Assistant Registrar~~ Deputy Registrar, where the total value of the contract, excluding taxes, is equal to or greater than \$100,000.00.

##### *24.2.2.2 Unbudgeted matters*

Contracts, documents or any other instrument requiring the signature of the College, if not included in a Council approved budget, shall be signed by

- a. two of the Registrar, ~~Director, Finance and Operations~~ CFO, ~~Assistant Registrar~~ Deputy Registrar, and Controller, where the total value of the contract, excluding taxes, is not greater than \$50,000.00, or
- b. the President or Vice President, together with one of the Registrar, ~~Director, Finance and Operations~~ CFO, or ~~Assistant Registrar~~ Deputy Registrar, where the total value of the contract, excluding taxes, is equal to or greater than \$50,000.00.

## Excerpt of By-Law 24: Text Incorporating the Proposed Amendments

### 24 SIGNING AUTHORITIES

#### *24.2 Execution of Contracts, Documents, and Other Instruments*

...

#### *24.2.2 Signing of contracts, etc.*

##### *24.2.2.1 Budgeted matters*

Contracts, documents or any other instrument requiring the signature of the College, if included in a Council approved budget, shall be signed by

- a. one of the Registrar, CFO, Deputy Registrar, or Controller, where the total value of the contract, excluding taxes, is not greater than \$50,000.00,
  
- b. two of the Registrar, CFO, Deputy Registrar, and Controller, where the total value of the contract excluding taxes, is equal to or greater than \$50,000.00 but not more than \$100,000.00, and
  
- c. two of the Registrar, CFO, and Deputy Registrar, where the total value of the contract, excluding taxes, is equal to or greater than \$100,000.00.

##### *24.2.2.2 Unbudgeted matters*

Contracts, documents or any other instrument requiring the signature of the College, if not included in a Council approved budget, shall be signed by

- a. two of the Registrar, CFO, Deputy Registrar, and Controller, where the total value of the contract, excluding taxes, is not greater than \$50,000.00, or
  
- b. the President or Vice President, together with one of the Registrar, CFO, or Deputy Registrar, where the total value of the contract, excluding taxes, is equal to or greater than \$50,000.00.

## COUNCIL BRIEFING NOTE

---

**TOPIC:** PLP Committee Core Competencies

**FOR DECISION**

**ISSUE:** Approval of Core Competencies for the PLP Committee

**PUBLIC INTEREST:**

- The public interest will be served by ensuring members of the PLP Committee reflect the province's diversity and have the competencies needed to oversee and authorize patient compensation.

**BACKGROUND:**

- The PLP Committee is a standing Committee of the College.
- In accordance with College by-laws,
  - The PLP Committee consists of one public member of Council, who is the Chair, and five non-Council dentists.
  - Dentists can serve two terms of three years (six years in total). The non-Council PLP Committee member terms are staggered resulting in some appointments being made in non-election years.
- The Committee normally meets four times per year and performs the following functions:
  - Reviews and approves settlements.
  - Reviews and approves matters to proceed to trial.
  - Considers requests for waivers or reductions of deductibles owed.
  - Provides direction and/or recommendations to Council on Program directives.
- In 2020, Council passed Committee-specific core competencies to be demonstrated by applicants in order to be selected to serve on most College Committees.
- At the time, core competencies were not developed for the PLP Committee.

## **CURRENT STATUS:**

- Draft PLP Committee core competencies have been developed in the same style as other College Committee core competencies.
- At its meeting on July 8, 2022, the PLP Committee reviewed and approved the draft core competencies for submission to Council for consideration and approval.
- A copy of the draft PLP Committee core competencies is attached.

## **ANALYSIS/CONSIDERATIONS:**

- Meeting core competency requirements for applicants seeking to serve on Council and committees is a governance best practice for professional regulatory bodies.
- The RCDSO received a “commendable practice” recognition from the Government for its competency requirements based on the 2020 College Performance Measurement Framework (“CPMF”) report.
- In advance of the upcoming recruitment cycle for non-Council Committee members in fall 2022, core competencies for PLP should be in place to align with the other College committees and to assist the Nominations Committee and Council in its selection duties.

## **NEXT STEPS**

- Applications for non-Council committee members will be posted online and links sent out to the membership by early October 2022.
- As part of the process, applicants complete the following:
  - an Eligibility form;
  - a Declaration form;
  - behaviour-based questions;
  - a Committee Skills Matrix Questionnaire, including ranking of the Committees on which they wish to serve;
  - a Chair Skills Matrix Questionnaire (voluntary);
  - a Diversity Self-Identification Questionnaire (voluntary); and
  - a written Statement of Interest and curriculum vitae setting out qualifications and relevant experience.

- As part of this application, candidates may indicate interest in serving on the PLP Committee and set out how they meet the competencies to do so.
- Before the end of the year, public members will also be invited to complete a survey where they can indicate their preferences for next term Committee placement, interest in chairing and how they meet the Committee/Chair competencies.
- The Executive Committee/Nominations Committee will review the applications, and prepare a draft slate of Committee appointees who meet the core competencies and eligibility requirements and present them to Council in January 2023.
- A similar process will be followed for PLP appointments that occur independently of the regular election/recruitment cycle.

### **DECISION FOR COUNCIL:**

- Council is being asked for its approval of the proposed core competencies to serve on the PLP Committee, as set out in Appendix “A”.

### **CONTACT:**

Mr. Alan Lachapelle

Professional Liability Program

[alachapelle@plpservices.org](mailto:alachapelle@plpservices.org)

Direct: 416 934 5609

Attachments: Draft core competencies for the PLP Committee.

## DRAFT

### COMPETENCIES FOR COMMITTEES

#### COMPETENCIES FOR THE PROFESSIONAL LIABILITY PROGRAM (PLP) COMMITTEE

##### **Interpersonal/Communication Skills**

- Effective oral communication skills
- Actively contributes to discussions in a meaningful way
- Ability to articulate ideas, opinions, rationales and comments in a clear, concise and logical manner
- Respectful, collegial demeanour, even when discussing differing opinions
- Possesses strategies to build practical consensus, and keep discussions moving forward

##### **Listening/Understanding**

- Actively listens to and respectful of committee members and staff
- Can process and understand large amounts of dental and legal information
- Ability to synthesize issues, and provide a framework for discussion
- Understands issues from different perspectives
- Understands legal concepts, as well as evidence and expert opinions
- Ability to consider the “big picture”

##### **Technical Knowledge**

- Ability to use technology effectively; review digital files
- For dentists: broad knowledge base and experience in dentistry
- For public members: ability to listen, learn, discuss and ask questions of the dental members of the panel related to dental technicalities and procedures; legal knowledge and/or experience preferred
- Knowledge and understanding of PLP mandate

##### **Integrity/Ethics/Values/Personal Commitment**

- Fiduciary duty to act honestly and in good faith
- Understands bias and conflicts of interest and when to declare one
- Prepared for meetings in advance
- Committed to making informed and impartial decisions
- Availability for meetings
- Punctual
- Maintains privacy and confidentiality

##### **Community Involvement/Experience**



- Varied dental practice experience
- Demonstrated community involvement preferred

### **Decision Making/Professional Judgment**

- Critical thinking
- Committed to transparent decision-making based on consideration of available evidence and opinions
- Detail oriented
- Ability to analyze risk and make evidence based decisions
- Ability to be fair, impartial and open-minded

### **Collective Competencies for the PLP Committee**

- Understands legal principles
- Understands full scope of dental practice, including specific procedures
- Diversity in areas of dental practice, clinical experience, community experience and academia
- Diversity in membership to be representative of the whole profession (e.g. age, gender, ethnicity, geographic location, etc.)
- Ability to build consensus and advance discussions (Committee Chair).

## COUNCIL BRIEFING NOTE

---

**TOPIC:** By-law 18 Fees Amendments

**FOR DECISION**

**ISSUE:** At the June 16, 2022 meeting, Council approved in principle amendments to By-law 18, and directed the proposed amendments be circulated to members and stakeholders for at least 60 days in accordance with RHPA.

### **PUBLIC INTEREST:**

- This matter furthers or serves the public interest by ensuring the College is fiscally sustainable in the long-term and can adequately fund regulatory programs. Fees account for the majority of revenue and fund College operations.

### **BACKGROUND:**

- At its June 16, 2022 meeting, Council received a presentation regarding the requirement to increase membership fees to fund PLP and regulatory programs and ensure the College remains a going concern.
- The College has had deficiencies for six consecutive years and has not adequately funded the Operating Reserve.
- Council approved in principle changes to By-Law 18 regarding membership fees, which would result in a \$485 increase for the 2023 annual fees (\$2,510 to \$2,995).
- Per the Regulated Health Professions Act, 1991 (RHPA), any by-law change regarding fees requires at least 60 days for comment as part of mandatory circulation to the profession.

### **CURRENT STATUS:**

- The circulation period was from June 30 to August 29, 2022.
- The Finance, Property and Administration Committee received a copy of all submitted comments.
- Staff have responded to each of the comments that required clarity on any misunderstanding or questions specifically requesting a response.

### **ANALYSIS:**

- In total 31 comments were received.
- Feedback themes included:

- Certificate of Registrations for Part-time, Retired and Non-clinical dentists.
- PLP Program concerns and conflict with regulator being the insurer.
- Dental practice income down due to fallow times.
- Financial struggles due to Covid.
- Suggestions to consider a staged gradual raise of fees.

### **NEXT STEPS:**

- Update the schedule of fees on the website.
- Develop a communication plan for the membership renewal process.
- Update the fees in College systems.

### **DECISIONS FOR COUNCIL:**

Council is asked to finalize the approval of the following motions:

1. THAT Council amend By-law 18 to amend the College's fees, as set out in Appendix A, such amendments to be effective on October 1, 2022.
2. THAT Council amend article 18.3.13.1 of By-law 18 to replace "October 1, 2022" with "October 1, 2023" thereby suspending the CPI adjustment of fees.

### **CONTACT:**

Jeffrey Gullberg, [jgullberg@rcdso.org](mailto:jgullberg@rcdso.org)

Kelly Tripp, [ktripp@rcdso.org](mailto:ktripp@rcdso.org)

### **ATTACHMENTS:**

Appendix A – Clean version – Amended By-Law 18 Fees

Appendix B – Red-lined version – Amended By-Law 18 Fees

## **18 FEES**

### *18.1 Courses and Fees*

#### *18.1.1 General, specialty, academic certificates*

An applicant for the issuance of a general, specialty, or academic certificate of registration shall submit an application in the form provided by the Registrar and shall pay an application fee of \$350.<sup>00</sup>.

#### *18.1.2 Exemption, Remote Services Program*

An applicant for the issuance of a general certificate of registration restricted to practising in the Remote Services Program of the Ontario Dental Association is exempt from the requirement to pay an application fee under article 18.1.1.

#### *18.1.3 Other certificates*

An applicant for the issuance of a certificate of registration other than a general, specialty, or academic certificate shall submit an application in the form provided by the Registrar and shall pay an application fee of \$150.<sup>00</sup>.

### *18.2 Registration Fees*

#### *18.2.1 Revoked (November 18, 2021, effective January 1, 2022)*

#### *18.2.2 Instructional, short duration*

An applicant for an instructional or short duration certificate of registration shall pay a registration fee of \$500.<sup>00</sup> for the issuance of his or her certificate of registration.

#### *18.2.3 Academic visitor*

An applicant for an academic visitor certificate of registration shall pay a registration fee of \$750.<sup>00</sup> for the issuance of his or her certificate of registration.

### *18.3 Annual Fees*

#### *18.3.1 Registrar to Notify*

The Registrar shall notify each member of the College of the amount of his or her annual fee and the day on which the fee is due.

### 18.3.2 *Initial year of registration, new member*

A member of the College who has never previously been a member of the College shall pay an annual fee in the following amount for the calendar year in which the member is first issued a general, academic, or specialty certificate of registration:

- a. \$2,995.<sup>00</sup>, if the certificate was issued on or after 01 January and before 01 June;
- b. \$1,500.<sup>00</sup>, if the certificate was issued on or after 01 June and before 01 September;
- c. \$865.<sup>00</sup>, if the certificate was issued on or after 01 September.

### 18.3.3 *Initial year of registration, returning member*

A member of the College who had previously been a member of the College shall pay the annual fee required by article 18.3.7 for the calendar year in which the member is first reissued a general, academic, or specialty certificate of registration.

### 18.3.4 *Maximum one initial annual fee*

A member of the College shall only pay one annual fee under article 18.3.1 or article 18.3.3, as applicable, regardless of the number of certificates of registration issued or reissued to the member during the calendar year.

### 18.3.5 *Initial year of registration, education or post specialty training*

A member of the College shall pay an annual fee of \$2,995.<sup>00</sup> for the calendar year in which he or she is first issued an education or post specialty training certificate of registration.

### 18.3.6 *Initial year of registration, graduate student*

A member of the College shall pay an annual fee of \$100.<sup>00</sup> for the calendar year in which he or she is first issued a graduate student certificate of registration.

### 18.3.7 *Annual fee, general, academic, speciality*

A member of the College who holds a general, academic, or specialty certificate of registration shall pay an annual fee in the following amount for each calendar year in which the member holds the certificate:

- a. \$2,995.<sup>00</sup>, if paid on or before 15 December of the preceding year, or \$3,495.<sup>00</sup> if paid thereafter.

### *18.3.7.1 Annual fee, general, academic, speciality*

Notwithstanding Article 18.3.7, the annual fee for a member holding a general or specialty certificate of registration may be reduced by the Registrar<sup>1</sup> to \$250.<sup>00</sup>, with that fee being increased by COLA, rounded up to the nearest \$5.<sup>00</sup> commencing with the annual fee for the 2020 calendar year, provided the Registrar is satisfied that:

1. the member has requested the reduction in a form approved by the Registrar;
2. the reduction is appropriate as it supports the principle of encouraging members to perform dentistry on an unpaid charitable basis which supports access to care;
3. the member will be engaging in the practice of dentistry, but only on a charitable basis during the calendar year for which the annual fee is being reduced;
4. the member will be receiving no income or other monetary benefit from the practice of dentistry or from the member being a holder of a certificate of registration; and
5. the member has signed an agreement/undertaking, in a form satisfactory to the Registrar, to ensure, among other things, that the conditions for the reduction have been and will continue to be met.

### *18.3.8 Single annual fee for dual certificate holders*

A member of the College who holds a general and speciality certificate of registration or an academic and specialty certificate of registration shall pay a single annual fee under article 18.3.7 per calendar year.

### *18.3.9 Annual fee, education – speciality programs*

A member of the College who holds an education certificate of registration and is enrolled in a certificate of completion program in the speciality of endodontics, oral and maxillofacial radiology, orthodontics and dental facial orthopaedics, paediatric dentistry, periodontics, prosthodontics, or public health dentistry shall pay an annual fee of \$100.<sup>00</sup> for each calendar year in which the member holds the certificate.

### *18.3.10 Annual fee, education – other program*

A member of the College who holds an education certificate of registration and is enrolled in a certificate of completion program other than one listed in article 18.3.9 shall pay an annual fee of \$2,995.<sup>00</sup> for each calendar year in which the member holds the certificate.

### *18.3.11 Annual fee, post specialty training*

A member of the College who holds a post specialty training certificate of registration shall pay an annual fee of \$2,995.<sup>00</sup> for each calendar year in which the member holds the certificate.

---

<sup>1</sup> There is no obligation on the Registrar to reduce the annual fee under this Article as the authority is discretionary and the Registrar may refuse to reduce the fee for any reason including without limitation the prior conduct of the applicant.

### 18.3.12 *Annual fee, graduate student*

A member of the College who holds a graduate student certificate of registration shall pay an annual fee of \$100.<sup>00</sup> for each calendar year in which the member holds the certificate.

### 18.3.13 *Due date, education, post specialty training, graduate student*

A member of the College who holds an education, post specialty training, or graduate student certificate of registration shall pay the applicable annual fee on or before the last day of the month immediately preceding the month in which the certificate was first issued.

#### 18.3.13.1 *Automatic CPI Adjustment of fees*

Each of the fees referred to in Articles 18.3.2, 18.3.5, 18.3.7, 18.3.10, and 18.3.11 of By-Law No. 18: Fees, shall be automatically adjusted effective October 1, 2022 and on October 1st in each year thereafter, by an amount equal to the annual increase in the Ontario consumer price index for the previous twelve months ending on June 30th of the year in which the adjustment is being made, rounded to the nearest five dollar (\$5.<sup>00</sup>) increment.<sup>2</sup>

### 18.3.14 *Penalty fee for late payment*

Where a member of the College who holds an education, post specialty training, or graduate student certificate of registration fails to pay the applicable annual fee on or before the date on which the fee is due shall pay an additional penalty fee of \$500.<sup>00</sup>

---

<sup>2</sup> Council approved the addition of this article to the By-laws on June 14, 2018, to take effect on October 1, 2021; on September 17, 2021 Council amended the language of the article, and as amended this article is effective October 1, 2022.

## **18 FEES**

### *18.1 Courses and Fees*

#### *18.1.1 General, specialty, academic certificates*

An applicant for the issuance of a general, specialty, or academic certificate of registration shall submit an application in the form provided by the Registrar and shall pay an application fee of \$350.<sup>00</sup>.

#### *18.1.2 Exemption, Remote Services Program*

An applicant for the issuance of a general certificate of registration restricted to practising in the Remote Services Program of the Ontario Dental Association is exempt from the requirement to pay an application fee under article 18.1.1.

#### *18.1.3 Other certificates*

An applicant for the issuance of a certificate of registration other than a general, specialty, or academic certificate shall submit an application in the form provided by the Registrar and shall pay an application fee of \$150.<sup>00</sup>.

### *18.2 Registration Fees*

#### *18.2.1 Revoked (November 18, 2021, effective January 1, 2022)*

#### *18.2.2 Instructional, short duration*

An applicant for an instructional or short duration certificate of registration shall pay a registration fee of \$500.<sup>00</sup> for the issuance of his or her certificate of registration.

#### *18.2.3 Academic visitor*

An applicant for an academic visitor certificate of registration shall pay a registration fee of \$750.<sup>00</sup> for the issuance of his or her certificate of registration.

### *18.3 Annual Fees*

#### *18.3.1 Registrar to Notify*

The Registrar shall notify each member of the College of the amount of his or her annual fee and the day on which the fee is due.



### 18.3.2 *Initial year of registration, new member*

A member of the College who has never previously been a member of the College shall pay an annual fee in the following amount for the calendar year in which the member is first issued a general, academic, or specialty certificate of registration:

- a. ~~\$2,510.<sup>00</sup>~~2,995.<sup>00</sup>, if the certificate was issued on or after 01 January and before 01 June;
- b. ~~\$1,255.<sup>00</sup>~~1,500.<sup>00</sup>, if the certificate was issued on or after 01 June and before 01 September;
- c. ~~\$740.<sup>00</sup>~~865.<sup>00</sup>, if the certificate was issued on or after 01 September.

### 18.3.3 *Initial year of registration, returning member*

A member of the College who had previously been a member of the College shall pay the annual fee required by article 18.3.7 for the calendar year in which the member is first reissued a general, academic, or specialty certificate of registration.

### 18.3.4 *Maximum one initial annual fee*

A member of the College shall only pay one annual fee under article 18.3.1 or article 18.3.3, as applicable, regardless of the number of certificates of registration issued or reissued to the member during the calendar year.

### 18.3.5 *Initial year of registration, education or post specialty training*

A member of the College shall pay an annual fee of ~~\$2,510.<sup>00</sup>~~2,995.<sup>00</sup> for the calendar year in which he or she is first issued an education or post specialty training certificate of registration.

### 18.3.6 *Initial year of registration, graduate student*

A member of the College shall pay an annual fee of \$100.<sup>00</sup> for the calendar year in which he or she is first issued a graduate student certificate of registration.

### 18.3.7 *Annual fee, general, academic, specialty*

A member of the College who holds a general, academic, or specialty certificate of registration shall pay an annual fee in the following amount for each calendar year in which the member holds the certificate:

- a. ~~\$2,510.<sup>00</sup>~~2,995.<sup>00</sup>, if paid on or before 15 December of the preceding year, or ~~\$3,010.<sup>00</sup>~~3,495.<sup>00</sup> if paid thereafter.

### *18.3.7.1 Annual fee, general, academic, speciality*

Notwithstanding Article 18.3.7, the annual fee for a member holding a general or specialty certificate of registration may be reduced by the Registrar<sup>1</sup> to \$250.<sup>00</sup>, with that fee being increased by COLA, rounded up to the nearest \$5.<sup>00</sup> commencing with the annual fee for the 2020 calendar year, provided the Registrar is satisfied that:

1. the member has requested the reduction in a form approved by the Registrar;
2. the reduction is appropriate as it supports the principle of encouraging members to perform dentistry on an unpaid charitable basis which supports access to care;
3. the member will be engaging in the practice of dentistry, but only on a charitable basis during the calendar year for which the annual fee is being reduced;
4. the member will be receiving no income or other monetary benefit from the practice of dentistry or from the member being a holder of a certificate of registration; and
5. the member has signed an agreement/undertaking, in a form satisfactory to the Registrar, to ensure, among other things, that the conditions for the reduction have been and will continue to be met.

### *18.3.8 Single annual fee for dual certificate holders*

A member of the College who holds a general and speciality certificate of registration or an academic and specialty certificate of registration shall pay a single annual fee under article 18.3.7 per calendar year.

### *18.3.9 Annual fee, education – speciality programs*

A member of the College who holds an education certificate of registration and is enrolled in a certificate of completion program in the speciality of endodontics, oral and maxillofacial radiology, orthodontics and dental facial orthopaedics, paediatric dentistry, periodontics, prosthodontics, or public health dentistry shall pay an annual fee of \$100.<sup>00</sup> for each calendar year in which the member holds the certificate.

### *18.3.10 Annual fee, education – other program*

A member of the College who holds an education certificate of registration and is enrolled in a certificate of completion program other than one listed in article 18.3.9 shall pay an annual fee of ~~\$2,510.<sup>00</sup>~~ 2,995.<sup>00</sup> for each calendar year in which the member holds the certificate.

### *18.3.11 Annual fee, post specialty training*

A member of the College who holds a post specialty training certificate of registration shall pay an annual fee of ~~\$2,510.<sup>00</sup>~~ 2,995.<sup>00</sup> for each calendar year in which the member holds the certificate.

---

<sup>1</sup> There is no obligation on the Registrar to reduce the annual fee under this Article as the authority is discretionary and the Registrar may refuse to reduce the fee for any reason including without limitation the prior conduct of the applicant.

### 18.3.12 *Annual fee, graduate student*

A member of the College who holds a graduate student certificate of registration shall pay an annual fee of \$100.<sup>00</sup> for each calendar year in which the member holds the certificate.

### 18.3.13 *Due date, education, post specialty training, graduate student*

A member of the College who holds an education, post specialty training, or graduate student certificate of registration shall pay the applicable annual fee on or before the last day of the month immediately preceding the month in which the certificate was first issued.

#### 18.3.13.1 *Automatic CPI Adjustment of fees*

Each of the fees referred to in Articles 18.3.2, 18.3.5, 18.3.7, 18.3.10, and 18.3.11 of By-Law No. 18: Fees, shall be automatically adjusted effective October 1, 2022 and on October 1st in each year thereafter, by an amount equal to the annual increase in the Ontario consumer price index for the previous twelve months ending on June 30th of the year in which the adjustment is being made, rounded to the nearest five dollar (\$5.<sup>00</sup>) increment.<sup>2</sup>

### 18.3.14 *Penalty fee for late payment*

Where a member of the College who holds an education, post specialty training, or graduate student certificate of registration fails to pay the applicable annual fee on or before the date on which the fee is due shall pay an additional penalty fee of \$500.<sup>00</sup>.

---

<sup>2</sup> Council approved the addition of this article to the By-laws on June 14, 2018, to take effect on October 1, 2021; on September 17, 2021 Council amended the language of the article, and as amended this article is effective October 1, 2022.

## COUNCIL BRIEFING NOTE

---

**TOPIC:** Committee Merger

**FOR DECISION**

**ISSUE:** The Audit and FPA Committees have experienced overlap in their respective mandate. A merger of the committees is proposed with a new membership structure and updated terms of reference.

### **PUBLIC INTEREST:**

- As the College's governance is modernized, committee structure should be reviewed to keep pace with best practices. Providing comprehensive information for financial oversight purposes allows for more effective decision-making and enhances transparency, trust and accountability to the public and the profession.

### **BACKGROUND:**

- For many years the College has separated financial oversight into two committees<sup>1</sup>:
  - Audit Committee – as its name implies this committee oversees the annual audit.
  - Finance, Property and Administration Committee – one key function is recommendation of the annual budget, additionally the committee recommends policy changes.
- Based on their mandates, Audit's role has been to look at past performance and FPA's role has been to look forward.
- In recent years the College's financial reporting and recording of transactions has become more complex and sophisticated and it is no longer practical to separate out the functions between two committees.

---

<sup>1</sup> There is additionally a Pension Governance Committee, which deals solely with pension issues.

## **ANALYSIS:**

### Combining Committees

- During the past two years, there has been a noticeable overlap of financial oversight between the Audit Committee and the FPA Committee. It has become less clear which financial topic belongs on which agenda, which has led to some confusion in roles and responsibilities.
- In late 2021 and in 2022 the two committees have held meetings where all members are in attendance. For Audit meetings, FPA are invited as guests. Likewise, Audit members are invited as guests for FPA meetings. Although only relevant committee members can vote on motions, all guests are encouraged to contribute.
- This initiative has been very positive as members of both committees have a greater understanding of the financial cycle, from budget creation to the audited financial statements, and all the issues that arise throughout the year.
- We have undertaken benchmarking to compare how other health regulators have structured oversight of finance and audit matters. We distributed a survey asking how regulators oversee their financial matters, what committees they have, and member composition of their committees. Of the thirteen respondents, all reported that they have one finance committee. The survey results can be found in Appendix A.
- Best practice suggests one committee for financial matters is the preferred structure.

### Name

- It is proposed to name the new committee the Finance, Audit and Risk Committee (FAR Committee).
- Risk has been specifically identified because in 2021 the Audit Committee started to look at a risk program for the College and has selected specific risk areas for detailed investigation, such as PLP.
- Risk management has always inherently been part of the audit.
- This is a modern title and reflects the primary functions of the new committee.

### Composition

- The Committee will have six members:
  - The President;
  - Two elected members of Council;
  - Two public members of Council; and
  - One non-Council member.

- Benchmarking results indicate that five is considered the minimum number of members (see Appendix A).
- Six members will allow for a good diversity of perspectives, skills and backgrounds.
- Including a non-Council committee member is in accordance with governance modernization and increases transparency and public trust of committee decisions.
- Several statutory and standing committees have non-council committee members serving on them.

### Terms of Reference

- The terms of reference for the new committee incorporates duties of both the current Audit and FPA committees. This does not detail all the different topics discussed by the committees but captures many of the primary functions.

### **NEXT STEPS:**

- Amendments for By-laws 4, 5, 10 and 23 have been prepared for consideration by the Audit Committee and FPA. See appendices B to E for redlined and clean versions.
- The non-council committee application forms for the upcoming term (2023-24) will be amended to include in the skills matrix the competencies required for the Finance, Audit and Risk Committee.

### **DECISION FOR COUNCIL:**

FPA and Audit Committee members support the merger of the two committees in January 2023 and have recommended the following motions for Council's approval.

1. That Council amend By-law 4 to revoke chapter 4.8 and to amend chapter 4.11 thereby replacing both the Audit Committee and the Finance, Property and Administration Committee with the newly created Finance, Audit and Risk Committee, as set out in Appendix B, such amendment to be effective on January 19, 2023.
2. That Council amend article 5.2.5 of By-law 5 to remove the Audit Committee and the Finance, Property and Administration Committee from the list of standing committees of the College and to add the Finance, Audit and Risk Committee to the list of standing committees of the College, as set out in Appendix C, such amendment to be effective on January 19, 2023.

3. That Council amend all of the By-laws of the College including articles 10.3.1 and 10.6.3 of By-law 10 and articles 23.4.1.1, 23.4.2, 23.4.3 and 23.5.1 of By-law 23 to replace any and all references to the “Finance, Property and Administration Committee” or the “Audit Committee” with the “Finance, Audit and Risk Committee”, as set out in Appendices D and E, such amendments to be effective on January 19, 2023.

**CONTACT:**

Jeffrey Gullberg, [jgullberg@rcdso.org](mailto:jgullberg@rcdso.org)

**ATTACHMENTS:**

Appendix A – Committee survey results

Appendix B - Excerpt of By-law 4 redline and clean as amended

Appendix C - Excerpt of By-law 5 redline and clean as amended

Appendix D - Excerpt of By-law 10 redline and clean as amended

Appendix E - Excerpt of By-law 23 redline and clean as amended

## Finance and Audit Committee Composition Survey

Questions:	College of Psychologists	Unnamed Respondent	College of Occupational Therapists of Ontario	Unnamed Respondent	College of Kinesiologists	College of Audiologists and Speech-Language Pathologists	College of Nurses
1. Are your Audit & Finance Committees one and the same?	Yes, one committee	Yes, one committee	Yes, one committee	Yes, one committee	Yes, one committee	Yes, one committee	Yes, one committee
2. What do you call the committee(s)?	Finance & Audit Committee	Finance & Audit Committee	Finance & Audit Committee	Audit/Risk/Finance Committee	Planning and Finance Committee	Finance Committee	Finance Committee
3. Are there non-Council committee members on the committee(s)?	Yes	No	No	No	No	Yes	Yes
4. What is the committee(s) composition?	<b>8 total</b> 1 non-Council member, 3 public appointees, 4 Council members	<b>6 total</b> 4 elected , 2 public	<b>4 total</b> 3 professional, 1 public	<b>5 total</b> 3 professional elected, 2 public	<b>5 total</b> 3 public members, 2 professional members	<b>At least 5</b> 2 Council (1 SLP and 1 Audiologist), 2 public, 1 non-Council	<b>8 total</b> Council President, 2 RN members of Council, 2 RPN members of Council, 2 public members of Council, 1 non-council member



## Finace and Audit Committee Composition Survey

Questions:	College of Pharmacists	College of Dental Technologists of Ontario (CDTO)	Unnamed Respondent	Unnamed Respondent	Unnamed Respondent	College of Registered Psychotherapists
1. Are your Audit & Finance Committees one and the same?	Yes, one committee	Yes, one committee	Yes, one committee	Yes, one committee	Yes, one committee	Yes, one committee
2. What do you call the committee(s)?	Finance Committee (looking at a name change - possibly Finance, Audit and Risk)	Executive Committee	Executive Committee	Executive Committee	Executive Committee	Executive Committee
3. Are there non-Council committee members on the committee(s)?	No	No	No	No	No	No
4. What is the committee(s) composition?	<b>5 total</b> President, VP, 2 public, 1 professional	<b>5 total</b> 3 Elected Members, 2 Public Members (President & VP must be on the Exec Committee)	<b>5 total</b> 3 Professional, 2 public	<b>5 total</b> 3 Professional, 2 public	<b>7 total</b> 4 elected members, 3 public members	<b>5 total</b> 3 elected professional members, 2 public members

**Excerpt of By-Law 4: Redlined Copy Showing the Proposed Amendments**

**4 COMMITTEES OF THE COLLEGE**

*~~4.8 Audit Committee~~*

*~~4.8.1 Composition~~*

~~The Audit Committee shall be composed of the following members:~~

- ~~a. the President;~~
- ~~b. two (2) elected members of Council; and~~
- ~~c. one (1) public member of Council.~~

*~~4.8.2 Terms of reference~~*

~~The Audit Committee shall study and make recommendations to Council or the Executive Committee on the following matters:~~

- ~~a. the appointment or reappointment of an Auditor, after reviewing the remuneration and other terms of such appointment;~~
- ~~b. the scope of the Auditor's examination, the nature and level of support provided by the College's internal accounting function, and any staff reports arising from these matters;~~
- ~~c. the approval of non-audit services that may be provided by the Auditor;~~
- ~~d. the College's annual audited financial statements;~~
- ~~e. the effectiveness of the external audit function and any matter which the Auditor wishes to bring to the attention of the College;~~
- ~~f. periodic reports from the Director, Finance and Operations;~~
- ~~g. appropriate systems of internal control over financial reporting;~~
- ~~h. reports from College staff on the adequacy of the College's financial reporting, accounting and internal control procedures;~~
- ~~i. any litigation, claim or other contingency that could have a material effect upon the financial position or operating results of the College; and~~
- ~~j. such other matters as may be assigned by Council or the Executive Committee.~~

~~4.8.3 Report to Council~~

~~The Audit Committee shall report to Council at least once per year.~~

...

4.11 Finance, Audit and Risk ~~Property and Administration~~ Committee

4.11.1 Composition

The Finance, Audit and Risk ~~Property and Administration~~ Committee shall be composed of the following members:

- a. the President;
- b. two (2) members of Council who are members of the College; ~~and~~
- c. two (2) ~~one (1)~~ public members of Council; and
- d. one (1) non-Council committee member.

4.11.2 Terms of reference

The Finance, Audit and Risk ~~Property and Administration~~ Committee may exercise any authority given to it under the by-laws of the College and, in addition thereto, shall study and make recommendations to Council or the Executive Committee on the following matters:

- a. the financial and property requirements of the College;
- b. the financial implications of proposed changes to the College's policies and programs;
- c. the annual budget of the College;
- d. the disbursement of the funds of the College;
- ~~e. Council allowances, staff salaries and benefits;~~
- ~~f. the management of the headquarters property; and~~
- e. allowances paid to and reimbursements of expenses for Council members;
- f. the appointment or reappointment of an Auditor, after reviewing the remuneration and other terms of such appointment;

- g. the scope of the Auditor's examination, the nature and level of support provided by the College's internal accounting function, and any staff reports arising from these matters;
- h. the College's annual audited financial statements;
- i. the effectiveness of the external audit function and any matter which the Auditor wishes to bring to the attention of the College;
- j. appropriate systems of internal control over financial reporting;
- k. any litigation, claim or other contingency that could have a material effect upon the financial position or operating results of the College; and
- l. such other matters as may be assigned by Council or the Executive Committee.

#### 4.11.3 *Report to Council*

The Finance, Audit and Risk ~~Property and Administration~~ Committee shall report to Council at least once per year.

**Excerpt of By-Law 4: Text Incorporating the Proposed Amendments**

**4 COMMITTEES OF THE COLLEGE**

*4.8 [Revoked]*

...

*4.11 Finance, Audit and Risk Committee*

*4.11.1 Composition*

The Finance, Audit and Risk Committee shall be composed of the following members:

- a. the President;
- b. two (2) members of Council who are members of the College;
- c. two (2) public members of Council; and
- d. one (1) non-Council committee member.

*4.11.2 Terms of reference*

The Finance, Audit and Risk Committee may exercise any authority given to it under the by-laws of the College and, in addition thereto, shall study and make recommendations to Council or the Executive Committee on the following matters:

- a. the financial and property requirements of the College;
- b. the financial implications of proposed changes to the College's policies and programs;
- c. the annual budget of the College;
- d. the disbursement of the funds of the College;
- e. allowances paid to and reimbursements of expenses for Council members;
- f. the appointment or reappointment of an Auditor, after reviewing the remuneration and other terms of such appointment;
- g. the scope of the Auditor's examination, the nature and level of support provided by the College's internal accounting function, and any staff reports arising from these matters;
- h. the College's annual audited financial statements;

- i. the effectiveness of the external audit function and any matter which the Auditor wishes to bring to the attention of the College;
- j. appropriate systems of internal control over financial reporting;
- k. any litigation, claim or other contingency that could have a material effect upon the financial position or operating results of the College; and
- l. such other matters as may be assigned by Council or the Executive Committee.

#### 4.11.3 *Report to Council*

The Finance, Audit and Risk Committee shall report to Council at least once per year.

**Excerpt of By-Law 5: Redlined Copy Showing the Proposed Amendments**

**5 COMMITTEE PROCEDURE**

*5.2 Standing and Ad Hoc Committees*

...

*5.2.5 Standing committees*

The following are the standing committees of the College:

- ~~a. Audit Committee~~
- b. Elections Committee
- b1. Eligibility Review Committee
- c. Finance, Audit and Risk ~~Property and Administration~~ Committee
- d. Legal and Legislation Committee
- e. Professional Liability Program Committee
- f. Sedation and General Anaesthesia Committee
- g. Dental CT Scanner Committee
- h. [Revoked] (November 18, 2021)
- i. Pension Governance Committee

**Excerpt of By-Law 5: Text Incorporating the Proposed Amendments**

**5 COMMITTEE PROCEDURE**

*5.2 Standing and Ad Hoc Committees*

...

*5.2.5 Standing committees*

The following are the standing committees of the College:

- a. [Revoked]
- b. Elections Committee
- b1. Eligibility Review Committee
- c. Finance, Audit and Risk Committee
- d. Legal and Legislation Committee
- e. Professional Liability Program Committee
- f. Sedation and General Anaesthesia Committee
- g. Dental CT Scanner Committee
- h. [Revoked] (November 18, 2021)
- i. Pension Governance Committee



**Excerpt of By-Law 10: Redlined Copy Showing the Proposed Amendments**

**10 REMUNERATION OF MEMBERS OF COUNCIL AND COMMITTEES**

*10.3 Allowances and Per Diems – Applications and Limitations*

*10.3.1 No more than a full day per diem*

No more than one full day per diem shall be paid for attendances in a single calendar day, unless approved by the Finance, Audit and Risk ~~Property and Administration~~ Committee.

...

*10.6 Claims Procedure*

...

*10.6.3 Disputed claims*

The Finance, Audit and Risk ~~Property and Administration~~ Committee shall decide any dispute regarding the allowances, per diems or expenses payable under these by-laws.

**Excerpt of By-Law 10: Text Incorporating the Proposed Amendments**

**10 REMUNERATION OF MEMBERS OF COUNCIL AND COMMITTEES**

*10.3 Allowances and Per Diems – Applications and Limitations*

*10.3.1 No more than a full day per diem*

No more than one full day per diem shall be paid for attendances in a single calendar day, unless approved by the Finance, Audit and Risk Committee.

...

*10.6 Claims Procedure*

...

*10.6.3 Disputed claims*

The Finance, Audit and Risk Committee shall decide any dispute regarding the allowances, per diems or expenses payable under these by-laws.

**Excerpt of By-Law 23: Redlined Copy Showing the Proposed Amendments**

**23 COLLEGE FINANCES**

**23.4 Investment**

...

*23.4.1.1 Reporting of Investment*

Each investment or reinvestment will be reported to the President and the Chair of the Finance, Audit and Risk ~~Property and Administration~~ Committee of the College within 15 business days after receipt of the trade confirmation.

*23.4.2 Investment of funds by Finance, Audit and Risk ~~Property and Administration~~ Committee*

The Finance, Audit and Risk ~~Property and Administration~~ Committee may by resolution invest or reinvest funds of the College not immediately required in any security in which a trustee may properly invest trust money under the *Trustee Act, Ontario*.

*23.4.3 Same, delegation to officer*

The Finance, Audit and Risk ~~Property and Administration~~ Committee may authorize by resolution officers of the College to implement its decisions related to the investment or re-investment of funds of the College.

**23.5 Custody of Shares and Securities**

*23.5.1 Shares and securities to be held in bank, etc.*

All shares and securities owned by the College shall be lodged in the name of the College and held

- a. with a chartered bank or a trust company
- b. in accounts with brokerage houses authorized by the Finance, Audit and Risk ~~Property and Administration~~ Committee, or
- c. with such other depositories or in such manner as determined by Council.

**Excerpt of By-Law 23: Text Incorporating the Proposed Amendments**

**23 COLLEGE FINANCES**

**23.4 Investment**

...

*23.4.1.1 Reporting of Investment*

Each investment or reinvestment will be reported to the President and the Chair of the Finance, Audit and Risk Committee of the College within 15 business days after receipt of the trade confirmation.

*23.4.2 Investment of funds by Finance, Audit and Risk Committee*

The Finance, Audit and Risk Committee may by resolution invest or reinvest funds of the College not immediately required in any security in which a trustee may properly invest trust money under the *Trustee Act, Ontario*.

*23.4.3 Same, delegation to officer*

The Finance, Audit and Risk Committee may authorize by resolution officers of the College to implement its decisions related to the investment or re-investment of funds of the College.

**23.5 Custody of Shares and Securities**

*23.5.1 Shares and securities to be held in bank, etc.*

All shares and securities owned by the College shall be lodged in the name of the College and held

- a. with a chartered bank or a trust company
- b. in accounts with brokerage houses authorized by the Finance, Audit and Risk Committee,  
or
- c. with such other depositories or in such manner as determined by Council.

## COUNCIL BRIEFING NOTE

**TOPIC: Registration Committee Composition**  
**FOR DECISION**

---

**ISSUE:**

- Council is asked to consider the future composition of the Registration Committee to include a non-Council Committee member.

**PUBLIC INTEREST:**

- As an organization evolves, committee composition should be reviewed to keep pace with governance best practices. Governance modernization trends in Ontario and beyond include committee composition with non-Council representation. This augments transparency and accountability to the public and the profession, as well an opportunity to include individuals with specific skill sets and diverse perspectives.

**BACKGROUND/ CURRENT STATUS:**

- The Registration Committee is a Statutory Committee of Council.
- As set out in By-law 4, the Registration Committee is composed of:
  - At least three dentist members of Council; and
  - at least one public member of Council.
- Currently the Registration Committee is composed of three dentist members of Council and one public member.
- The role of the Registration Committee is set out in the Health Professions Procedural Code of the Regulated Health Professions Act and includes deciding:
  - Applications for registration matters referred to it by the Registrar;
  - applications for registration matters referred back to the Registration Committee by the Health Professions Appeal and Review Board; and
  - applications to remove or vary conditions on a certificate of registration.
- The other statutory committees that consider individual/member matters all have non-Council committee representation. This includes Inquiries, Complaints and Reports (ICR), Discipline, Fitness to Practise (FTP), Quality Assurance (QA) and Patient Relations.
- At its meeting on July 13, 2022, the Registration Committee considered its composition, specifically adding a non-Council member in the future.

- The Executive Committee, at its meeting on August 26, 2022, considered the matter, and supported the recommendation to Council.

**Proposal:**

- That Council approve the addition of one non-Council committee member to the composition of the Registration Committee as set out in the amendment to By-law 4 (re Registration Committee composition), commencing when the committees are appointed in January 2023.
- The number of Council members that currently serve on the Registration Committee will not be reduced.

**ANALYSIS:**

- Governance modernization trends in Ontario and beyond include Committees that are composed entirely or partially of persons who are not on the governing Council or Board.
- Including committee members who are not on the governing Board increases transparency, accountability and public trust in the decisions of committees.
- Adding non-Council members to committee composition also creates opportunity to recruit for a specific skill set that the committee requires and allows for the inclusion of diverse perspectives and lived experiences that may not be represented on the Board.
- The Registration Committee typically meets 5-6 times per year for a half-day meeting, plus teleconferences as needed. The meetings in 2020 and 2021 were virtual. Some in-person meetings are expected in the next Committee cycle.
- The anticipated cost of adding one non-Council committee member to the Registration Committee are not significant. For 2022, six half-day meetings were projected, which would be approximately \$3,450 in per diems for a non-Chair dentist member.
- Quorum for a meeting of the Registration Committee is three persons, including a public member. From time to time when conflicts or availability issues arise, it has been challenging for the Registration Committee to meet on short notice. An additional committee member will assist with quorum.
- With the exception of the Executive Committee, which has more of a strategic oversight function, all other statutory committees include non-Council committee member representation (ICR, Discipline, FTP, QA and Patient Relations).
- A number of standing committees also have non-Council committee members serving on them including the following Committees: Professional Liability Program, Sedation and General Anaesthesia, Dental CT Scanner and Eligibility Review.

- A similar proposal to include non-Council representation for other standing committees of the College is being brought forward to Council in September by Finance/Audit.

## **NEXT STEPS:**

- The non-Council committee application forms for the upcoming term will be amended to include in the skills matrix the competencies required for the Registration Committee.

## **DECISION FOR COUNCIL:**

Council is being asked for its decision on the following:

By-law 4 amendment to add one non-Council committee member to the composition of the Registration Committee

### **Motion #1:**

*That Council approves an amendment to By-law 4 (Article 4.2.1) to add one non-Council committee member to the composition of the Registration Committee, as set out in **Appendix “A”**, commencing when the committees are appointed in January 2023, to read:*

*“The Registration Committee shall be composed of the following members:*

- a. at least three (3) members of Council who are members of the College;*
- b. at least one (1) public member of Council; and*
- c. one (1) non-Council committee member.”*

*[Requires a 2/3 majority vote].*

## **CONTACT:**

Dan Faulkner, Registrar: [dfaulkner@rcdso.org](mailto:dfaulkner@rcdso.org)

Dayna Simon, Senior Counsel, PCRA: [dsimon@rcdso.org](mailto:dsimon@rcdso.org)

**Appendix “A”:** Excerpt of By-law 4 redline and clean as amended

## Excerpt of By-Law 4: Redlined Copy Showing the Proposed Amendments

### 4.2 *Registration Committee*

#### 4.2.1 *Composition*

The Registration Committee shall be composed of the following members:

- a. at least three (3) members of Council who are members of the College;
- b. at least one (1) public member of Council; and
- c. one (1) non-Council committee member.



## **Excerpt of By-Law 4: Clean Copy Showing the Proposed Amendments**

### *4.2 Registration Committee*

#### *4.2.1 Composition*

The Registration Committee shall be composed of the following members:

- a. at least three (3) members of Council who are members of the College;
- b. at least one (1) public member of Council; and
- c. one (1) non-Council committee member.

## COUNCIL BRIEFING NOTE

---

**TOPIC:** Reimbursement of Council/Committee Member Expenses  
**FOR DECISION**

**ISSUE:** To ensure reimbursement of expenses is updated to reflect the current economic environment.

### **PUBLIC INTEREST:**

- This matter furthers or serves the public interest by ensuring Council and committee members are not out of pocket for expenses incurred during their participation in College business.

### **BACKGROUND:**

- The policy on reimbursement of expenses for Council and Committee members was last updated and effective September 10, 2018.
- Due to the pandemic and the virtual working environment that began in March 2020, this policy has not been assessed since 2018.

### **CURRENT STATUS:**

- The expense reimbursement policy is used to reimburse Council, committee and working group members, and inspectors and monitoring officers who do work for the College.
- Inflation has been at elevated levels since the pandemic, which has dramatically increased the cost of all goods and services.
- The policy has been revised to reflect the current environment.
- A redlined version of the revised policy has been included in Appendix A.

### **RECOMMENDATIONS:**

- First change is to update the name of the policy to make it more concise and update the stakeholders that the policy applies to.
- Airfare changes have been made to ensure a more flexible class of economy flights is reimbursable and encouraged, especially with an increased chance of cancellations due to health related reasons.
- Accommodation, mileage and meal allowances all have recommended increases to account for the rise in costs. The hospitality industry was hit hard during the pandemic, and inflation has resulted in increased rates.

- Hotel maximums are being proposed to increase from \$350 to \$425 excluding taxes and fees
- Meal maximums are being proposed to increase as follows including tax and tip:
  - Breakfast \$25 from \$15
  - Lunch \$35 from \$25
  - Dinner \$55 from \$50
- Mileage rates are being proposed to increase to the current CRA rates to reflect increased costs in gas, etc. as follows:
  - \$0.61/km from \$0.55/km for the first 5,000 km in a calendar year
  - \$0.55/km thereafter
- Add one additional item to the non-reimbursable items list: to exclude internet/data usage charges, as it is an expectation that this is not an out of pocket expense, rather something that everyone choosing to participate in College business already has.
- This policy will be effective September 16, 2022.

### **NEXT STEPS:**

- Approve the changes as detailed in the Redlined policy
- Update the Member Expense Form available in the Member Resource Centre
- Update the Inspector/Monitoring Officer Claim Form and distribute to relevant stakeholders

### **DECISION FOR COUNCIL:**

Council is asked for a decision on the recommendation included in this document:

THAT Council approves the updated Reimbursement of Council/Committee Members policy, as outlined in Appendix B.

### **CONTACT:**

Kelly Tripp, [ktripp@rcdso.org](mailto:ktripp@rcdso.org)

Jeffrey Gullberg, [jgullberg@rcdso.org](mailto:jgullberg@rcdso.org)

### **ATTACHMENTS:**

Appendix A – Reimbursement of Council/Committee Member Expenses Redlined

Appendix B – Reimbursement of Council/Committee Member Expenses Clean Copy

## College Policy:

### ~~Policy on Reimbursement of Expenses of Members of Council/and its Committees and Working Groups~~ Member Expenses

This policy applies to members of Council, its committees, ~~and~~ working groups, inspectors and monitoring officers doing business on behalf of the College.

The College shall reimburse all reasonably incurred expenses of individuals to whom this policy applies when carrying out official business of the College. Subject to the following, allowable expenses include travel to and from one's home or office, accommodation, meals, gratuities and local travel during the period of time necessary to conduct College business. All claims for travel expenses must be supported with receipts to be included with the travel claim. If there are any claims that fall outside of this policy, they need to be brought forward to the Director, Finance and Operations for consideration.

#### Air

- If the scheduled uninterrupted flying time of the most direct route to that destination is less than or equal to four and one-half hours, economy class round trip transportation by the most direct route. ~~Wherever practical, advanced bookings and restricted tickets should be purchased. Class of flight should allow for 1 checked bag, seat selection, fare difference only for changes and be refundable. In the event that a reduced fare ticket was purchased and plans are changed that warrant the changing of flights, the change fees will be reimbursed. Pre-seat selection within the class of ticket purchased will be reimbursed.~~
- If the scheduled uninterrupted flying time of the most direct route to that destination is greater than four and one-half hours, then business class round trip transportation by the most direct route will be reimbursed
- Reasonable ground transportation to and from the airport shall also be reimbursed.

#### Train

- First class (Via 1) round trip transportation by the most direct route, plus transportation from home or office to and from railway station will be reimbursed.

#### Auto

- Use of Personal Automobile: A per kilometre allowance at the rate noted in Appendix A to this policy, but not to exceed the equivalent economy air fare plus ground transportation, without the approval of the Finance, Property and Administration Committee.
- Parking expenses shall also be paid, excluding valet parking (unless it is more economical).

#### Public Transportation/Taxi

- Individuals shall attempt to use public transportation when available and practical. The difference in cost between public transportation and taxi is quite significant. Actual cost for local transportation including bus, subway, taxi, uber (or similar), etc. is reimbursable for business travel, subject to providing receipts for all expenses. Taxi receipts should include the date, to/from location and amount.

#### Accommodation

- The College shall reimburse for reasonable hotel accommodation required by the person to attend a meeting or other attendance.
- No reimbursement of hotel accommodation expense shall be made where the person required to attend resides within fifty (50) kilometres of the place of attendance or meeting unless said person is required to attend on two or more consecutive days. In the event a person is required to attend on two or more consecutive days, that person may request and the College shall reimburse said person in accordance with the provisions herein, for hotel accommodation for that/those night(s) of accommodation between the consecutive days of attendances.
- The determination for reasonable expense shall depend on the market where the accommodation is booked. The College will not reimburse for accommodations in Toronto beyond the maximum rate set out in Appendix A to this policy, unless there are extenuating circumstances that are to be noted on the original claim and considered by the finance department.
- The College has corporate arrangements in Toronto with certain reasonably proximate hotels. A person having trouble securing Toronto area accommodation for less than the maximum amount set out in the appendix should contact the College for information on corporate rates. For Council meeting the College always has a block of rooms booked at a preferred rate. Those attending Council meetings should contact the College for information on how to book the hotel at the preferred rate. It is strongly recommended that the preferred group rate hotel be used. Should a member choose to stay at a hotel other than the meeting hotel, RCDSO will NOT reimburse for more than the contracted group rate base rate.
- Charges made while a guest is at the hotel which are of a personal nature, such as personal telephone calls, in-house movies, purchases, laundry, food and service other than in respect of meals (to which the meal policy provided hereinafter applies), shall not be reimbursed by the College.

### Meals

- The College shall reimburse persons entitled hereunder for monies actually spent for meals, including bar service (if any) and gratuities subject to the maximums set out in Appendix A of to this policy
- The College shall not reimburse for bar bills exclusive of meals.
- Maximums allowed per meal are for a given meal and not cumulative for the day. For example, a person could not claim both the lunch amount and the dinner amount on a single meal.

### Gratuities

- Gratuities, other than those applicable to meals, shall be reimbursed up to a maximum set out in Appendix A. Receipts are not required for gratuities claimed.

### Telephone Charges

- The College shall reimburse for the cost of local and long distance telephone charges related to College business. (Dial direct and submit a copy of the long distance telephone bill with the expense requisition.)

### Insurance

- No claims for travel insurance will be reimbursed. The College carries travel accident insurance coverage for those travelling on its official business. The policy provides coverage for loss of life, disability, and out of province medical coverage. Complete details are available from the College office.

### Procedure

- All claims should be ~~submitted presented~~ for processing at ~~apapproval@rcdso.org the College~~ within thirty (30) days from the close of the meeting or other official business of the College. Claims in excess of the above allowances will be adjusted before processing. An individual who feels that claims above the maximums set out in this policy are justified may appeal the amount reimbursed to the Finance, Property and Administration committee whose decision shall be final.

## APPENDIX A

### Per km Travel Allowance

\$~~0.6155~~ for the first 5000 km in a calendar year;  
\$~~0.5549~~ thereafter

### Meal Maximums, including tax and tip

Breakfast	\$ <del>2515</del>
Lunch	\$ <del>3525</del>
Supper	\$ <del>550</del>

### Toronto Area Hotel Maximum

\$~~425350~~ excluding taxes and fees

### Daily Gratuities (No Receipts Required)

\$10.00/day

### Non-Reimbursable Items

- Personal items and entertainment.
- Personal credit card dues or late payment fees.
- Laundry/dry-cleaning, subject to events or circumstances beyond the member's control.
- Fines or penalties for parking and traffic violations.
- Loss of or damage to an individual's personal vehicle or property while on College business.
- Expenses incurred on behalf of family or friends.
- Expenses older than six months unless supported by the original receipts and approved by the registrar and/or director, finance and operations.
- Valet parking (unless it is more economical)
- Additional cost for excess of more than one personal check in baggage.
- Flowers, gifts or vouchers.
- ~~Any other miscellaneous items which~~ items that are not for business use.
- Any internet/data usage

## College Policy:

### Reimbursement of Council/Committee Member Expenses

This policy applies to members of Council, its committees, working groups, inspectors and monitoring officers doing business on behalf of the College.

The College shall reimburse all reasonably incurred expenses of individuals to whom this policy applies when carrying out official business of the College. Subject to the following, allowable expenses include travel to and from one's home or office, accommodation, meals, gratuities and local travel during the period of time necessary to conduct College business. All claims for travel expenses must be supported with receipts to be included with the travel claim. If there are any claims that fall outside of this policy, they need to be brought forward to the Director, Finance and Operations for consideration.

#### Air

- If the scheduled uninterrupted flying time of the most direct route to that destination is less than or equal to four and one-half hours, economy class round trip transportation by the most direct route. Class of flight should allow for 1 checked bag, seat selection, fare difference only for changes and be refundable.
- If the scheduled uninterrupted flying time of the most direct route to that destination is greater than four and one-half hours, then business class round trip transportation by the most direct route will be reimbursed
- Reasonable ground transportation to and from the airport shall also be reimbursed.

#### Train

- First class (Via 1) round trip transportation by the most direct route, plus transportation from home or office to and from railway station will be reimbursed.

#### Auto

- Use of Personal Automobile: A per kilometre allowance at the rate noted in Appendix A to this policy, but not to exceed the equivalent economy air fare plus ground transportation, without the approval of the Finance, Property and Administration Committee.
- Parking expenses shall also be paid, excluding valet parking (unless it is more economical).

#### Public Transportation/Taxi

- Individuals shall attempt to use public transportation when available and practical. The difference in cost between public transportation and taxi is quite significant. Actual cost for local transportation including bus, subway, taxi, uber (or similar), etc. is reimbursable for business travel, subject to providing receipts for all expenses. Taxi receipts should include the date, to/from location and amount.

#### Accommodation

- The College shall reimburse for reasonable hotel accommodation required by the person to attend a meeting or other attendance.
- No reimbursement of hotel accommodation expense shall be made where the person required to attend resides within fifty (50) kilometres of the place of attendance or meeting unless said person is required to attend on two or more consecutive days. In the event a person is required to attend on two or more consecutive days, that person may request and the College shall reimburse said person in accordance with

the provisions herein, for hotel accommodation for that/those night(s) of accommodation between the consecutive days of attendances.

- The determination for reasonable expense shall depend on the market where the accommodation is booked. The College will not reimburse for accommodations in Toronto beyond the maximum rate set out in Appendix A to this policy, unless there are extenuating circumstances that are to be noted on the original claim and considered by the finance department.
- The College has corporate arrangements in Toronto with certain reasonably proximate hotels. A person having trouble securing Toronto area accommodation for less than the maximum amount set out in the appendix should contact the College for information on corporate rates. For Council meeting the College always has a block of rooms booked at a preferred rate. Those attending Council meetings should contact the College for information on how to book the hotel at the preferred rate. It is strongly recommended that the preferred group rate hotel be used. Should a member choose to stay at a hotel other than the meeting hotel, RCDSO will NOT reimburse for more than the contracted group rate base rate.
- Charges made while a guest is at the hotel which are of a personal nature, such as personal telephone calls, in-house movies, purchases, laundry, food and service other than in respect of meals (to which the meal policy provided hereinafter applies), shall not be reimbursed by the College.

### **Meals**

- The College shall reimburse persons entitled hereunder for monies actually spent for meals, including bar service (if any) and gratuities subject to the maximums set out in Appendix A of to this policy
- The College shall not reimburse for bar bills exclusive of meals.
- Maximums allowed per meal are for a given meal and not cumulative for the day. For example, a person could not claim both the lunch amount and the dinner amount on a single meal.

### **Gratuities**

- Gratuities, other than those applicable to meals, shall be reimbursed up to a maximum set out in Appendix A. Receipts are not required for gratuities claimed.

### **Telephone Charges**

- The College shall reimburse for the cost of local and long distance telephone charges related to College business. (Dial direct and submit a copy of the long distance telephone bill with the expense requisition.)

### **Insurance**

- No claims for travel insurance will be reimbursed. The College carries travel accident insurance coverage for those travelling on its official business. The policy provides coverage for loss of life, disability, and out of province medical coverage. Complete details are available from the College office.

### **Procedure**

- All claims should be submitted for processing at [apapproval@rcdso.org](mailto:apapproval@rcdso.org) within thirty (30) days from the close of the meeting or other official business of the College. Claims in excess of the above allowances will be adjusted before processing. An individual who feels that claims above the maximums set out in this policy are justified may appeal the amount reimbursed to the Finance, Property and Administration committee whose decision shall be final.



## APPENDIX A

### Per km Travel Allowance

\$0.61 for the first 5000 km in a calendar year;  
\$0.55 thereafter

### Meal Maximums, including tax and tip

Breakfast	\$25
Lunch	\$35
Supper	\$55

### Toronto Area Hotel Maximum

\$425 excluding taxes and fees

### Daily Gratuities (No Receipts Required)

\$10.00/day

### Non-Reimbursable Items

- Personal items and entertainment.
- Personal credit card dues or late payment fees.
- Laundry/dry-cleaning, subject to events or circumstances beyond the member's control.
- Fines or penalties for parking and traffic violations.
- Loss of or damage to an individual's personal vehicle or property while on College business.
- Expenses incurred on behalf of family or friends.
- Expenses older than six months unless supported by the original receipts and approved by the registrar and/or director, finance and operations.
- Valet parking (unless it is more economical)
- Additional cost for excess of more than one personal check in baggage.
- Flowers, gifts or vouchers.
- Any other miscellaneous items that are not for business use.
- Any internet/data usage

## COUNCIL BRIEFING NOTE

---

**TOPIC:** Professional Liability Program (PLP) Deductibles Review

**FOR DECISION**

**ISSUE:** The costs associated with PLP and the potential impact of the deductible component of the program.

**PUBLIC INTEREST:**

- This matter furthers or serves the public interest by assessing the deductible process and structure applicable to members who partake in the services of the PLP program.

**BACKGROUND:**

- All members have coverage under the PLP Malpractice program as long as they are a current member of the RCDSO or were a current member at the time an incident arose resulting in a claim.
- Members who utilize the program are subject to pay a deductible provided there were costs associated with the claim including legal or expert fees and/or indemnity (settlement).
- All members with a claim with costs are assessed a base deductible.
- Members with more than one claim with costs in an 84 month period are assessed a step up deductible in addition to the base deductible.
- Members can appeal to the PLP Committee for a waived or reduced deductible based on specified guidelines.

**CURRENT STATUS:**

Deductible Rates

- All members with a claim with costs are assessed a base deductible of \$2,000.
- Members with more than one claim with costs in an 84 month period are assessed a step up deductible in addition to the base deductible of \$2,000 as follows:
  - First step up ~ \$3,000 [total deductible \$5,000]
  - Second step up ~ \$8,000 [total deductible \$10,000]
  - Third step up ~ \$18,000 [total deductible \$20,000]

- In 2004, the base deductible was increased to \$2,000 from \$1,000 after no increases in 12 years despite increased costs to the program.
- Benchmarking with other dental malpractice programs was conducted
  - CDSPI charges a base deductible of \$2,500
  - CDSAB (Alberta) charges a base deductible of \$2,500
  - FARPODQ (Quebec) charges a base deductible of \$1,000 – however individuals are assessed their premiums based on claims experience.
- Based on the rates charged by some of our counterparts and the amount of time that has passed since the base deductible was last increased, it is recommended that RCDSO increase the base deductible to \$2,500 from \$2,000.
- Annual expected increase in deductible recoveries is \$50,000 [100 files with base deductible/year @ \$500 extra].

### Deductible Collection Process

- As a file is coming to a close, PLP staff prepare and send a letter summarizing the total costs to date on the file which could include legal, expert and/or indemnity. The letter also indicates if there are any incurred expenses on the dentist's behalf in the relevant 84 month period and states the deductible in this matter, along with a deadline to remit payment.
- If the payment is not received in response to the first letter, a second letter is generated referencing the original letter and a revised deadline to make the payment.
- The letters are both sent from the Legal Advisor that worked on the file.
- If no response was received to either letter, PLP staff were following up via email and phone. This process of collection attempts was unfortunately not proving to be very successful with many dentists remaining unresponsive.
- In an effort to improve collections, we have updated the process as follows:
  - 1<sup>st</sup> letter will be sent from the Advisor
  - 2<sup>nd</sup> letter will be sent from the Manager of PLP
  - 3<sup>rd</sup> letter will be sent from the Director, Finance & Operations
- The first batch of letters from Director, Finance & Operations were sent out on June 15, 2022. The letter references the previous correspondence and notes that a failure to pay monies owed to the RCDSO may constitute professional misconduct pursuant to the Dentistry Act, 1991 and its Regulations. If the College does not receive a reply by the date noted, the information about their non-payment of fees will be forwarded to the Registrar & CEO.
  - 15 individuals received letters.
  - Outstanding balances for all 15 individuals totaled \$64,000.
  - 11 individuals have responded and paid their balances, and we have collected \$47,000 or 73% of the outstanding balances.

- Four individuals have not paid their outstanding balances, three are no longer entitled to practice (i.e. current members) and collection is doubtful, and we anticipate writing off \$12,000.
- One individual that has not yet paid is a current member and owes \$5,000, their information will be forwarded to the Registrar & CEO.

### Deductible Waive/Reduction Process

- Since June 2017, the PLP Committee approved \$270,000 of deductibles to be waived/reduced/written off
  - Bankruptcy related waivers/reductions ~ \$9,000
  - Deceased individuals related waivers ~ \$41,000
  - Active members related waivers/reductions ~ \$220,000
- Given how much lost deductible recoveries have occurred due to waivers/reductions, we evaluated the current guidelines provided to the PLP Committee to make decisions on where it is appropriate to reduce or waive deductibles requested by members.
- Upon this review, it was noted that several members were granted waivers or reductions despite indemnities and other payouts on their files. Some of the members were also granted waivers/reductions when they had more than one paid claim.
- The current guidelines suggested that if there were no similarities between the conduct/circumstances of the current and previous claims, waivers/reductions could be considered.
- Additionally, waivers/reductions could also be granted because the member either entered an agreement with the College or proactively addressed any shortcomings identified by taking a related course.
- In an effort to streamline the guidelines and limit the number of waivers/reductions granted in the future, the recommendation is to only allow for 4 conditions to waive/reduce deductibles:
  - Bankruptcy
  - Death
  - Action against the member was without merit, or
  - Compassionate grounds due to prolonged, serious illness or other significant difficulties.
- These revised guidelines would be effective September 16, 2022.
- See Appendix A for suggested changes to the PLP Committee Manual.

### **NEXT STEPS:**

- Update the PLP Committee guidelines to reflect the acceptable deductible waiver/reduction parameters, effective September 16, 2022.
- Update the base deductible to \$2,500 effective January 1, 2023.
- Inform insurers of the change to the base deductible for the 2023 policy year.

## **DECISIONS FOR COUNCIL:**

Council is asked for a decision on the recommendations included in this document:

1. THAT Council approves the updated Guidelines to the PLP Committee Manual, section *d. Reduction or Waiver of Insured's Deductible* as outlined in Appendix A, effective September 16, 2022.
2. THAT Council approves the increased base deductible from \$2,000 to \$2,500, effective January 1, 2023.

## **CONTACT:**

Kelly Tripp, [ktripp@rcdso.org](mailto:ktripp@rcdso.org)

Jeffrey Gullberg, [jgullberg@rcdso.org](mailto:jgullberg@rcdso.org)

## **Attachments:**

Appendix A – Reduction or Waiver of Insured Deductible Current & Proposed

## **Reduction or Waiver of Insured Deductible Proposed & Current**

### **Proposed revision to the Reduction or Waiver of Insured's Deductible**

The PLP Committee will have the authority to waive a base deductible and/or reduce a step-up deductible by the amount of the step-up, in the following circumstances:

- In case of the member's bankruptcy;
- In case of the member's death;
- If the deductible was triggered by the payment of defence (legal/expert) costs, and in the opinion of the PLP Committee, the action against the member was without merit: or
- On compassion grounds due to prolonged, serious illness or other significant difficulties.\*

\*In such circumstances, the Committee may place conditions such as

- If the member is not practicing and applies to be re-instated in the future, the monies are to be paid.
- If the member still holds a licence but is unable to maintain a practice, payment could be deferred (e.g. 1 year).

## **Current State – Excerpt from PLP Committee Manual**

### **d. Reduction or Waiver of Insured's Deductible**

#### **i. Waive Deductible**

Beginning in 1998, the PLP Committee had authority to waive a member's deductible in the following circumstances:

- in case of the member's bankruptcy;
- in case of the member's death; or
- when the case against the member was believed to have been frivolous and vexatious.

#### **ii. Reduction of a Step-Up**

On November 13, 2008, Council approved the criteria for requesting a reduction of a step-up deductible. The factors the Committee would consider in determining whether to reduce a member's deductible include but are not limited to the following:

- there were no similarities between the conduct/circumstances of the current and previous claim(s);
- the new claim (giving rise to the stepped-up deductible) was related to conduct that took place prior to the member taking remedial action and the PLP Committee is satisfied that the

deficiencies that gave rise to the claim(s) have been appropriately addressed by the member;

- the claim payment(s) was primarily to defence costs and in the PLP Committee's view the member was not likely to have been found to be negligent;
- the member had already proactively addressed any shortcomings identified by the PLP Committee as contributing to the claim; and
- the member agreed to enter into an agreement with the College (through the PLP Committee) whereby the member would successfully complete such remedial action (e.g. a course or additional training) as the PLP Committee considered appropriate in order to minimize the likelihood of similar claims in the future.

### iii. **Waive the Deductible or Reduce the Step-Up**

Under the step-up formula approved by Council in November 2008, the PLP Committee had no authority to waive the base deductible for any member subject to a step-up. In other words, a total waiver was only available to "first-timers", even if the criteria for a full waiver were met.

On November 15, 2012, on recommendation from the PLP Committee, Council approved changes to correct this anomaly and to allow the PLP Committee to completely waive a deductible or reduce a step-up deductible in certain circumstances:

- PLP staff or a member may request a waiver of the member's deductible from the PLP Committee in the following circumstances:
  - a) In case of the member's bankruptcy;
  - b) In case of the member's death; or
  - c) If the deductible was triggered by the payment of defence costs and, in the opinion of the PLP Committee, the action against the member was without merit.
- Regarding Step-up deductibles, factors the PLP Committee can consider in determining whether a reduction is appropriate include, but are not limited to the following:
  - a) There were no similarities between the conduct/circumstances of the current and previous claim(s).
  - b) The new claim (which gave rise to the Step-Up) was related to conduct which took place prior to the member taking remedial action and the PLP Committee is satisfied that the deficiencies which gave rise to the claim(s) have been appropriately addressed by the member.
  - c) The claim payment(s) was primarily to defence costs and in the PLP Committee's view the member was not likely to have been found to be negligent.
  - d) The member had already proactively addressed any shortcoming identified by the PLP Committee as contributing to the claim.
  - e) The member agreed to enter into an agreement with the College (through the PLP Committee) whereby the member agreed to successfully complete such remedial action (e.g. a course(s) or additional training) as the PLP Committee considered appropriate in order to minimize the likelihood of claims of a similar nature occurring in the future.
- Where the PLP Committee determines that a reduction in the Step-Up should be conditional upon the completion of remedial action by the member, the PLP Committee would offer a form of agreement to the member by which the Committee would agree to reduce the Step-Up to an amount specified by the Committee in consideration of the member successfully completing specified remediation within a specified time or such greater period of time permitted by the Committee.

## COUNCIL BRIEFING NOTE

---

**TOPIC: Commission on Dental Accreditation of Canada (CDAC)  
Governance Review: Stakeholder Consultation  
FOR DISCUSSION**

**ISSUE:**

- The Canadian Dental Regulatory Authorities Federation (CDRAF) continues to work with the Commission on Dental Accreditation of Canada (CDAC) as it plans and implements its independence from the Canadian Dental Association.
- CDAC is conducting a stakeholder consultation about its Steering Committee Report on Governance.
- Council is requested to provide feedback and direction to the RCDSO proposed response.

**PUBLIC INTEREST:**

- This matter serves the public interest because accreditation of oral health education programs by external parties is vital to ensure compliance with defined standards and increase knowledge of educational outcomes.

**BACKGROUND:**

- CDAC is currently structured as a committee of the Canadian Dental Association (CDA) which brings together oral health care professionals, educators, regulators and examining and credentialing bodies.
- CDAC accredits oral health education programs in Canada for dentists, dental specialists, dental interns/residents, dental hygienists and dental assistants. Consistency in training is essential to national mobility.
- Several years ago, CDAC committed to its independence from the CDA, a direction that was widely supported by provincial dental regulators.
- Notwithstanding the significant time taken to reach this stage, a governance model has been developed for consideration.
- CDAC also committed to addressing other concerns with the accreditation model (for example, training of assessors, cost structure, transparency of accreditation reports) but this report is not intended to fully address these issues.
- RCDSO has always supported an effective and transparent accreditation system for oral health care in Canada.



- RCDSO is also a significant funder of CDAC under a legacy cost structure. Regulators provide approximately 75% of CDAC's operating budget in the form of grants provided on an annual basis and on a per registrant basis. The following has been paid by RCDSO over the past 3 years:
  - \$237140 in 2020
  - \$145460 in 2021 (a one-time reduction was applied due to COVID)
  - \$167730 in 2022 (a second reduction was applied)
- Request for grant funding in 2023 is expected to go back to, or exceed, 2020 dollar contributions. The request for payment generally arrives at the College early in each new year.

## **CURRENT STATUS:**

- In June 2022 the CDAC Governance Steering Committee circulated to stakeholders its report on independent governance requesting feedback by September 23, 2022.
- The report presents recommendations to support the creation of CDAC as an independent entity under the *Canada Not-For-Profit Corporations Act*.
- Recommendations from the report are:
  - An 11-member board with representation across stakeholders, including designated representatives for ACFD, FDHRC, CDRAF, CDARA, NDEB and NDAEB and one member of the public
  - Robust governance practices, including term limits, cooling off periods and a written Code of Conduct
  - A new operating model, including a separate Standards Review Committee and four Accreditation Review Committees (for dentistry, dental hygiene, dental assisting and health facilities/internships)
  - A committed change in practice to provide access to accreditation review reports to provincial regulatory authorities
  - A new funding model, with committed/contracted funding over 5-year terms from regulatory authorities and national examining and certification boards, as well as increased cost recoupment from educational programs for the conduct of survey visits and related administrative costs.
- At its meeting on August 19, 2022 the CDRAF Board received a presentation from the Chair and staff of CDAC, engaged in a dialogue about the directions, and had an in-camera discussion about the report.

## **ANALYSIS:**

### ***Governance Recommendations***

1. An 11-member Board with representation across stakeholders

- *Proposed RCDSO Response*
  - We support a smaller board, and 11 members is consistent with current best practices in effective governance models.
  - We support the addition of a public member on the Board and the public representation and engagement in the oversight and operations of the accreditation model. We also support that public members will be independent of the representative bodies (neither a board member or staff), is not a regulated health professional and provides a diverse perspective to accreditation.
  - We acknowledge the need for stakeholder representation and engagement in CDAC, but question how CDAC will assure a competency-based Board using the representative model.
  - We recommend that CDAC develop explicit and transparent competencies for Board and Committee positions, and a method to assess the competencies of proposed appointments from representative bodies, prior to their formal appointment to the Board.
  
- 2. Robust governance practices, including term limits, cooling off periods and a written Code of Conduct
  - *Proposed RCDSO Response*
    - We support best practices in governance including the proposed term limits, cooling off period and a written Code of Conduct.
    - Current recommendations for Chair, Vice-Chair and Director terms is appropriate
    - We recommend that CDAC consider a maximum consecutive year term of less than 9 years (for example, 6 – 8 years) to balance stability in governance, recognize the importance of new input to strategy and policies, and acknowledge that each representative organization has numerous potential candidates from which to draw on skills and experience.
  
- 3. A new operating model, including a separate Standards Review Committee and four Accreditation Review Committees
  - *Proposed RCDSO Response*
    - We support the model proposed that separates oversight of operations through a small Committee infrastructure (Finance, Audit and Risk Management; Executive and HR; Nominating and Governance). The membership model proposed appears to equitably distribute Board members without over-taxing expectations for their commitment of time to CDAC work.

- We support the Accreditation Review Committees and specifically that CDAC Board members will not be eligible to sit on any Accreditation Review Committees, and that there will be additional roles for public members.
  - We partially understand the rationale for multiple profession-specific committees, however we also see an opportunity to consolidate this work differently (for example, one committee with multiple professionals) to balance the unique input provided by professions and to be as cost-effective as possible.
  - We support the establishment of a single Standards Review Committee.
  - This will support ongoing efforts to create common standards across professions and promote team based learning and care.
4. A committed change in practice to provide access to accreditation reports to provincial regulatory authorities.
- *Proposed RCDSO Response*
    - We support all changes that increase transparency of the accreditation reports and outcomes.
    - We do not believe that CDAC has gone far enough with respect to transparency.
    - At a minimum, we further recommend that:
      - CDAC and educational programs actively provide accreditation reports and outcomes to relevant provincial regulators (the current recommendation makes this information *available upon request by a regulatory authority*)
      - CDAC provide a public view of all accreditation outcomes on its website
      - CDAC make all accreditation standards available immediately on its website.

### ***Funding***

5. Committed/contracted funding over 5 year terms from regulatory authorities and examining and certification boards
6. Increased cost recoupment from educational programs for the conduct of survey visits
- *Proposed RCDSO Response*
    - CDAC has acknowledged that its funding model options are preliminary and more discussion with stakeholders is required.

- We acknowledge that a sustainable funding model is critical for the long term viability of the oral health care accreditation model. As such, we support funding for quality improvement, adequate staffing and an effective accreditation model
- However, the current estimate of a 34% operating budget increase over the pre-pandemic budget, requires much more understanding and discussion (Note: a 34% increase using the existing model of grants will require a contribution from RCDSO of approximately \$317770 in the first year it is implemented).
- The most important issues to RCDSO are:
  - CDAC must demonstrate that it has explored and considered the most efficient approach to accreditation processes including the optimization of virtual and off-site visits.
  - CDAC must immediately initiate discussions with stakeholders to explore first principles that drive revenue. Educational institutions are arguably the greatest benefactors of an effective and rigorous accreditation model, as well as a positive accreditation outcome (for example, both contribute to student and faculty recruitment). RCDSO supports a tri-partite approach to funding CDAC, but we believe there are unsubstantiated assumptions in the report to suggest that increasing the educational program contributions is a non-starter. All organizations currently providing grant funding have unique budget challenges. CDAC and its stakeholders must discuss fair and impartial approaches to funding that recognize value for all organizations and begin to plan for additional long term financial support by educational institutions.
  - RCDSO is prepared to consider a 5 year funding commitment and contractual approach only after discussions occur as per above. RCDSO will also expect that any negotiated memorandum of agreement or contract will include expectations and accountabilities by CDAC to RCDSO, as is required by Ontario's Fairness legislation for third parties involved in the health profession registration processes.

### ***Other Considerations***

Additional observations that may be noted in our response include:

- CDAC should consider becoming an active member of an international accreditation organization, one that ensures adherence to world standards in accreditation. This will bring further credibility to CDAC as an accreditation body for oral health care in Canada.

## **NEXT STEPS:**

- The Registrar will continue, as a Board Member of CDRAF, to advocate for the most cost effective, oral health care accreditation model achievable in Canada. This issue is discussed at every meeting of the Board and there are strong connections with various levels of CDAC.
- The CDRAF Board will ensure good faith discussions with CDAC and that it is preparing for all possible outcomes, including the inability to reach a negotiated solution to the funding challenges.
- The RCDSO will provide our feedback, focused on governance, to the stakeholder consultation by the September 23, 2022 deadline.
- Regular updates will be provided to the Executive Committee and Council into 2023.

## **DECISION FOR COUNCIL:**

Council is requested to provide feedback and direction on the RCDSO's formal response to CDAC's stakeholder consultation as per the June 2022 Governance report.

## **CONTACT:**

Daniel Faulkner, Registrar ([dfaulkner@rcdso.org](mailto:dfaulkner@rcdso.org))

### Attachments:

1. Governance Review Steering Committee Stakeholder Consultation Report on Independence for CDAC, June 15, 2022



# Governance Review Steering Committee (GRSC) Stakeholder Consultation Report

On Independence for CDAC

June 15, 2022





Dear Stakeholders:

This report presents recommendations to support the creation of the Commission on Dental Accreditation of Canada (“**CDAC**” or the “**Commission**”) as an independent organization. In 2016, the World Health Organization (“**WHO**”) and World Federation of Medical Educators (“**WFME**”) established guidelines for recognition of accreditors of health profession education programs. Foremost among those recommendations is the autonomy of the accreditation system. Today, CDAC operates as part of the Canadian Dental Association (the “**CDA**”). Over several years, work has been undertaken to establish CDAC as an organization that is independent of the professions, consistent with WHO and WFME guidelines.

In March 2021, CDAC formed the Governance Review Steering Committee (“**GRSC**”) to recommend a new governance structure for an independent CDAC. This report summarizes the recommendations of the GRSC, including:

- A governance and operating model for an independent CDAC
- A new funding model to help ensure financial sustainability for an independent CDAC
- A timeline of the process to form independent CDAC

Over the coming months, CDAC will present the recommendations in this report to various stakeholders and seek input. Please reach out if you want to receive a presentation. If you wish to submit your feedback in writing to CDAC, please do so by sending a letter **on or before September 23, 2022** to:

CDAC Governance Review Steering Committee  
Care of Frédéric Duguay, Director, CDAC  
[fduguay@cdac-cadc.ca](mailto:fduguay@cdac-cadc.ca)  
1 (866) 521-2322

Your letter will be kept confidential by CDAC and the GRSC. CDAC and the GRSC encourage the feedback of all stakeholders - your thoughts are important.

We look forward to hearing from you before September 23, 2022.

Yours truly,

A handwritten signature in black ink, appearing to read 'Arun Misra'.

Arun Misra, Chair, GRSC  
June 15, 2022

## TABLE OF CONTENTS

Stakeholder Consultation Report .....	4
Executive Summary .....	4
What Does CDAC Do?.....	4
History of Oral Health Accreditation in Canada .....	5
Importance of Independence .....	6
Governance Model for an Independent CDAC .....	7
Vision And Mission Statement .....	7
Values .....	8
Overall Structure .....	8
Stakeholders and the Board of Directors .....	9
Recommended Board Composition .....	12
Other Governance Features .....	14
Composition of Board Committees .....	15
Members .....	16
Future Changes .....	17
Operating Model.....	17
Funding Model .....	20
History of CDAC’s Funding Model and Funding Sources.....	20
Challenges Created by the Current Funding Model .....	21
Looking Forward .....	21
Timeline and Process to Form Independent CDAC.....	26
Appendix 1 – Terms of Reference of the Governance Review Steering Committee.....	27



**ACRONYMS**

<b>Association of Canadian Faculties of Dentistry</b>	<b>ACFD</b>
<b>Bachelor of Dental Surgery</b>	<b>BDS</b>
<b><i>Canada Not-for-profit Corporations Act</i></b>	<b>CNCA</b>
<b>Canadian Dental Assisting Regulatory Authorities</b>	<b>CDARA</b>
<b>Canadian Dental Association</b>	<b>CDA</b>
<b>Canadian Dental Regulatory Authorities Federation</b>	<b>CDRAF</b>
<b>Commission on Dental Accreditation of Canada</b>	<b>CDAC</b>
<b>Commission on Dental Accreditation of the American Dental Association</b>	<b>CODA</b>
<b>Dental Assisting Regulatory Authorities</b>	<b>DARAs</b>
<b>Dental Hygiene Regulatory Authorities</b>	<b>DHRAs</b>
<b>Dental Regulatory Authorities</b>	<b>DRAs</b>
<b>Doctor of Dental Surgery</b>	<b>DDS</b>
<b>Doctor of Medicine in Dentistry</b>	<b>DMD</b>
<b>Federation of Dental Hygiene Regulators of Canada</b>	<b>FDHRC</b>
<b>Governance Review Steering Committee</b>	<b>GRSC</b>
<b>Regulatory Authorities</b>	<b>RAs</b>
<b>National Dental Assisting Examining Board</b>	<b>NDAEB</b>
<b>National Dental Examining Board of Canada</b>	<b>NDEB</b>
<b>World Federation of Medical Educators</b>	<b>WFME</b>
<b>World Health Organization</b>	<b>WHO</b>



## STAKEHOLDER CONSULTATION REPORT

### EXECUTIVE SUMMARY

The GRSC has recommended the formation of CDAC as an independent entity under the *Canada Not-for-profit Corporations Act*. Key recommendations include:

- An 11-member board with representation across stakeholders, including designated representatives for ACFD, FDHRC, CDRAF, CDARA, NDEB and NDAEB and one member of the public
- Robust governance practices, including term limits, cooling off periods and a written Code of Conduct
- A new operating model, including a separate Standards Review Committee and four Accreditation Review Committees (for dentistry, dental hygiene, dental assisting and health facilities / internships)
- A committed change in practice to provide access to accreditation review reports to provincial regulatory authorities
- A new funding model, with committed / contracted funding over 5-year terms from regulatory authorities and national examining and certification boards, as well as increased cost recoupment from educational programs for the conduct of survey visits and related administrative costs

### WHAT DOES CDAC DO?

CDAC accredits oral health education programs in Canada, including programs for aspiring dentists, dental specialists, dental interns/residents, dental hygienists and dental assistants.

Accreditation in the health professions is the formal evaluation of an educational program, institution, or system against defined standards by an external body for the purposes of quality assurance and continuous enhancement.<sup>1</sup> Trained external peer reviewers evaluate the compliance of health care

---

<sup>1</sup> National Academies of Sciences, Engineering, and Medicine; Health and Medicine Division; Board on Global Health; Global Forum on Innovation in Health Professional Education. (2017). Exploring the Role of Accreditation in Enhancing Quality and Innovation in Health Professions Education: Proceedings of a Workshop. Washington D.C.: The National Academies Press. Retrieved from [https://www.ncbi.nlm.nih.gov/books/NBK435965/pdf/Bookshelf\\_NBK435965.pdf](https://www.ncbi.nlm.nih.gov/books/NBK435965/pdf/Bookshelf_NBK435965.pdf)

educational programs and services against pre-established performance standards. This evaluation supports the interests of diverse stakeholders, including the public.

Today, CDAC brings together organizations representing oral health care professionals, educators, regulators, and examining and credentialing bodies. These organizations have common objectives of helping new graduates prepare to enter their professions and meeting expectations for licensure and continuing safe practice.

CDAC's review process for educational programs and dental services include structured survey visits following the program's self-evaluation. These processes involve collecting detailed information in a specified format in accordance with internationally accepted processes and procedures. Programs and services meeting or exceeding CDAC's accreditation standards are granted accredited status. Once a program receives accreditation, its ongoing accredited status is subject to annual reporting and is reviewed by CDAC on a pre-determined cycle.

CDAC has had reciprocal agreements with the Commission on Dental Accreditation of the American Dental Association ("CODA") since 1956. These agreements currently include pre-doctoral and specialty dentistry, dental hygiene and dental assisting programs. At the request of the dental regulatory authorities, CDAC established reciprocal agreements with the Australian Dental Council in 2010 (BDS and DDS only), the Dental Council of New Zealand in 2011 (BDS only) and the Dental Council of Ireland (BDS) in 2012. These agreements are renewable every 5 years.

## HISTORY OF ORAL HEALTH ACCREDITATION IN CANADA

In 1952, the first Doctor of Dental Surgery (DDS) program in Canada was accredited. Accreditation for dental hygiene programs commenced in 1963. Dental assisting programs began to receive accreditation status in 1972. That same year, orthodontics was the first specialty program to be accredited. Other programs followed and there are now ten recognized dental specialty programs in Canada:

Dental Public Health	Oral Radiology
Endodontics	Orthodontics
Oral and Maxillofacial Surgery	Pediatric Dentistry
Oral Medicine	Periodontics
Oral Pathology	Prosthodontics

The first health facility offering dental services was accredited in 1974. General Practice Residencies were first accredited in 1980.

Until 1989, the CDA, through the CDA's Council on Education and Accreditation, was responsible for accrediting dental and dental related education programs. In 1989, the CDA's Council on Education and Accreditation was separated into two bodies: the Council on Education and the Council on Accreditation, both reporting to the CDA Board of Governors. In 1990, CDAC was established as a semi-autonomous commission operating within the CDA. Although there was a move to establish separate accreditation bodies for dental hygiene and dentistry in 2001, CDAC remained under the auspices of the CDA.



Through the 1990s and 2000s, CDAC continued to evolve. For example, in 2012, CDAC conducted a pilot survey visit of the 1 Dental Unit Detachment in Trenton, Ontario to determine if CDAC could be mandated to evaluate and accredit Canadian Armed Forces dental clinics.

Former Chairs of the Commission include Drs. Arthur Schwartz, Kevin Roach, Evelyn McNee, Claude Lamarche and Amarjit Rihal.

As of 2022, CDAC accredits 161 oral health education programs and facilities. This includes:



## IMPORTANCE OF INDEPENDENCE

In 2016, the World Health Organization (WHO) and the World Federation of Medical Educators (WFME) established guidelines for recognition of accreditors of health professional education programs. Foremost is the autonomy of the accreditation system to ensure the independence of its quality assessment from government, educational programs and the professions. In its current form, CDAC meets all WFME criteria, other than independence from the CDA.

A project was commenced by CDAC to become independent, and in so doing, fulfil all WFME criteria. As part of this effort, in March 2021 CDAC approved the Terms of Reference and membership for the Governance Review Steering Committee. The GRSC Terms of Reference are attached as Appendix 1.

The GRSC, consisting of Ms. Caroline Daoust (CDRAF), Mr. Frédéric Duguay (CDAC), Dr. Christopher Fennell (Public Member), Dr. Jim Lai (ACFD), Dr. Debora Matthews (CDAC), Dr. Arun Misra (Chair, CDARA), Dr. Amarjit Rihal (CDAC), Ms. Diane Thériault (FDHRC), and, Ms. Susan vander Heide (NDAEB), were charged with recommending a new governance structure to CDAC to achieve independence. The GRSC has developed recommendations for by-laws, board composition, operational structure, a funding model and related matters. The GRSC's recommendations are contained in this report.

Please note that while the GRSC includes representatives of certain stakeholder organizations, the GRSC's recommendations reflect a consensus of the committee and may not be identical to the views of those organizations.

## **GOVERNANCE MODEL FOR AN INDEPENDENT CDAC**

### ***Vision and Mission Statement***

An independent CDAC's proposed vision and mission statement is:

#### **Vision**

Excellence in professional oral  
health education through  
accreditation

#### **Mission Statement**

CDAC develops and implements  
accreditation standards that monitor  
quality assurance and promote  
innovation in oral health education  
programs and health facilities in the  
interest of its stakeholders, including  
the public

## Values

The GRSC has proposed core values for an independent CDAC:

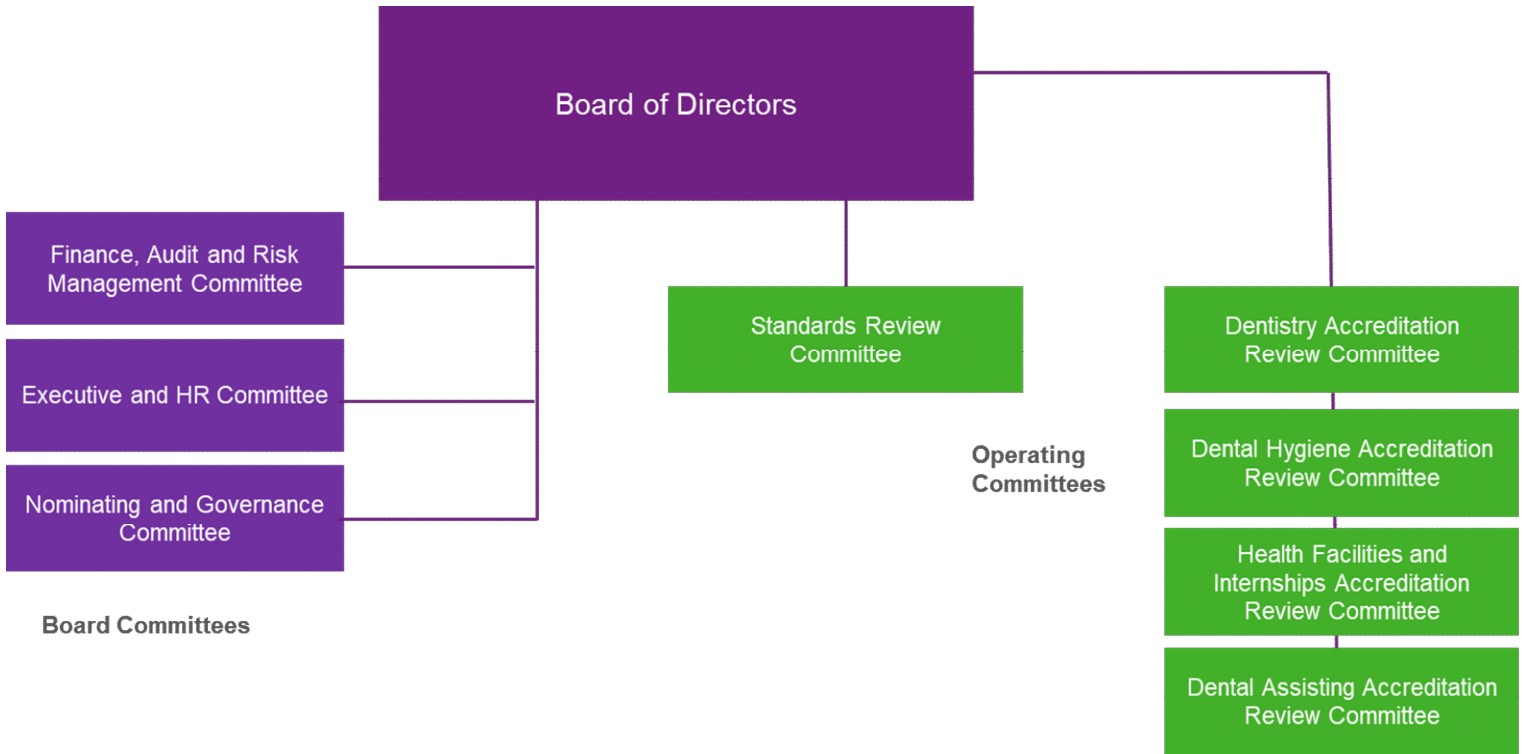


## Overall Structure

CDAC will be formed as a not-for-profit corporation under the *Canada Not-for-profit Corporations Act* (the “CNCA”).

The business and affairs of an independent CDAC will be managed and supervised by its CDAC’s board of directors. The proposed overall organizational structure of an independent CDAC is illustrated below:

### Board / Operating Committee Structure:



The board of directors of CDAC will be responsible for strategy, governance, approving the annual budget and business plan of CDAC, ensuring the overall independence, quality and fairness of the accreditation process, and overseeing global reciprocity agreements, among other matters. The board will be required to approve any material change to CDAC’s accreditation standards.

The board of directors will be assisted in carrying out its functions by board committees. The three standing board committees will be: the Finance, Audit and Risk Management Committee (the “**Audit Committee**”), the Executive and Human Resources Committee (the “**Executive Committee**”) and the Nominating and Governance Committee. Each board committee will be comprised solely of CDAC directors.

An independent CDAC’s core operations will be carried out through a Standards Review Committee and four Accreditation Review Committees (the “**Operating Committees**”). These Operating Committees may include members of dental professions and the public, including persons involved in these functions with CDAC in its current form. The board of directors will ultimately determine the operating structure of an independent CDAC, so this structure will be fluid over time.

### **Stakeholders and the Board of Directors**

An independent CDAC’s board of directors will be central to the governance of the overall organization. The GRSC’s recommendations for the composition of the board are driven by a consideration of the stakeholders of an independent CDAC. Fundamentally, GRSC’s philosophy in recommending a governance model for an independent CDAC is founded on identifying the stakeholders of the organization, and ensuring those stakeholders have a role and voice on the board.

The GRSC determined that the primary stakeholders of an independent CDAC are:

- **educational organizations** (comprising both educators and students),
- **regulatory authorities,**
- **examining and certification boards,**
- **health facilities and organizations that support internships,** and,
- **the public.**

**A stakeholder is a person or entity whose interests are affected by the decisions of the organization**

This is consistent with academic findings on ensuring quality health outcomes. The International Health Professions Accreditation Outcomes Consortium notes that educators, accreditation bodies, national examination and credentialing boards, and provincial regulatory authorities all play a role in ensuring optimal oral health of Canadians.<sup>2</sup> By ensuring minimum requirements are met, accreditation has been shown to decrease variation in education and practice and promote adoption of accepted innovations.<sup>3</sup> Through both quality assurance and continuous quality improvement, accreditation influences the quality of learner selection, curriculum content, teaching activities, learning environments, assessment systems, and ultimately the competence and practice of graduates. In Canada, national examinations act as a further measure of graduate competence prior to licensure and clinical practice. Regulators are the final gate keepers in this process to ensure Canadians received optimal and safe oral health care. All of these stakeholders play an important, but slightly different role along the 'quality health outcome chain'.

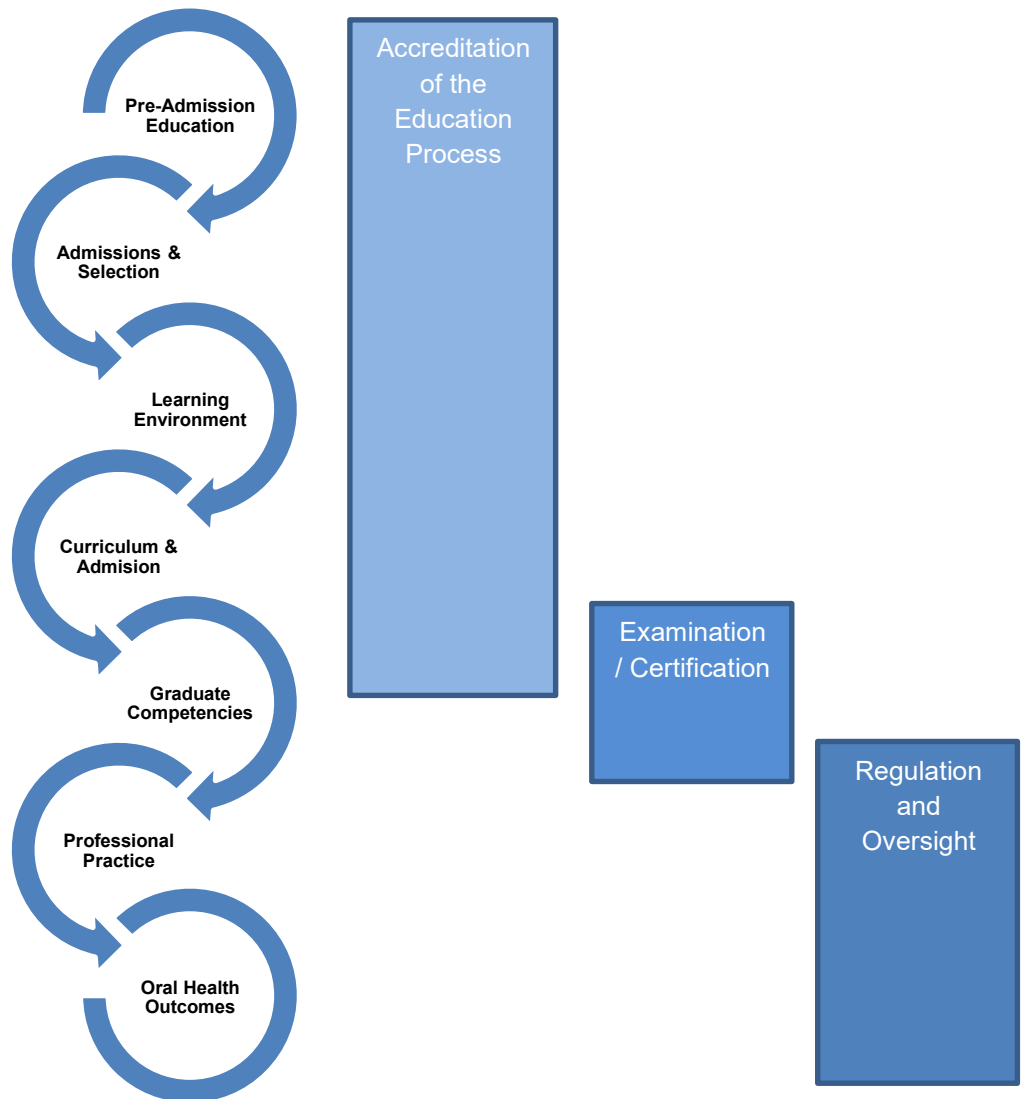
---

<sup>2</sup> Frank, J. R., Taber, S., Van Zanten, M., Scheele, F., Blouin, D., & International Health Professions Accreditation Outcomes Consortium. (2020). The Role of Accreditation in 21st Century Health Professions Education: Report of an International Consensus Group. BMC Medical Education, (Suppl 1), 305. Retrieved from <https://rdcu.be/cPosn>

<sup>3</sup> Greenfield, D., & Braithwaite, J. (2008). Health sector accreditation research: a. International Journal for Quality in Health Care, 20(3), 172-183. Retrieved from [https://www.researchgate.net/publication/5512011\\_Health\\_sector\\_accreditation\\_research\\_A\\_systematic\\_review](https://www.researchgate.net/publication/5512011_Health_sector_accreditation_research_A_systematic_review)



Accreditation connects the links in the quality chain of the health professions.



*Illustration adapted from J. Frank et al. International Health Professions Accreditation Outcomes Consortium 2020.*



The GRSC's guiding principle in recommending a board structure for an independent CDAC is that **the board should reflect the interests, needs, priorities and aspirations of an independent CDAC's interlinked stakeholders**. Other factors considered by the GRSC in formulating the recommended composition of the board of directors include:

- Ensuring that the board includes a breadth and depth of relevant skills and experience
- Having a board that is an optimal size – not too large and not too small – to be efficient and encourage engaged decision-making

- Creating a board that reflects, not just the CDAC of today, but an organization that will continue to evolve in the future
- Representation of current principal sources of funding
- Diversity and inclusion



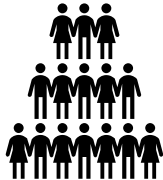
**Recommended Board Composition**

Based on this, the GRSC recommends an 11-person board consisting of the following nominees that will be reflected in the by-laws of an independent CDAC:

Stakeholder	Board Nominees
<p><b>Educational organizations</b></p> 	<p><b>Three board members</b>, consisting of:</p> <ul style="list-style-type: none"> <li>• One representative of dental hygiene educators (the <b>“Dental Hygiene Educational Program Board Representative”</b>)</li> <li>• One representative of dental assisting educators (the <b>“Dental Assisting Educational Program Board Representative”</b>)</li> <li>• One representative of dental educators nominated by the Association of Canadian Faculties of Dentistry (<b>“ACFD”</b>)</li> </ul> <p>Following an open call for nominations, the Dental Hygiene Educational Program Board Representative and Dental Assisting Educational Program Board Representative will be selected by the CDAC board, after receiving the recommendations of the Nominating and Governance Committee</p>
<p><b>Regulatory authorities</b></p> 	<p><b>Three board members</b>, consisting of:</p> <ul style="list-style-type: none"> <li>• One representative of dental hygiene regulatory authorities nominated by the Federation of Dental Hygiene Regulators of Canada (<b>“FDHRC”</b>)</li> <li>• One representative of dental regulatory authorities nominated by the Canadian Dental Regulatory Authorities Federation (<b>“CDRAF”</b>)</li> <li>• One representative of dental assisting regulatory authorities nominated by the Canadian Dental Assisting Regulatory Authorities (<b>“CDARA”</b>)</li> </ul>

**Stakeholder**

**Board Nominees**

	<p>Persons serving as nominees will be selected by the named organizations, but must be independent of the organization (the nominee must not be an employee of the nominating organization)</p>
<p><b>Examining and certification boards</b></p> 	<p><b>Three board members</b>, consisting of:</p> <ul style="list-style-type: none"> <li>• One nominee selected by the National Dental Examining Board of Canada (“<b>NDEB</b>”)</li> <li>• One nominee with examining / certification expertise selected by the FDHRC</li> <li>• One nominee selected by the National Dental Assisting Examining Board (“<b>NDAEB</b>”)</li> </ul> <p>Nomination rights of each of these organizations will be conditional on the organization’s recognition of CDAC’s accreditation process, and reciprocity for a CDAC representative on the organization’s board (or other reciprocity arrangements that are acceptable to CDAC’s board)</p> <p>Persons serving as nominees will be selected by the named organizations, but must be independent of the organization (the nominee must not be an employee of the nominating organization)</p>
<p><b>Health facilities and internships</b></p> 	<p><b>One board member</b> (the “<b>Health Facilities / Internships Board Representative</b>”) who must practice or have other relevant expertise in an area that encompasses health facilities or internships</p> <p>Following an open call for nominations, this board member will be selected by the CDAC board after receiving the recommendations of the Nominating and Governance Committee</p>
<p><b>The public</b></p> 	<p><b>One board member</b> (the “<b>Public Board Representative</b>”)</p> <p>Following an open call for nominations, this board member will be selected by the CDAC board after receiving the recommendations of the Nominating and Governance Committee. In order to help ensure a diversity of views, this</p>

**Stakeholder**

**Board Nominees**

	board member must not be associated with any of the nominating organizations listed above
--	---

In addition, in order to fill knowledge or experience gaps on the board, it will be possible for a majority of the board to appoint a maximum of three “associate members” who will participate in board and/or board committee meetings in a non-voting capacity. These individuals will not be directors but will be expected to meaningfully contribute to the board’s activities.

There will be no so-called “ex officio” board members.

During a director’s term, the director may be removed by a vote of a majority of the members of CDAC, consistent with the provisions of the CNCA. The board will recommend and act to facilitate a vote of this nature if the director is determined by a majority of the board to have materially breached CDAC’s Code of Conduct. A director removed in this manner will no longer be qualified to act as a director of CDAC.

If a board position that is earmarked for a specific organization becomes absent (other than a result of the end of the director’s term), the organization will have the right to designate an individual to fill the absence, who will serve for the remainder of the original director’s term. If the board position for the Dental Hygiene Educational Program Board Representative, the Dental Assisting Educational Program Board Representative, the Health Facilities/Internships Board Representative or the Public Board Representative becomes absent (other than a result of the end of the director’s term), the board may act to fill that vacancy, after receiving the recommendations of the Nominating and Governance Committee, for the remainder of the original director’s term.

***Other Governance Features***

The GRSC has also recommended the following governance practices that will be reflected in the by-laws of an independent CDAC:

- **Chair and Vice-Chair:** Independent CDAC’s board of directors will have both a Chair and a Vice-Chair. Both the Chair and the Vice-Chair must be board members. The Chair and Vice-Chair will each be selected by the vote of at least a majority of the directors. The Chair and Vice-Chair will each serve for two-year terms, renewable once (so the maximum term for the Chair or Vice-Chair will be four consecutive years).
- **Director Term Limits:** Directors will have three-year terms, renewable once (so the maximum term for a director will be six consecutive years). An additional renewal term will be permitted for a director who is serving or who has then been elected Chair or Vice-Chair (so the maximum term for a person in this situation will be nine consecutive years).
- **Cooling-Off Period:** Where term limits apply to chair, board, board committee or Operating Committee roles, a member who has reached the maximum term limit will again become eligible to serve if they have not held the applicable role for a period of at least three years.

The GRSC has also recommended certain policies that, as is customary, would not be contained in an independent CDAC’s by-laws, but would be a matter of board policy. These further recommendations are:

- **Board Mandate:** The board of directors will operate under a written mandate or charter, which will be approved by the board in accordance with the CDAC's incorporating documents. This written mandate will set out the core organizational policies and processes for CDAC. The mandate will include a requirement that the board of directors must approve any significant change to CDAC's accreditation standards.
- **Code of Conduct:** All members of the board of directors, as well as members of any Operating Committee or peer review committee and CDAC staff, will be required to comply with a written Code of Conduct. The Code of Conduct will address conflicts of interest, confidentiality, and minimum attendance requirements for board members, among other matters. The Code of Conduct will provide that directors will abstain from involvement in decisions that relate to the accreditation of their organization, if applicable, and from decisions that relate to their organization's funding contract with CDAC, if any. The Code of Conduct will be created and approved by the board of directors of CDAC.
- **Board Orientation:** The board will adopt a formal orientation programs for all members, including familiarization with corporate governance policies as well as financial matters.
- **Board Compensation:** Subject to the articles, by-laws, and any unanimous member agreements, Board members will receive compensation for any services to CDAC that are performed in any other capacity and expense coverage that is consistent with that offered by similar non-profit organizations. Board members who are appointed by specific organizations may be required to contribute their board compensation to their organization or may elect to waive receipt of their compensation.

Since these approaches would be a matter of board policy, they can be expected to change and evolve over time.

### ***Composition of Board Committees***

The CDAC board of directors will be assisted by board committees. Board committees will recommend courses of action to the board, but the ultimate authority for decisions of a material nature will reside with the board. Each board committee will be comprised solely of board members. The permanent board committees of an independent CDAC will include the Audit Committee, the Executive Committee and the Nominating and Governance Committee.

Each board committee will operate under a written mandate that will be approved by the board of directors.

#### **Audit Committee**

The Audit Committee will consist of three CDAC directors. The Chair of the CDAC board of directors will also have the right to join any Audit Committee meeting in a non-voting capacity.

The chair of the Audit Committee will be selected by a majority of the voting members of the Audit Committee.

### **Executive Committee**

The Executive Committee will consist of the Chair of CDAC's board plus three additional directors. All four members of the Executive Committee will have the right to vote on committee business.

The Chair of the board of directors will also be the chair of the Executive Committee.

### **Nominating and Governance Committee**

The Nominating and Governance Committee will consist of the Chair and the Vice-Chair of the board of directors of CDAC and two other directors. All four members of this committee will have the right to vote on committee business.

The Vice-Chair of the board of directors will be the chair of the Nominating and Governance Committee.

All permanent board committees will have the right to engage outside experts at CDAC's expense.

Since committee composition would be a matter of board policy, CDAC's approach may change and evolve over time.

### **Members**

A non-share capital corporation under the CNCA does not have shareholders. Instead, under the CNCA, CDAC will be required to have members. The members of a corporation have certain rights and responsibilities under the CNCA. At least one class of members must have a right to vote, including on fundamental changes to the corporation and by-law amendments. Members have the right to make proposals, including a proposal to make, amend or repeal by-laws, and to requisition a meeting of members. Members have the right to receive the financial statements of CDAC and its accountants' report. Absent provisions of the by-laws that prescribe how directors are selected, members have the right to elect directors. As noted above, it is proposed that the by-laws would prescribe the selection of directors.

The members of an independent CDAC are proposed to include those organizations with board nomination rights, as follows:

- Association of Canadian Faculties of Dentistry (ACFD)
- Federation of Dental Hygiene Regulators of Canada (FDHRC)
- Canadian Dental Regulatory Authorities Federation (CDRAF)
- Canadian Dental Assisting Regulatory Authorities (CDARA)
- National Dental Examining Board of Canada (NDEB)
- National Dental Assisting Examining Board (NDAEB)

In addition, since there are identified stakeholders that do not have a representative organization, the following individuals elected to the board from time to time will also serve as members:

- The Dental Hygiene Educational Program Board Representative
- The Dental Assisting Educational Program Board Representative
- The Health Facilities / Internships Board Representative
- The Public Board Representative

### **Future Changes**

It is important to note that any elements of the articles or by-laws of an independent CDAC may be changed by a vote of its members in compliance with the provisions of the CNCA. Accordingly, the recommendations described in this report would be reflected at inception of an independent CDAC only and may change over time.

### **Operating Model**

The GRSC believes that the substantive operations of CDAC have historically been, and are currently, carried out efficiently and effectively, with a high degree of rigour and independence. The GRSC has crafted recommendations for CDAC operations that seek to maintain the quality standards that have historically been achieved by CDAC.

As currently envisioned, an independent CDAC’s operations will be carried out by two separate “arms”:

- **Standards Review Committee:** The mandate of the Standards Review Committee will be to establish, monitor and update accreditation processes; develop and update standards according to the relevant profession or health facility; establish the accreditation cycle; and monitor trends in accreditation standards and processes. Any significant change in accreditation standards that is recommended by the Standards Review Committee would be subject to the approval of CDAC’s board of directors. The Standards Review Committee will be comprised of ten members appointed by CDAC’s board of directors, including three members who are educators; three members drawn from regulatory authorities; three members drawn from examining or certification bodies; and one public member. To enhance communication, at least one of the members of the Standards Review Committee will be selected from among the members of CDAC’s board of directors. The Standards Review Committee would work on a fixed annual cycle to review and update standards, including for seeking written comment on proposed changes and other input from stakeholders. The committee may have one or more sub-committees that will focus on discrete tasks or issues, including at inception a Documentation Sub-Committee but potentially in the future including a technology / innovation sub-committee.
- **Accreditation Review Committees:** Accreditation Review Committees are struck to provide accreditation reviews to specific organizations in order to maintain or attain CDAC accreditation. Accreditation Review Committees would be comprised of the following members:

<b>Dentistry Accreditation Review Committee (10 members)</b>	One public member sourced through a call for nominations and selected by the CDAC board of directors
--	--

	<p>Five representatives selected by the Association of Canadian Faculties of Dentistry (ACFD):</p> <ul style="list-style-type: none"><li>• One with Dean level experience</li><li>• Two from an accredited DDS/DMD program</li><li>• Two from an accredited specialty program</li></ul> <p>Two representatives selected by the Canadian Dental Regulatory Authorities Federation (CDRAF)</p> <p>Two representatives selected by National Dental Examining/Credentialing bodies</p>
<p><b>Dental Hygiene Accreditation Review Committee (8 members)</b></p>	<p>One public member sourced through a call for nominations and selected by the CDAC board of directors</p> <p>Two representatives selected by the Federation of Dental Hygiene Regulators of Canada (FDHRC)</p> <p>Two representatives with examining / certification expertise selected by the FDHRC</p> <p>Three educators sourced through a call for nominations and selected by the CDAC board of directors</p>
<p><b>Dental Assisting Review Committee (8 members)</b></p>	<p>One public member sourced through a call for nominations and selected by the CDAC board of directors</p> <p>Two educators sourced through a call for nominations and selected by the CDAC board of directors</p> <p>Two representatives selected by the Canadian Dental Assisting Regulatory Authorities (CDARA)</p> <p>Two representatives selected by the National Dental Assisting Examining Board (NDAEB)</p>



	One dentist with dental assisting educational experience sourced through a call for nominations and selected by the CDAC board of directors
<b>Health Facilities / Internships Review Committee (6 members)</b>	<p>Two persons with experience / expertise in health facilities, sourced through a call for nominations and selected by the CDAC board of directors</p> <p>Two persons with experience / expertise in internships, sourced through a call for nominations and selected by the CDAC board of directors</p> <p>One dental hygienist sourced through a call for nominations and selected by the CDAC board of directors</p> <p>One public member sourced through a call for nominations and selected by the CDAC board of directors</p>

Each Accreditation Review Committee will select a chair from among its members. The term for each member of the Accreditation Review Committees will be three years, renewable once (so a member can serve for a maximum of six consecutive years). Where members of Accreditation Review Committees are selected by the CDAC board of directors, the selection process will follow a review and recommendations from the Executive Committee of the board.

All CDAC directors, members of any Accreditation Review Committee and Standards Review Committee will be required to agree to CDAC's Code of Conduct, which will prohibit the director or member from participating in any accreditation review for their own organization. **Specifically, members of the CDAC board of directors will not be eligible to sit on any Accreditation Review Committee. This is a shift from the current governance structure, but essential to ensure impartiality and independence of accreditation decisions.** Members of any peer review committee will also not be permitted to act on any accreditation process in relation to their own organization.

In the case of a manifest error of an Accreditation Review Committee, there will be a right to an appeal process designed by the CDAC board of directors.

**A further important change in process will involve the transparency of accreditation review reports. These reports will be made available, on the request of the regulatory authority in any province, to that regulatory authority.** The regulator's provincial jurisdiction will not play a role in its ability to obtain access to complete reports. Full disclosure will allow regulators to enhance their relationships with Fairness Commissioners and respond to any issues raised regarding registration practices. It will be a best practice, but not mandatory, for the regulator to request a meeting with CDAC to help understand the report.

The Accreditation Review Committees and the Standards Committee will be co-ordinated and supported by CDAC staff, including CDAC's executive director. CDAC's executive director will be appointed from time to time by the CDAC board of directors. The Executive Committee of the board of directors will be the primary interface between the board of directors and CDAC's executive director.

Because operational matters are in the discretion of the board of directors, the board of directors of an independent CDAC may change these approaches over time.

## FUNDING MODEL

### *History of CDAC's Funding Model and Funding Sources*

Today, CDAC's revenue stream is derived from three major funding sources: regulatory authorities, national examining boards, and educational programs. Since CDAC began operations as the Commission on Dental Accreditation of Canada in the 1990s, the funding model has remained mostly unchanged. Prior to 1992, Dental regulatory authorities ("**DRAs**") were contributing funds to the Canadian Dental Association to support certain services offered by CDA, which included accreditation of educational programs. In 1992, these contributions were directed to CDAC solely to support the accreditation process. Contributions from DRAs, both to the CDA (prior to 1992) and to CDAC were, and still are, calculated based on an amount per registrant. Funding is then received from each DRA based on the numbers of registrants in its province.

In 1993, dental hygiene regulatory authorities ("**DHRAs**") started contributing to CDAC to support accreditation. Dental assisting regulatory authorities ("**DARAs**") followed in 1996. As with DRA contributions, contributions from DHRAs and DARAs are calculated using an amount per registrant.

In the late 1990s through the early 2000s, CDAC started receiving contributions from the national examining organizations for dentistry (NDEB), dental specialties (RCDC), dental hygiene (NDHCB) and dental assisting (NDAEB).

In establishing its yearly expense and revenue budgets, CDAC has used the following approach:

1. Establish the financial needs of CDAC for the year, based on:
  - a. Survey visits (per discipline)
  - b. Attendance at meetings (per discipline)
  - c. Administrative costs (salaries, benefits, support services, etc.)
2. Determine revenue (contributions) from examining boards and program fees (per discipline)
3. Calculate the deficit between financial needs, on the one hand, and revenue from examining board contributions plus program fees, on the other hand
4. Establish the percentage of administrative costs for each discipline (based mainly on the number of programs for each discipline)
5. Determine the contributions required from DRAs, DHRAs and DARAs

The process for determining CDAC's budget has evolved over the years based on a variety of factors. There is no rationale stating that the methodology above is the only way or the best way of funding the organization.

### ***Challenges Created by the Current Funding Model***

The number and the cost of CDAC activities (survey visits, meetings, conferences, etc.) can vary greatly from year to year and has led to budgets which vary annually. This degree of variability presents difficulties for our stakeholders, particularly regulators, with their own financial planning.

In addition, developing a budget based solely on activities for the upcoming year presents challenges for CDAC's middle and longer-term planning. It limits CDAC's ability to improve processes and services, evolve and modernize its activities, ensure adequate human resources are in place to support increased accreditation activity, or promote CDAC's accreditation services.

### ***Looking Forward***

The GRSC was mandated with developing a stable and sustainable financial base for an independent CDAC. The proposed model was developed with the following principles in mind:

- **Stability.** It was determined that a model of committed / contracted funding over five-year terms would allow for consistent revenues for CDAC and facilitate budget planning for CDAC's sources of funding and revenue.
- **Accountability and Transparency.** CDAC's accreditation processes provide regulatory authorities with important insights into various educational programs. In view of this, confidential accreditation survey reports should be available upon request to regulatory authorities.

### ***Expenses***

CDAC developed the expense side of its financial model using the services of an independent financial consultant with experience in the non-profit sector. The financial needs of an independent CDAC include administrative costs (including human resources costs such as salaries and benefits; accounting and financial services; HR management; IT support, development, and maintenance of a website; rental of space, equipment, and furniture; supplies, software licenses, etc.) and governance costs.

The costs for a new governance model are primarily related to an increase in the number and frequency of meetings of an independent CDAC's board and its committees and to ensure adequate human resources are in place. CDAC has traditionally held only one meeting per year for the Commission and each of the four accreditation review committees. To ensure an independent CDAC operates effectively, it is anticipated the following annual meetings will be required.

- Board of Directors (2 in-person, 2 virtual)
- Board Committees
  - Finance, Audit and Risk Management Committee (1 in-person, 3 virtual)
  - Executive and Human Resources Committee (1 in-person, 5 virtual)
  - Nominating and Governance Committee (1 in-person, 3 virtual)
- Operating Committees
  - 4 Accreditation Review Committees (1 in-person, 1 virtual per committee)

- Standards Review Committee (1 in-person, 1 virtual)

For year 1 2023, the total additional cost to establish an independent CDAC is estimated at approximately \$450,000; this is a 34% increase over the most recent pre-COVID-19 pandemic budget.

In early 2022, a CDAC working group explored the feasibility of developing and implementing a “Hybrid Model of Accreditation” survey visits as a means of reducing expenses moving forward. The working group determined there are some components of the virtual model that could be maintained; however, the expense of additional human resources required to manage virtual visits off-set any cost savings related to travel and accommodation for virtual or hybrid models.

Therefore, expense calculations for the proposed financial model for an independent CDAC assumes accreditation survey visits will be conducted in-person, with minor modifications drawn from the virtual model used in 2021 and 2022.

### **Revenue Streams**

Revenue models from other regulated accredited professions were explored. There is no specific model which mirrors that of CDAC; nor is there a Canadian equivalent that involves three professions (dentistry, dental hygiene, and dental assisting). The revenue streams vary between professions, but none present with novel or unexpected sources of revenue. Canadian accreditation bodies for Pharmacy, for Audiology and Speech Pathology and for Dietetics are all funded by regulatory authorities, associations, and educational programs. Accreditation of law programs is funded entirely by the profession’s national regulator, the Federation of Law Societies of Canada. Engineering programs are funded by their regulator (Engineers Canada) and affinity programs. Medical programs are funded by educational programs and by the Canadian Medical Association. Our American equivalent, the Commission on Dental Accreditation, is a federally mandated organization and funded entirely by educational programs.

Alternate funding sources were explored, each with its own set of challenges:

- Changing to a model where educational programs are the only funder is unrealistic, as college and university budgets have simply not kept pace with the cost of running current programs. In some jurisdictions, any proposed increase in fees for programs could be passed on to students as a separate “accreditation fee” or an increase in tuition. However, there are often limitations imposed by provincial regulation and/or university policies that prevent this outcome.
- Provincial regulators contribute based on their numbers of registrants; CDAC could decide to directly bill Canadian dentists, dental hygienists, and assistants in lieu of billing regulators. However, as there is currently no mechanism for this, significant resources would be required for a change in practice of this magnitude.
- Accreditation of international programs is another potential source of revenue. Again, this would require significant upfront investment and would need to be explored over time by the new board of directors of independent CDAC.

## ***Proposed Financial Model***

The proposed financial model for an independent CDAC is developed on the understanding that the current funding partners (regulatory authorities, examining boards, and educational programs) remain unchanged. There are changes to the determination of stakeholders' contributions as outlined below.

### **Examining Boards (NDEB, FDHRC (formerly NDHCB) and NDAEB)**

- The formula that is used currently by the NDAEB to calculate contributions to CDAC will now be used to calculate contributions from all national examining boards. This formula is based on a percentage of examination fees and the number of candidates.

Historically, national examining boards have contributed to CDAC using different calculation methods, depending upon the profession. The contributions from the NDEB and the NDHCB are fixed contributions and have not increased since the first year of contribution. The contribution from the NDAEB are calculated based on a fee per examination candidate. With the regular increase in candidates over the years, the NDAEB contribution has increased significantly over the last 15 years. It is recommended that the contributions received by all examining boards should be based on the same calculation formula using a percentage of examination fees per the number of candidates. This will reflect a principle of 'equity', which has not previously existed.

### **Educational Programs**

- The fee schedule will reflect survey costs plus administrative fees, based on the type of program and accreditation cycle.
- Health facilities (dental services) without an educational program, and dental assisting programs in non-regulated jurisdictions, will be billed on a cost recovery basis.

To account for program fees that more accurately reflect true costs, program fees will be increased. These fees will depend on the type of program (DDS/DMD, dental specialty, dental hygiene, dental assisting, internships/residencies), the program's previous contribution to administrative costs, and the number of years in the accreditation cycle for that particular program. This will be balanced with the need to avoid significant and/or unrealistic cost increases.

### **Dental Services in Health Facilities**

For those dental services provided in hospital settings, where there is no educational component (internship, residency), CDAC will establish the accreditation fee on a cost-recovery basis.

### **Regulatory Authorities**

- A fee per registrant will be set for five years with annual increases for inflation.
- Costs for health facilities (dental services) without educational programs will not be included in the calculation.

A five-year contracted funding model will facilitate budget planning for regulators and is seen as a more stable, sustainable model. Over the intermediate term, a funding gap between the cost of conducting independent CDAC operations and the level of funding covered by program fees charged to educational institutions will likely persist. The GRSC expects this gap will continue to be covered by practicing

members of each discipline, through the fees they pay to regulatory authorities, who in turn provide funding today to CDAC. The GRSC recommends that the funding provided by regulatory authorities be committed by contractual arrangements between each provincial regulatory authority and independent CDAC. However, the precise details of the funding arrangements will remain to be settled between independent CDAC, under the governance of its first board of directors, and each regulatory authority. CDAC will strive for uniformity of contracting arrangements with various regulatory authorities to the extent possible.

Until now, provincial regulatory authorities have contributed approximately 77%-78% of CDAC's funding for dental hygiene and dentistry; and 52% for dental assisting. With the increased cost for independence, maintaining the same per-registrant contributions from regulatory authorities would lower their contribution percentage. However, it would also create a significant revenue shortfall of more than \$250,000 annually. This shortfall would occur even after reflecting the impact of a proposed general increase in program fees of 35% to 125%. One way to compensate for lost revenue from regulatory authorities would be to increase program fees even more, resulting in a general increase of program fees of 250% to 400%. Given current financial constraints and legislative restrictions, this model is unfeasible. Further, with such a significant increase in program fees, programs located in jurisdictions where accreditation is not mandatory may choose not to maintain or renew their accreditation with CDAC. It could also be a deterrent for new programs interested in seeking CDAC accreditation.

The following scenarios describe the impact of changing the percentage of regulatory authority contribution on program fee increases.

Regulatory authorities' ("RA") contributions for dentistry (calculated on an average over five years)

1. DRAs: \$28.05 (75.07%)

Example 1:

Total program fees for University X in 2022: \$5,990

If we apply a small reduction in RAs' contribution percentage (from 77-78% to 75%), the fee for 2023 would be \$10,125, an increase of \$4,135 or 70%

2. DRAs: \$22.46 (60.09%)

Example 2:

Total program fees for University X in 2022: \$5,990

If we apply a significant reduction in RAs' contribution percentage (from 77-78% to 60%), the annual fee for 2023 would be \$17,193, an increase of \$12,361 or 256%

Over a 7-year accreditation cycle, University X would pay an increase of more than \$86,000

Regulatory authorities' contributions for dental hygiene (calculated on an average over five years)

1. DHRAs: \$11.69 (75.25%)

Example 1:

Publicly-funded dental hygiene program annual fee in 2022: \$1,308

If we apply a small reduction in RAs' contribution percentage (from 77-78% to 75%), the fee for 2023 would be \$1,800, an increase of \$492 or 37.6%

2. DHRAs: \$9.35 (60.19%)

Example 2:

Publicly-funded dental hygiene program annual fee in 2022: \$1,308

If we apply a significant reduction in RAs' contribution percentage (from 77-78% to 60%), the fee for 2023 would be \$3,345, an increase of \$2,037 or 255.7%

Regulatory authorities' contributions for dental assisting (calculated on an average over five years)

Dental assisting programs already contribute a higher percentage of dental assisting contributions to CDAC's funding. However, just by maintaining the percentage contribution of DARAs to 51-52%, the impact is significant on program fees:

1. DARAs: \$11.99 (51.31%)

Example:

Publicly-funded dental assisting program annual fee in 2022: \$1,308

Even by maintaining a contribution percentage of 51-52% for DARAs, program fees would increase by \$1,199 or 91.6%

This is mostly the result of the smaller number of registrants contributing to CDAC's funding through the DARAs contributions.

Finally, an independent CDAC board of directors could also explore the possibility of finding new funding partners. The GRSC believes that the recommended composition of CDAC's board of directors, which draws representation from CDAC's key stakeholders and will include members with a range of competencies, will facilitate and support this exploration. However, any new funding sources would have to be developed over time and may require related investments.

## TIMELINE AND PROCESS TO FORM INDEPENDENT CDAC

The work of the GRSC has been carried out in phases. Currently, we are in the stakeholder consultation phase.

Phase	Objectives	Target Timing
A. Determine basic governance structure - identify stakeholders, and determine members and board composition	Minimum requirement in order to create by-laws and form an independent entity	GRSC work through 2021 to April 2022
B. Consider remaining elements of governance framework, including funding model and related matters	Establish conditions for success for independent CDAC	GRSC meetings in April – June 2022
C. Stakeholder consultation	An equal opportunity to comment for all stakeholders	June 22 – September 23, 2022
D. Consider results of stakeholder consultation and make adjustments if needed; make recommendation to CDA	Final decision of GRSC to enable incorporation of independent entity	September 2022
E. Incorporate CDAC and appoint board to settle funding arrangements	Prepare for “go -live” of independent CDAC; day -to-day operations continue within CDA during this phase	Second half of 2022
F. Funding arrangements settled and “go live” for independent CDAC	CDAC is an independent entity with stable funding	TB

2

Following the conclusion of the stakeholder consultation phase, the GRSC will synthesize the results of consultation and may adjust the recommendations in this report. The GRSC will then present final recommendations to the CDA and CDAC (as it is currently constituted). If the CDA accepts these recommendations, an independent CDAC will be incorporated and existing CDAC operations will be transitioned to the new entity.

If you have any questions about the content of this report, please contact:

Frédéric Duguay, Director, CDAC

[fduguay@cdac-cadc.ca](mailto:fduguay@cdac-cadc.ca)

1 (866) 521-2322



## APPENDIX 1 – TERMS OF REFERENCE OF THE GOVERNANCE REVIEW STEERING COMMITTEE



### **Terms of Reference Governance Review Steering Committee (the Committee)**

CDAC assesses oral health educational programs and facilities to determine accreditation status.

#### **Purpose**

This special committee of the Commission on Dental Accreditation of Canada (CDAC) makes reports and recommendations to the Commission regarding the process for CDAC to become an independent legal entity under the *Canada Not-for-profit Corporations Act (NFP Act)*. Ultimately the Committee will recommend the board composition, member competencies, bylaws, funding model and all related matters to the Commission for approval in accordance to CDAC's Strategic Plan (2019).

#### **Objectives**

The Committee will:

1. Draft a proposed Governance framework which is compliant with Federal laws regarding incorporated not-for-profit organizations.
2. Make recommendations to the Commission on various requirements for incorporation.
3. Map out and follow a consultation process with stakeholders (i.e., regulatory authorities, educational programs, health facilities and certification bodies) to agree upon a framework for the draft CDAC By-laws and consider the feedback prior to making a recommendation to the Commission.
4. Manage any conflicts which may arise between any vested parties during CDAC's transition to organizational independence.
5. Identify suitable and sustainable funding models for CDAC to effectively conduct program accreditation.
6. Recommend draft CDAC Governance Policies to the Commission.
7. Provide the legal team with agreed upon decisions to assist in the drafting of CDAC By-laws and the registration of CDAC as an incorporated organization. Seek approval by the Commission.
8. Perform other duties and responsibilities consistent with the CDAC Strategic Initiative #1 or as delegated by the Commission.

## **Accountability**

The Committee is accountable to the Commission.

## **Composition and Appointment of Committee**

The Committee will be a balanced and diverse group, representing multiple CDAC stakeholders. Voting members of the Committee will include:

- 1 representative appointed by the Association of Canadian Faculties of Dentistry
- 1 representative appointed by the Canadian Dental Assisting Regulatory Authorities
- 1 representative appointed by the Canadian Dental Regulatory Authorities Federation
- 1 representative appointed by the Federation of Dental Hygiene Regulators of Canada
- 1 representative appointed by the National Dental Assisting Examining Board
- 1 representative appointed by the National Dental Hygiene Certification Board
- 1 public member appointed by the Commission Chair

CDAC will ask for one representative who meets the Qualifications for Committee Participation described below to be recommended from each of the above organizations. It is anticipated that recommendations will be received within a reasonable timeframe. Existing Commission members are eligible for recommendation.

The Committee Chair will be appointed by the Commission Chair from amongst the voting members of the Committee.

The Commission Chair and a CDAC senior staff person will serve on the Committee as ex officio and be non-voting participants.

## **Term of Membership**

A member of the Committee continues to hold membership until the Objectives of the Committee are met or the Committee is dissolved by the Commission.

## **Qualifications for Committee Participation**

The Committee members possess the skills, understanding and motivation necessary for the work of the Committee. Members should be collegial and work towards an optimal outcome for CDAC. Committee members understand CDAC's role in quality assurance. Experience in the accreditation process will be considered an asset. Experience in developing effective, responsible governance models for health and/or education organizations is an asset.

## **Responsibilities of Committee Members**

Committee members are expected to:

- Participate in all discussions and votes of the Committee.
- Undertake a fair share of reasonable tasks and responsibilities as is appropriate for the functioning and progress of the Committee.
- Make decisions in the best interest of CDAC.
- Consider all views and options for the best possible achievement of the Committee's responsibilities.
- Declare a conflict of interest if one exists.
- Understand the requirements of the *NFP Act*.
- Respect the decisions of the Commission on recommendations from the Committee.

### **Responsibilities of the Committee Chair**

The Committee Chair is expected to:

- Preside over the Committee meetings. In the absence of the Chair an alternate meeting chair may be decided from within the Committee members present at the meeting.
- Be a strong leader, ensuring robust and fair discussion and decision-making.
- Serve as the primary point of contact between the Committee and the Commission.

### **Protocol/Decision-Making**

To carry on business, a quorum of at least 51% of the voting members of the Committee must be at the meeting or involved in the discussion (including email discussions or virtual meetings).

Committee members will endeavour to resolve any differences resulting and strive for consensus. Consensus is reached when all Committee members agree with the decision or agree to support it.

While consensus building is the best way to decide, voting may be appropriate where consensus cannot be reached. When a vote is required, a motion is "Carried" if at least 60% of the eligible votes are recorded as in favour. The Chair will vote only in the event of a tie vote.

### **Facilitator Role**

The Facilitator is an independent, neutral third party. The Facilitator will facilitate meetings, manage consensus decision making, prepare meeting agendas, collect minutes, circulate minutes, and create methods for collecting data from within and outside the Committee including surveys, virtual meetings, and written correspondence. The Facilitator will not take part in voting.

### **Meetings**

Meetings will be held bi-weekly at a time that is convenient for all members.

Email and virtual communication tools will be the primary form of communication and distribution of information.

### **Finances**

No member of the Committee shall receive remuneration for participating on the Committee. Any expenditure of funds necessary to the function of the Committee shall be paid by CDAC.

### **Conflict of Interest Reporting**

All Committee members shall declare at the start of a discussion, to the Committee, any conflict of interest. This includes any situation in which he or she has competing professional or personal interests that make it difficult to fulfill his or her duty impartially. Even if there is no evidence of improper actions, a conflict of interest can create an appearance of impropriety that can undermine confidence in that person and the entire organization.

### **Confidentiality**

The Committee members shall respect the confidentiality of any confidential information or materials to which they have access. Any disclosure shall be limited to those who have a need to know. All Committee members are required to use a private email account for all Committee correspondence.

### **Ownership of Work**

Unless otherwise agreed in advance, all material created by members of the Committee or the Committee as a whole will automatically become copyrighted property of CDAC without any remuneration or acknowledgement for the Committee members.

### **Minutes and Records**

Minutes will be taken on discussions, details, results, decisions made, and actions recommended by the Committee. The minutes of the meeting will be circulated to Committee members by email within one week of the meeting.

The Committee shall maintain suitable records of concerns, complaints, findings, recommendations, decisions, and actions that shall then be accessible to Committee members and the individuals to whom these records apply.

Electronic means are suitable for the maintenance of minutes and record.

### **Authority and Reporting**

The Committee is accountable to the Commission and will report to the Commission on a timely basis.

The Committee reports and makes recommendations to the Commission on matters relating to its purpose and responsibility.

The Committee has the authority to solicit external expertise, as necessary.

**Effective**

These terms of reference become effective upon the approval of the Commission.

**Termination**

These terms of reference expire at the next CDAC annual meeting scheduled for November 2021 but may be formally extended and or amended by the Commission.

**Commission Approved**

March 1, 2021

# Council Meeting Evaluation Survey Report

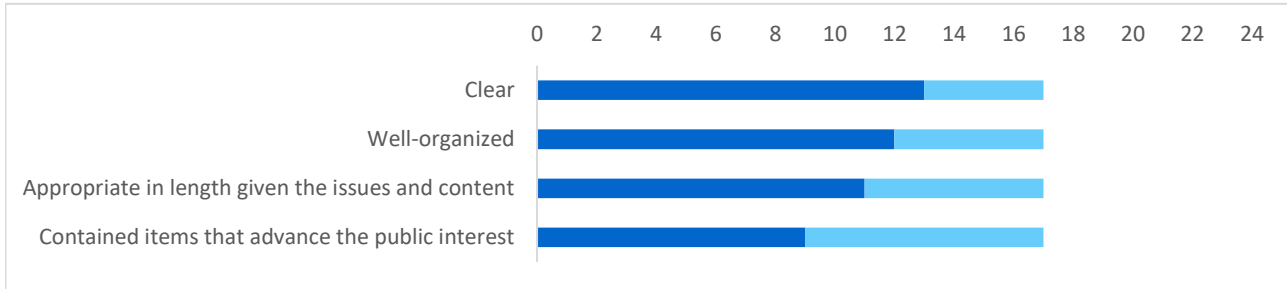
## Council Meeting #431 (June 2022)

Quantitative Results

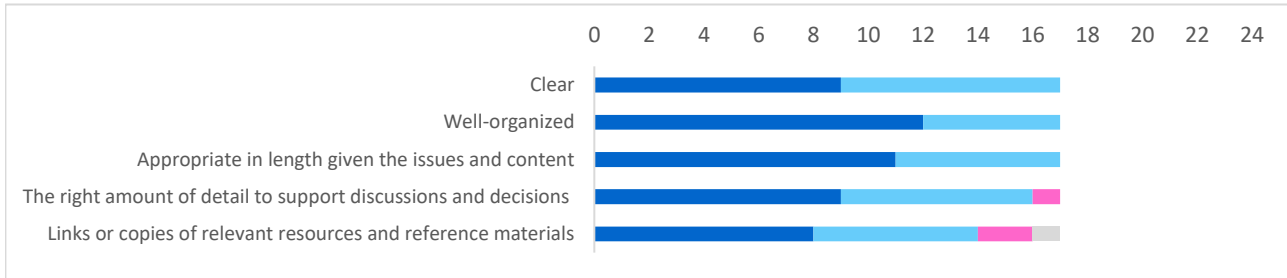
■ Strongly agree 
 ■ Agree 
 ■ Neutral 
 ■ Disagree 
 ■ Strongly disagree 
 ■ Prefer not to say/Don't know/Blank

*\*all horizontal axis represent the number of respondents*

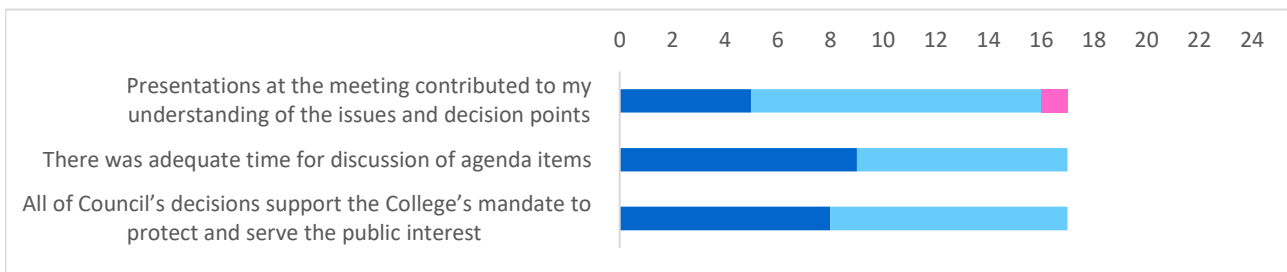
### Questions related to the agenda: The agenda for the meeting was:



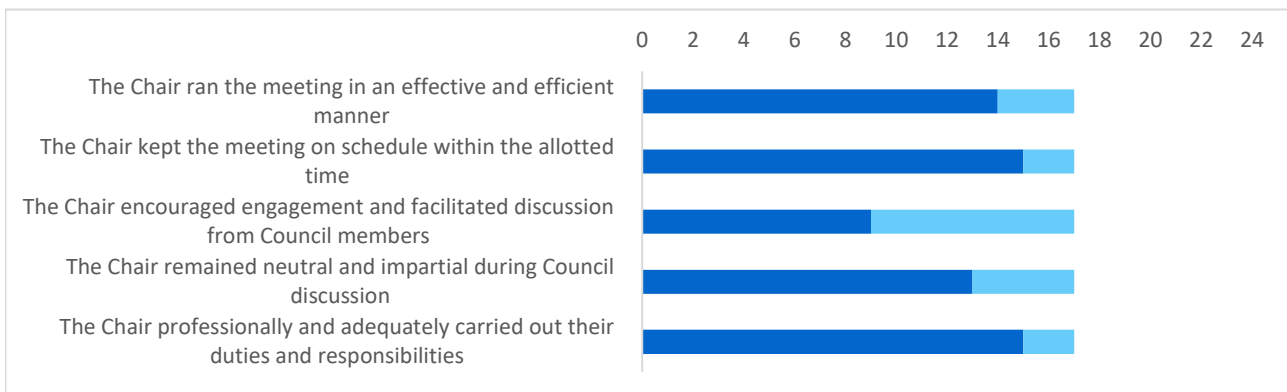
### Questions related to the meeting materials: The materials for the Council meeting were/contained:



### Questions related to the meeting proper, presentation and discussion:



### Questions related to the the Chair:



- CONFIDENTIAL -

- not to be circulated beyond intended recipients -

# **Council Meeting Evaluation Survey Report**

## **Council Meeting #431 (June 2022)**

*Qualitative Results*

### **Were there any specific aspects of the meeting that you found effective or helpful and would like to see carried forward for future Council meetings?**

- ◇ Consent agenda
- ◇ Great meeting
- ◇ Possible increased participation of the two dental schools as stakeholders in the development of our strategic plans for the College.
- ◇ If all our Council meetings went this well, we would all have every opportunity to participate and meet our obligations as Council members, always protecting the public interest and trust.
- ◇ I enjoyed the discussion about the financial health of the college. Perhaps more options to improve would be beneficial.
- ◇ None
- ◇ I find the Chair to be very effective in time management and as a facilitator for meaningful discussion.
- ◇ The committee reports went very well. The material was submitted prior to the meeting. The salient points were highlighted during the meeting and there was time for questions.
- ◇ Receipt of agenda and supporting documentation one week or more in advance of the Council meeting is very helpful, as is the reminder from Angie a day or two in advance of the meeting, as a reminder along with the link to the Zoom portal.
- ◇ The Chair.
- ◇ Well run and on time

# **Council Meeting Evaluation Survey Report**

## **Council Meeting #431 (June 2022)**

*Qualitative Results*

### **Do you have any suggestions for areas of improvement that you would like to see changed for future Council meetings?**

- ◇ Looking forward to the in person meeting!
- ◇ No
- ◇ New business in agenda items for council members to bring to the table ideas , thoughts etc. possibly following other business
- ◇ Council meetings in persons.
- ◇ Keep up the very good work. My thanks to everyone who had a hand in developing the meeting agenda materials and reports. We are blessed to have such a great group of staff and such effective leadership from Dan & Sandy. Cheers!!!!
- ◇ None at this time.
- ◇ Going forward, the opportunity to rotate virtual meetings with in-person Council meetings.
- ◇ Is there any way to paginate the entire package so you can click on the agenda and take you to that section? Would settle for simply having a contiguous page numbering for all 300 pages so you can more easily find material.



## COUNCIL BRIEFING NOTE

---

**TOPIC:** Financial & Budget Update

**FOR INFORMATION**

**ISSUE:** **Financial Sustainability:** The College operating, regulatory, capital and professional liability budget process for the upcoming 2023 fiscal year began in June 2022 and will be presented to Council in December.

**PUBLIC INTEREST:**

- This matter relates to the College budget and financial position and maintaining fiscal responsibility to support the public interest by putting patients first and fulfilling legislative obligations

**BACKGROUND:**

- The annual budget provides staff, the Finance, Property & Administration (FPA) Committee and Council with an opportunity to discuss policy issues and how to continue to fulfil the College mission within a finite budget envelope. The budget process begins mid-year and the final budget is presented at the Q4 meeting of Council, after substantial analysis and review.
- The FPA Committee and staff continue to develop multi-year forecasting reports to support the College's planning process.

**ANALYSIS:**

2022 Fiscal Year

- Attached in Appendix A is the forecast for 2022, which was presented to FPA in July, based on Q2 (six months) numbers. Also included, as Appendix B, is the July 31, 2022 statement of financial position and statement of operations. FPA receives quarterly updates with detailed commentary from staff to remain well informed on the financial position of the company. It is also important for Council to be up-to-date on financial matters.
- The PLP Loss Provision, as we have seen in past years, can be unpredictable and change significantly at year-end due to developments in open files and actuarial reassessment.
- The second PLP class action case was settled at less than expected. Accordingly, the year-end forecast for the Loss Provision has been reduced and is included in the forecast.
- Investment income results are struggling based the volatility of the markets in 2022 and the uncertainty around inflation and interest rates.

- It is anticipated the College will end the year in a deficit position, although it is highly dependent on uncontrollable factors.

### 2023 Fiscal Year

- In June 2022 Council reviewed analysis that supports a fee increase. As a result, the expectation is that the 2023 budget presented to Council will be in a surplus position.
- This will be a result of a combination of the membership fee increase of \$485 and staff making progress in reducing costs. This will need to be balanced against the threat of a recession in 2023.
- Although the College was able to provide seed funding for an Operating Reserve, we have been projecting a several years to reach our target and to be fully compliant with the CPMF standards. With increased revenue we hope be able to fund the Operating Reserve more rapidly than originally thought.

### **NEXT STEPS:**

- The pressure points and uncertainties will be reviewed in detail as part of the budget presentation in December. Accompanying the budget will be a three-year forecast so Council can make informed decisions.

### **DECISIONS FOR COUNCIL:**

- None at this time. The 2023 budget will be presented at the December 3, 2022 Council meeting.

### **CONTACT:**

Dan Faulkner, [dfaulkner@rcdso.org](mailto:dfaulkner@rcdso.org)

Jeffrey Gullberg, [jgullberg@rcdso.org](mailto:jgullberg@rcdso.org)

### **Attachments:**

Appendix A – 2022 Forecast

Appendix B – July 2022 Statement of Financial Position & Statement of Operations



Royal College of  
Dental Surgeons of Ontario

## Royal College of Dental Surgeons

### 2022 YEAR END FORECAST

For the year ended December 31, 2022

	2021 Year End Actual	2022 Annual Budget	2022 Year End Forecast	Notes
<b>Revenue</b>	\$	\$	\$	
Registration and annual fees	30,946,772	31,023,875	31,007,963	Registration and annual fees is expected to be consistent with budget expectations.
Investment income	2,261,103	1,240,000	(306,320)	Investment income is anticipated to be significantly under budget due to the loss on the fair market value of the equity investments in a poor performing market.
Professional liability program recoveries	467,402	240,000	250,000	Professional liability program recoveries are expected to be slightly higher than budget due to some files having step up deductibles and enhanced collection procedures.
Professional conduct recoveries	497,456	280,000	255,000	Professional conduct recoveries is less than expected due to less monitoring recoveries due to the virtual office visits.
Other income	387,666	258,750	250,025	Other income expected to be consistent with budget expectations.
<b>TOTAL REVENUE</b>	<b>34,560,399</b>	<b>33,042,625</b>	<b>31,456,667</b>	
<b>Expenses</b>				
Staffing costs	17,980,443	17,723,426	17,397,516	Staffing costs have decreased slightly from budget due to a reduction in the anticipated vacation accrual as only a maximum of 5 carry over days will be reinstated compared to the 10 days in the prior year.
PLP Loss Provision	8,604,050	5,500,000	7,200,000	The provision reflects savings experienced on the smaller class action file that paid out at less than the reserved amount but higher than the budget to reflect recent trends in PLP program costs.

Insurance and brokerage	582,146	646,614	641,888	Insurance premiums are lower than budget due to slightly lower than expected premiums for Excess D&O and slightly higher premiums for PLP.
Council and committees	1,146,205	1,405,741	1,122,960	Continued savings from virtual meetings, especially for ICRC and Hearings Committees that were budgeted to have full day meetings with maximum prep time claims, but meetings are being accomplished in less time resulting in savings.
Consulting and professional fees	2,700,794	2,551,700	2,193,348	Legal fees are expected to be less than budget due to the lawsuit unexpectedly wrapping up at the end of 2021, consulting fees are expected to exceed budget due to additional expenditures not anticipated during the time the budget was built.
Administration	1,561,732	1,101,052	1,084,861	Savings due to virtual working environment, however, these savings are offset by the increase in the credit card fees as the fee increase for 2023 will be primarily processed in 2022.
Amortization	1,395,568	1,860,300	1,588,938	Amortization is anticipated to be lower than budget due to the timing of capital projects coming into service later in the year or being deferred.
Faculty payments and fees	349,524	470,900	371,513	Savings experienced as CDAC fees and faculty payments for academic members are invoiced at a lower rate than budgeted.
Telecommunications and technology	1,476,461	1,752,191	1,812,029	Expenses are expected to exceed budget due to Microsoft increasing its service costs by 15%.
Operations and facilities	640,641	761,745	653,405	Savings continue to be experienced as the budget was built on the premise that staff would return to the office, however, staff continued to work primarily remotely. In addition, office cleaning contract was renegotiated.

<b>TOTAL EXPENSES</b>	<b>36,437,563</b>	<b>33,773,669</b>	<b>34,066,458</b>
-----------------------	-------------------	-------------------	-------------------

<b>TOTAL SURPLUS(DEFICIT)</b>	<b>(1,877,165)</b>	<b>(731,044)</b>	<b>(2,609,791)</b>
-------------------------------	--------------------	------------------	--------------------



Royal College of  
Dental Surgeons of Ontario

## Royal College of Dental Surgeons Statement of Financial Position as at July 31

	<b>2022</b>	<b>2021</b>
	\$	\$
<b>Assets</b>		
Cash	6,687,406	18,509,189
Short-term investments	3,444,480	127,316
Accounts receivable	694,839	741,883
Prepaid expenses	271,729	151,035
	<hr/> 11,098,454	<hr/> 19,529,423
Long-term investments	44,150,660	36,547,599
Pension plan assets	3,082,414	2,318,206
Capital assets	9,706,398	9,791,846
<b>Total Assets</b>	<hr/> <b>68,037,926</b>	<hr/> <b>68,187,075</b>
<b>Liabilities</b>		
Accounts payable & accrued liabilities	300,497	936,043
Deferred revenue	1,257,839	1,209,009
Accrued claims liability	23,237,133	20,379,600
Post-retirement benefit plan liability	3,836,600	3,980,800
	<hr/> 28,632,069	<hr/> 26,505,452
<b>Fund Balances</b>		
PLP Reserve	22,522,275	22,758,500
Operating Reserve	1,521,121	1,521,121
Unrestricted	15,362,461	17,402,002
	<hr/> 39,405,857	<hr/> 41,681,623
<b>Total Liabilities and Fund Balances</b>	<hr/> <b>68,037,926</b>	<hr/> <b>68,187,075</b>



Royal College of  
Dental Surgeons of Ontario

## Royal College of Dental Surgeons Statement of Operations

For the Seven Months Ending July 31, 2022

	YTD	Annual Budget	% of Budget Used	PY
<b>Revenue</b>	\$	\$		\$
Registration and annual fees	30,730,718	31,023,875	99%	30,304,148
Investment income	(461,270)	1,240,000	-37%	1,441,633
Professional liability program recoveries	161,000	240,000	67%	243,402
Professional conduct recoveries	130,000	280,000	46%	226,120
Other income	37,975	258,750	15%	220,066
<b>TOTAL REVENUES</b>	<b>30,598,423</b>	<b>33,042,625</b>	<b>93%</b>	<b>32,435,369</b>
<b>Expenses</b>				
Staffing costs	9,653,665	17,723,426	54%	9,467,928
Professional liability program provision	3,208,333	5,500,000	58%	4,154,578
Consulting and professional fees	1,009,302	2,551,700	40%	1,309,081
Telecommunications and technology	1,145,821	1,752,191	65%	918,732
Amortization	928,379	1,860,300	50%	771,268
Operations and facilities	333,284	761,745	44%	348,852
Administration	145,392	1,101,052	13%	663,910
Council and committees	552,082	1,405,741	39%	579,345
Insurance and brokerage	641,888	646,614	99%	582,146
Faculty payments and fees	370,013	470,900	79%	204,065
<b>TOTAL EXPENSES</b>	<b>17,988,159</b>	<b>33,773,669</b>	<b>53%</b>	<b>18,999,906</b>
<b>Excess (deficiency) of revenue over expenses</b>	<b>12,610,264</b>	<b>(731,044)</b>		<b>13,435,463</b>

## COUNCIL BRIEFING NOTE

**TOPIC:            Access to Care: Update**  
**FOR INFORMATION**

---

### **ISSUE:**

- A two-phased Access to Care proposal was approved during the November 2021 Council Meeting and Phase 1 of this work is complete.
- The College has engaged in two meetings with diverse stakeholders for the purposes of information gathering and coordination.
- A report summarizing the key themes that emerged throughout these two meetings has been included in Appendix A.
- This Briefing note is for information.

### **PUBLIC INTEREST:**

- Improving access to oral health care has a direct connection to the RCDSO's mandate. Improving access for oral health care will directly support patients' overall health and well-being.
- Access to Care also relates directly to the RCDSO's Strategic Plan: Objective 5.

### **BACKGROUND:**

- Previous work related to Access to Care dates back to 2017 and includes work undertaken by a staff working group, the Patient Relations Committee, and the 2019 RCDSO [Symposium on Access to Care](#).
- The RCDSO Symposium made it clear that the topic of Access to Care is extremely broad, with many different dimensions. It is not a topic that is within the exclusive jurisdiction of any one organization. Rather, it is an issue that is of interest to and is within the mandate of many different organizations.

- The RCDSO's commitment to Access to Care led to the inclusion of a specific objective on Access to Care being included in the RCDSO's CURRENT Strategic Plan, 2020-23: Objective #5.
- A proposal for an Access to Care project was approved by Council during the November, 2021 meeting and set out a two-phased approach:
  - Phase 1 focused on planning and coordination, including 2 stakeholder meetings for the purpose of information sharing.
  - Phase 2 will focus on professionalism and is set to begin in 2023.
- Council has also received updates on Access to Care at its meetings in March, 2022, and June, 2022.

## **CURRENT STATUS:**

- Phase 1 is complete. The College has hosted two meetings with stakeholders who are engaged in work related to Access to Care.
- The first meeting took place on April 7<sup>th</sup>, 2022. During this meeting, stakeholders in attendance identified work they are doing or are planning to do to improve Access to Care in Ontario.
- The second meeting took place on June 3<sup>rd</sup> 2022 and focused on system level considerations and recommendations on ways in which to advance Access to Care in Ontario.
- A diverse group of stakeholders engaged in Access to Care initiatives were in attendance at the meetings, including representatives from academia, faculties of dentistry, Ontario Dental Association, public health dentistry, patient/public advocacy and RCDSO Council.
- A detailed Summary Report of the two meetings can be found in Appendix A.
- The report is intended to provide an overview of the content of the meetings, key themes, and perspectives on key issues from participants related to Access to Care.
- In addition to the Summary Report, a comprehensive list of participant activities to improve Access to Care has been developed and is included within the document.



## **NEXT STEPS:**

- Access to Care related initiatives are ongoing and will include the implementation of a professionalism initiative in 2023.
- RCDSO will strike a working group to explore professionalism issues, with the goal of developing a professionalism or good practice document articulating the principles, values, and duties of professionalism.
- College Staff will also review any new developments related to the federal plan to establish a national dental care program for low-income Canadians, and any implications this may have on the College's work related to Access to Care.
- Access to Care will continue to be a strategic priority, and is included in the 2023-25 draft Strategic Plan under the pillar of Professionalism.
- Council will continue to be kept apprised of the work undertaken and progress made related to Access to Care on a regular basis.

## **DECISION FOR COUNCIL:**

This briefing note is for Council's information.

## **CONTACT:**

Jean Hopkins, Policy Analyst: [jhopkins@rcdso.org](mailto:jhopkins@rcdso.org)

Andréa Foti, Assistant Registrar & Privacy Officer: [afoti@rcdso.org](mailto:afoti@rcdso.org)

## **ATTACHMENTS:**

**Appendix A:** Access to Care Multi-Stakeholder Meetings: Summary Report



## **APPENDIX A: ACCESS TO CARE: MULTI-STAKEHOLDER MEETINGS (2022)**

### **Summary Report: September, 2022.**

#### **1. Background**

Advancing Access to Care in Ontario is a strategic priority for The Royal College of Dental Surgeons. As approved by Council in November 2021, the College will be initiating a series of activities related to Access to Care. As an initial step in this work, the College recently hosted two multi-stakeholder meetings for the purposes of information gathering during Q2 of 2022. These meetings included a broad range of stakeholders from dentistry, advocacy organizations, and the public health and education sectors to discuss current issues and challenges related to access to oral health care in Ontario. The first meeting (April 7<sup>th</sup>, 2022) focused on the initiatives or programs that meeting participants have engaged in related to access. The second meeting (June 3<sup>rd</sup>, 2022) focused on system level considerations and recommendations on ways to advance Access to Care within Ontario. The following report provides a summary of the key themes that emerged from these meetings.

#### **2. Intended Outcomes of the 2022 Access to Care Meetings**

A key objective of the Access to Care Stakeholder Meetings included identifying current initiatives and programs within Ontario that aim to improve access to oral health care. Participants were provided an opportunity to present information related to their current work. The meetings were also intended to engage in discussion on key issues related to service delivery, systemic barriers in accessing care, and system level solutions. The multi-stakeholder meetings were also intended to explore the nature of the contributions the RCDSO can make to this issue, and how the College can partner with stakeholders to engage in broader work together.

#### **3. Meeting #1: April 7, 2022**

During the first meeting, each participant provided a brief presentation sharing details of their work: the communities they serve, barriers to access observed within their work, and the ways in which their initiatives work towards advancing Access to Care. For a list of programs and initiatives of meeting participants, please see Appendix A. Key themes that emerged from the initial meeting include:

##### **❖ Best Practices in Engaging with Underserved Populations:**

Participants discussed the complexities in working with underserved communities, barriers observed in patient ability to access care and best practices in engaging with socially and economically marginalized patients. Discussions also focused on the importance of patient-centered and trauma-informed services, and building trust with communities and patients with complex needs. Collaboration and coordination with Community Health Center's (CHC's) that deliver oral health care was also noted by some participants as a best practice in the delivery of services for underserved populations.



#### ❖ **Health Equity**

A key theme that emerged from stakeholder discussions included the social and economic factors that influence patient health and the ability to access care. Participants discussed the intersection of Access to Care and Health Equity approaches, including the recognition that different populations will have different needs. The ways in which race, gender, age, citizenship status, disabilities and income may impact a patient's ability to access care is a key component in minimizing barriers. Two resources were shared among the group on this theme:

- [Ontario Ministry of Health and Long-Term Care: Health Equity Guideline \(2018\)](#)
- [Health Quality Ontario's Health Equity Plan \(2016\)](#)

#### ❖ **Aligned Messaging Among Stakeholders**

Participants discussed the potential benefits of a multi-organizational strategy that would align messaging and advocate for increased access. For example, developing a multi-stakeholder open letter calling for a provincial oral health care strategy. This was discussed within the context of a recent federal announcement on additional spending (\$5.3 Billion) for a new dental program to support low-income Canadians.

#### **4. Meeting #2: June 3, 2022**

The second multi-stakeholder meeting focused on systemic issues and barriers related to access. The meeting began by identifying a common understanding of the term *Access to Care*. Using the Penchansky and Thomas definition, as set out in a [Canadian Academy of Health Sciences report on Access to Oral Health Care](#), participants provided their perspectives on the five dimensions of Access: *Affordability, Availability, Accessibility, Accommodation and Acceptability*.

Participants noted the ways in which these dimensions were observed within their work and noted that additional, nuanced considerations should be made as well. This included: system capacity and availability to meet patient needs in a timely manner, the role of caregivers in accessing services, and additional barriers related to language, poverty, mental health, stigma and discrimination.

Participants were asked for their perspectives on ways in which the dental profession can advance Access to Care. Key themes that emerged from this meeting include:

#### ❖ **Remuneration**

Some participants noted a key system level consideration related to remuneration rates for public dental programs that are delivered privately. It was suggested that increasing reimbursement rates for dentists providing care to individuals on social assistance programs such as Ontario Works or Ontario Disability Support Program may contribute to increased access for populations in need of care. A counterpoint was made related to research on this topic which indicates that funding does not impact decisions to provide services to patients on social assistance programs.



#### ❖ **Discrimination**

Participants emphasised the importance of viewing barriers to access through the lens of discrimination. For example, some participants noted scenarios in which patients on social assistance programs have been denied or refused treatment by dentists, often due to low reimbursement fees provided through publicly funded support programs. Some participants observed that barriers to accessing health care services due to income may amount to discrimination. A counterpoint was made that many dentists have a strong sense of ethics and are doing good work to provide service to patients on public programs. Participants discussed the role of the regulator, government, as well as professional obligations of the dental profession as it relates to discrimination and the provision of care.

#### ❖ **Ethics, Professionalism and Access to Care**

A key theme throughout the discussions included the role of dental education. Participants involved in post-secondary education emphasized the importance of ensuring that students have opportunities for community-based learning in order to promote principals of ethics, professionalism and increased access to oral health care in underserved communities. In addition, the role of the RCDSO was discussed, including a recommendation for the College to consider the development of professional standards related to ethics, professionalism and Access to Care. This connects with work that Council approved in its proposal: the development of a Professionalism document.

#### ❖ **Innovation and Alternative Models of Oral Health Care Delivery:**

A focus throughout both meetings centered the importance of learning from innovative models of service delivery. Participants acknowledged that there is currently a patchwork of programs across the province, with lessons to be learned from a broad range of initiatives. Participants highlighted innovative models. For example, community partnerships (i.e.: local Public Health Unit and CHCs that provide oral health care), post-secondary training opportunities that allow students to work with diverse patient populations, and reflections on successful service delivery models in other sectors. Participants noted that Access to Care is a complex issue with many drivers and a multitude of approaches are needed to advance access.

### **5. Next Steps**

The RCDSO's work on Access to Care will continue into 2023 and will remain a Strategic Priority during the 2023-25 Strategic Plan. The College will be proceeding with the proposal approved by Council in November 2021, specifically the proposed work related to ethics and professionalism. The RCDSO will strike a working group to explore these issues, with the ultimate goal of developing a document articulating the principles, values and duties of professionalism. Additionally, College will consider the feedback from meeting participants to consider further work on Access to Care that can continue under the 2023-25 Strategic Plan.



### Participant Activities Related to Access to Care in Ontario

The following contains the information stakeholders shared related to the program or initiative they are involved in to support or enhance Access to Care in different communities. The RCDSO will remain in contact with participants and will add or amend this list as necessary.

	Name	Institution	Program/Initiative
1	Dr. Carlos Quiñonez	Schulich School of Medicine & Dentistry	<ul style="list-style-type: none"> <li>• <a href="#">One Smile Research Program</a></li> </ul>
2	Dr. Charles Frank & Dr. Lisa Bentley	Ontario Dental Association	<ul style="list-style-type: none"> <li>• Courses in ethics and professionalism</li> <li>• Advocating Government: reimbursement for dentists</li> </ul>
3	Dr. Joel Rosenbloom	University of Toronto	<ul style="list-style-type: none"> <li>• CAMH and U of T Dental Clinics</li> <li>• <a href="#">Addis Abba, Ethiopia Health Collaborative</a></li> </ul>
4	Dr. Abbas Jessani	University of Western Ontario	<ul style="list-style-type: none"> <li>• <a href="#">Schulich Oral Health and Community Outreach Service</a></li> <li>• <a href="#">Education streams of outreach</a> <ul style="list-style-type: none"> <li>○ 3<sup>rd</sup> year - Four community sites – South London Neighborhood Resource Centre, Regional HIV/AIDS Connections, You Opportunities unlimited and Trans-London.</li> <li>○ 4<sup>th</sup> year - Oxford County Community Centre located in Woodstock and Moose Factory</li> </ul> </li> </ul>
5	Kyle Vose	ODSP Coalition/PWA Toronto	<ul style="list-style-type: none"> <li>• <a href="#">Toronto AIDS foundation</a></li> <li>• <a href="#">ODSP action coalition</a></li> </ul>
6	Paul Sharma	Ontario Association of Public Health Dentists; Director Chronic Disease and Injury Prevention, Region of Peel	<ul style="list-style-type: none"> <li>• Collaboration with community partners: <ul style="list-style-type: none"> <li>• Children and youth – <a href="#">Healthy Smiles Ontario (HSO)</a></li> <li>• Low-income seniors – <a href="#">Ontario Seniors Dental Care Program (OSDCP)</a></li> <li>• Elementary School Program</li> <li>• <a href="#">PPH Dental Screening Clinics</a></li> <li>• <a href="#">Mobile Dental Clinic</a></li> <li>• <a href="#">Peel Public Health Dental Program</a></li> <li>• <a href="#">Community Health Services</a></li> </ul> </li> </ul>
7	Tara Breckenridge	Ministry, Seniors Program	<ul style="list-style-type: none"> <li>• Unable to attend due to the 2022 Provincial Election</li> </ul>
8	Zakaria Abdulle	Alliance for Healthier Communities	<ul style="list-style-type: none"> <li>• <a href="#">Advocacy</a>: Advise provincial government importance of oral health investments. Specifically recommended raising the income threshold for HSO recipients as well as broadening the reach of program to ensure all children and youth have access to dental care.</li> </ul>
9	Jack Wasserman	RCDSO Council Member	<ul style="list-style-type: none"> <li>• Attended as observer</li> </ul>





# Strategic Plan 2020-2023

## Report to Council

### FOR INFORMATION

September 2022

*This Report provides Council with an update on the projects arising from the College's Strategic Plan 2020 -2023.*

### ***Background***

---

- Council approved the College's Strategic Plan 2020-23 in 2019 (attached as **Appendix A**).
- The Strategic Plan contains seven strategic objectives. These objectives have been organized into three themes:
  - Theme A: Risk-Based Regulation and Continuous Quality Improvement
  - Theme B: Operations and Supporting Staff
  - Theme C: External Environment: Disruptors and Opportunities
- Specific projects have been identified and are organized under each theme. Additional projects will be identified in each subsequent year until the end of 2022 when the current Strategic Plan will expire.
- Implementation of the Strategic Plan is being led by the Registrar and Assistant Registrar with support from the Senior Leadership Team and College staff: Cameron Thompson, Eric de Sa and Diana Soifer.
- Council will be kept apprised of the College's progress on these projects through two tools:
  1. This Report, which provides Council with a summary of projects and a status report containing highlights of ongoing projects.



- 2. A Dashboard, which will chart the impact of specific projects through metrics.

### **2022 Strategic Projects**

- The 2022 strategic projects are as follows:

<ul style="list-style-type: none"> <li>1. Governance</li> <li>2. Data plan</li> <li>3. RCDSO Standards</li> <li>4. PCRA: Timelines and Processes</li> <li>5. Innovation &amp; Transformation Lead</li> <li>6. Registration: Timelines, Processes</li> <li>7. Access to Care: Multi-Stakeholder Project</li> </ul>	<ul style="list-style-type: none"> <li>8. Research: Public Engagement Strategies</li> <li>9. Candidate Eligibility Course</li> <li>10. CRM, Phase III</li> <li>11. Digitization</li> <li>12. EDI</li> <li>13. Workplace Solutions</li> </ul>
---	--

### **Theme A: Risk-Based Regulation and Continuous Quality Improvement**

<b>PROJECT</b>	<b>DESCRIPTION</b>	<b>STATUS</b>
College Standards	This is a multi-year project. Its objective is to ensure that College standards are modernized and updated on a regular basis to ensure currency.	<p>In-progress</p> <p>Work on Standards has been delayed slightly due to work required on COVID-19 guidance, CPMF, and the draft 2023-25 Strategic Plan.</p> <p>Revised Standards will come forward to Council for direction when and as they are ready.</p> <p>A briefing note on this topic, including proposed reforms to Standards work is included in Council's meeting package.</p>
Continuous Quality Improvement: PCRA Timelines & Processes	This project is focused on reviewing the processes and practices in the Professional Conduct and Regulatory Affairs (PCRA) department. The objective is to identify and implement changes required to reduce the lengthy timelines.	<p>In-progress</p> <p>This work started in 2021 and significant progress has been</p>





		made. Further work has continued in 2022.
Continuous Quality Improvement: Registration Timelines & Processes	This project is focused on reviewing the processes in the Registration department and the timelines on which we process applications.	In-progress  Work on CQI elements in Registration have begun and will continue over the fall.
Data Plan	This project entails the development of a multi-year plan and implementation strategy related to the use of data in the RCDSO's work.	In-progress  Data needs of RCDSO staff are currently being assessed through an internal survey, and a more formalized approach to data sharing with external partners is in development.

### Theme B: Operations and Supporting Staff

PROJECT	DESCRIPTION	STATUS
Workplace solutions	This project began in 2021 and focused on how to support the RCDSO's staff in working remotely, and what modifications are required to 6 Crescent Road to support a hybrid model of remote and in person workers/activities.	In-progress  The element of this project concerning remote work of RCDSO staff has concluded.  Over 2022, this project will focus primarily on modifications to 6 Crescent Road. Plans for those modifications and logistics have been developed under the leadership of Brenda



		Waddington and Jeff Gullberg.
CRM (The Bridge) and Digitization	<p>These are two multi-year projects. The Digitization project entails the completion of foundational work that will enable the RCDSO to work in a paper-free manner, and to develop and integrate a robust records management system aligned with best practices. The CRM project (known internally as the Bridge) entails the development and implementation of a new IT system to ensure College information is secure and we have the functionality we need to engage in data analytics, to find efficiencies in our processes, and to support our goals of enhanced user experience and customer service.</p>	<p>In-progress</p> <p>The Digitization project has continued with more recent work focused on moving departments to a new platform: SharePoint.</p> <p>With respect to the Bridge, significant progress has been made since 2020, with the Bridge being introduced and implemented and in subsequent years, work has focused on refinements and enhanced functionality.</p> <p>2022 development in the Bridge will focus on key areas at the College, including Registration and Facilities Inspection Program.</p> <p>This work will conclude in December 2022. Work to plan ahead for 2023 priorities is currently underway.</p>
Equity, Diversity and Inclusion (EDI)	<p>This project is a continuation of a two-year initiative commenced in 2020. It represents the RCDSO's engagement with the Canadian Centre for Diversity and Inclusion (CCDI). In 2022, the work will focus on implementing the College's EDI Action Plan, developed to address gaps and opportunities identified in the CCDI's diversity and inclusion assessment of the RCDSO.</p>	<p>In-progress</p> <p>As part of our strategy to advance this work, elements of the EDI Action plan have been incorporated into the 2022 goals of various</p>



		staff across the College.
--	--	---------------------------

**Theme C: External Environment: Disruptors and Opportunities**

<b>PROJECT</b>	<b>DESCRIPTION</b>	<b>STATUS</b>
Governance	The RCDSO's work to date has been driven by the Governance Working Group and by the Ministry's proposed governance reforms.	In-progress  In furtherance of this work, staff have engaged in a number of supporting by-law changes.  Additionally, staff are monitoring Ministry activity for any developments relating to the Ministry's proposed governance and modernization reforms.
Research: Public Engagement Strategies	This project involves an analysis of the College's current engagement and outreach activities with external stakeholders with a view to enhancing engagement.	On-hold  Lesley Byrne has taken over this project and will assess next steps.
Candidate Eligibility Course	This project will focus on reviewing and refreshing the Canadian Eligibility Course.	In-progress
Innovation and Transformation Lead	Michelle Tremblay, formerly of the Communications Department has taken on the role of Innovation and Transformation Lead. Michelle's work has focused on areas of potential transformation in RCDSO processes, particularly (but not limited to) customer service and the user/service experience.	In-progress  Michelle's work is informing a number of discussions with Senior staff on operations, staff resources and on key strategic projects.  Michelle has recently gotten involved in the Bridge project to ensure continuity and



		consistency as applicable in our technology solutions.
Access to Care: Multi-stakeholder Project	In November 2021, Council approved a proposal for work on Access to Care. The first phase of this work involved stakeholder engagement.	In-progress  In accordance with Council’s proposal, two stakeholder meetings have been held. An update on these meetings, including a summary of the key themes and discussion points is included in separate briefing materials as part of Council’s meeting package.

**Metrics**

- Attached as **Appendix B** is the Dashboard, containing specific metrics related to the RCDSO Strategic Plan 2020-2023.

**Next Steps:**

- Work on the 2022 strategic projects will continue over the remainder of the year. They will be staggered throughout the year.

**Contacts:**

Dan Faulkner, Registrar & CEO: [dfaulkner@rcdso.org](mailto:dfaulkner@rcdso.org)

Andréa Foti, Assistant Registrar & Privacy Officer: [afoti@rcdso.org](mailto:afoti@rcdso.org)

**Attachments:**

Appendix A: Strategic Plan 2020-2023

Appendix B: Dashboard

# STAKEHOLDER CONSULTATION REPORT

Draft Strategic Plan: June - July 2022

## 1. Introduction

In fall 2021, the RCDSO initiated its next strategic planning cycle for 2023 - 2025. The first round of consultation was completed in February 2022 and it informed the development of proposed objectives and the key areas of focus of the new draft Strategic Plan.

The second round of consultation was held from June 20<sup>th</sup> – July 22<sup>nd</sup>, 2022.

The purpose of the second round of consultation was to obtain feedback on the content of the draft Strategic Plan (i.e., proposed changes to the Vision and Mission statements, pillars, draft objectives, and commitments) and to ensure that the final Strategic Plan reflects current priorities and is consistent with the College's mandate to protect the public.

This stakeholder consultation report presents quantitative (numerical) results and summarizes qualitative (written) feedback that emerged during the second round of consultation.

## 2. Methodology

### **Audiences**

The second round of consultation included three short online surveys targeting the following audiences:

- i. Internal: RCDSO's staff
- ii. External: Members of the public, members of the profession, dental students, other health professionals, other organizations, and Council
- iii. External: The Citizens Advisory Group (CAG)  
CAG helps bring patient voices and perspectives to health care regulation in Ontario. CAG's members are patients and caregivers who provide essential feedback on topics such as professional rules, standards of practice, policies, strategic priorities, and communications directed to the public.

### **Questions and Data**

The online surveys contained quantitative and qualitative questions.

The **quantitative** questions were the same for each audience. Additional written feedback was solicited from those who expressed reservations about the draft (disagreed/strongly disagreed) in order to understand their positions. CAG members were given an opportunity to comment on each quantitative question to better understand the patient perspective.

The quantitative data captured in this report are complete. The percentage of respondents who answered each question is provided in the results section.

The **qualitative** questions varied slightly depending on the audience. For example, RCDSO's staff were asked an additional qualitative question on which Strategic Projects they thought could flow from the draft objectives. This will be used to assist with developing the Action Plan and the project planning process.

All qualitative responses have been analyzed for common themes. This report contains a paraphrased summary of the identified themes.

### 3. Summary at a Glance

Please note that only a small number of respondents provided written feedback. Further details can be found in the “Detailed Results” section.

#### **CAG**

The highest support for the draft Strategic Plan was observed among members of the CAG: 100% of respondents either agreed or strongly agreed with the statement of support.

##### *Summary of key feedback:*

- Recommendations to highlight access and affordability of dental services
- Suggestions to focus on Continuing Professional Development opportunities for the profession
- Recommendations for clarity and accessible language in some areas (e.g., “risk-based” approaches)
- Supportive comments related to the layout, visuals, and direct language within the draft plan

#### **RCDSO Staff**

78% of RCDSO staff were supportive (either agreed or strongly agreed) of the draft Strategic Plan.

##### *Summary of key feedback:*

- Recommendations related to Strategic Project planning and College initiatives
- Emphasis on professional education to support patient safety
- Ensuring ongoing prioritization of current initiatives (i.e.: Access to Care and EDI)
- Comments related to language, readability, and clarity of the draft Strategic Plan

#### **External Stakeholders**

56% of external respondents were supportive of the draft Strategic Plan, another 32% indicated a neutral position.

##### *Summary of key feedback:*

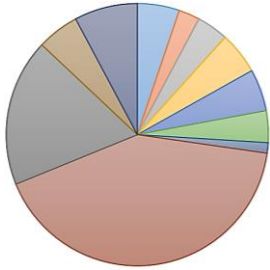
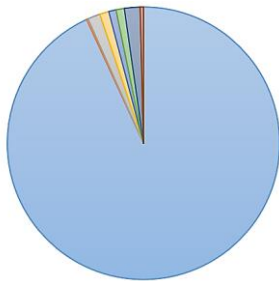
- Perceptions that current challenges facing the profession are not adequately represented and members are not sufficiently supported
- Recommendations to reflect in the Strategic Plan the importance of working with the profession to protect the public
- Preference for the term “dentistry” over “oral health care”
- Recommendations to work with Public Health Dentists and Public Health Units on Access to Care
- Perceptions that the Mission statement is ambiguous compared to the previous one
  - “Serve and protect” is associated with policing and “protect” may sound paternalistic
- Criticism of the following: Equity, Diversity, and Inclusion commitment; members fee increase; COVID-19 Guidance
- Recommendations to focus on the following: Continuing Professional Development, patient education, quality improvement, ethical practice, unlicensed dentistry, protection of the environment, corporate and direct-to-consumer dentistry

#### 4. Detailed Results

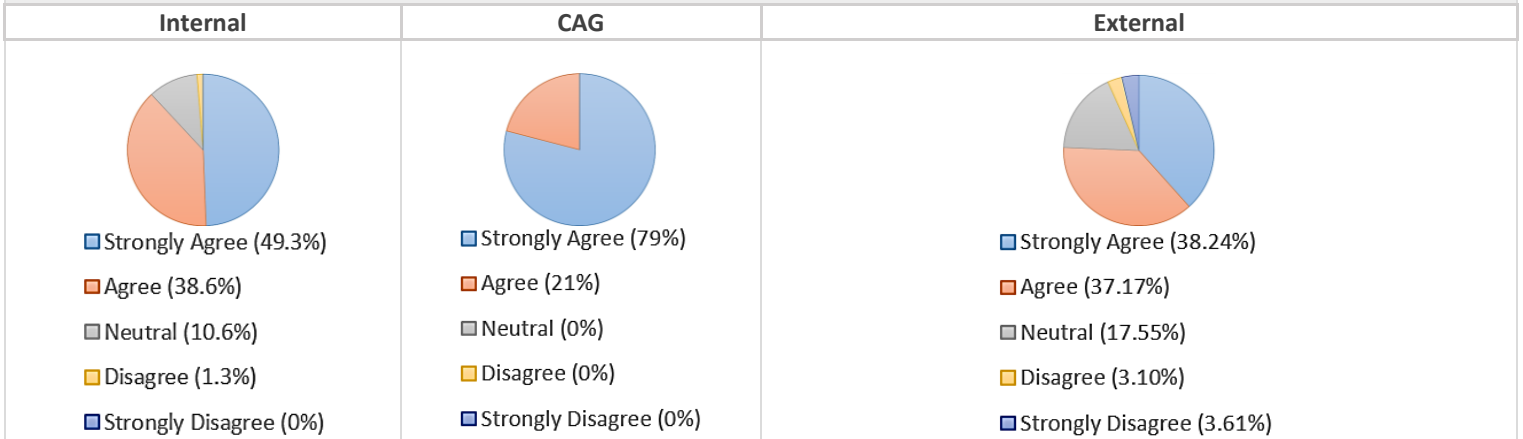
##### Number of Responses

Participation in this survey was voluntary. No attempt was made to ensure that the sample of participants is representative of any sub-population.

<b>CAG</b>
Total responses: 19

Internal Survey	External Survey
Total responses: 77	Total responses: 1.025
 <ul style="list-style-type: none"> <li>■ Communications (5.19%)</li> <li>■ Facility Inspection Program (2.6%)</li> <li>■ Finance (3.9%)</li> <li>■ Human Resources (5.19%)</li> <li>■ IT (5.19%)</li> <li>■ Office of the Registrar (3.9%)</li> <li>■ Operations and Facilities Management (1.3%)</li> <li>■ Professional Conduct and Regulatory Affairs (41.56%)</li> <li>■ Professional Liability Program (18.18%)</li> <li>■ Quality (5.19%)</li> <li>■ Registration (7.79%)</li> </ul>	 <ul style="list-style-type: none"> <li>■ Dentist (93.14%)</li> <li>■ Dental student (0.2%)</li> <li>■ Member of the public (1.47%)</li> <li>■ Members of RCDSO Council (1.08%)</li> <li>■ Other Health Care Professional (0.88%)</li> <li>■ Representative from an organization (0.98%)</li> <li>■ Prever not to say (1.86%)</li> <li>■ Other (0.39%)</li> </ul>

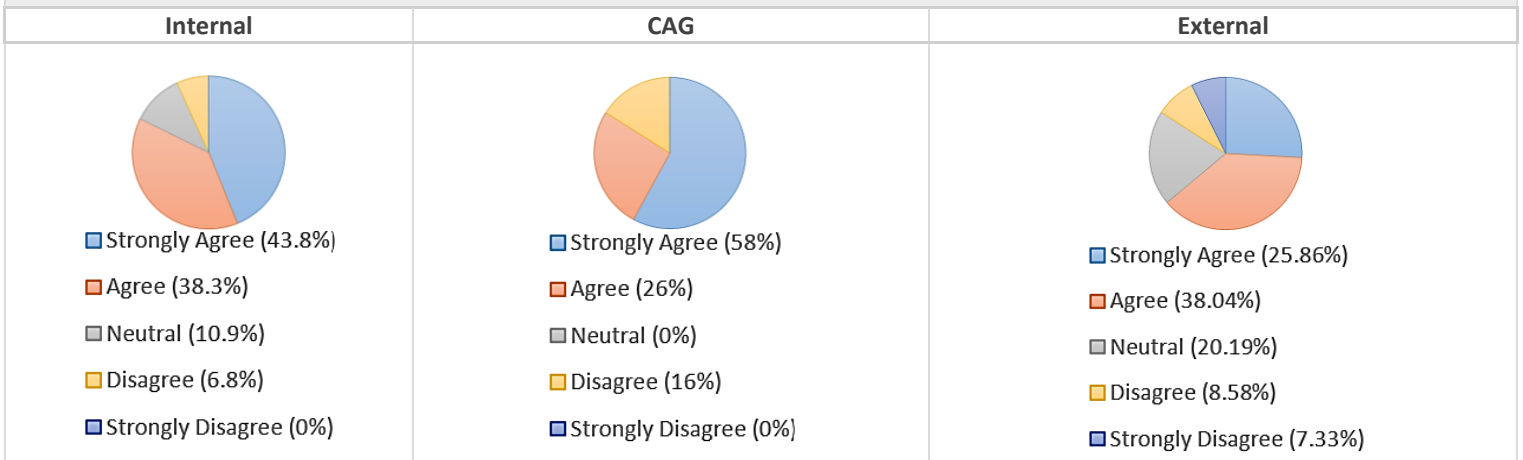
**Q1: To what extent do you agree or disagree with the following statement: I support the revised Vision Statement?**



**Written Feedback – Summary**

<p><b>Oral health care</b></p> <ul style="list-style-type: none"> <li>Respondents noted that the new “oral health care” concept is beyond the RCDSO’s authority</li> </ul> <p><b>Access to care</b></p> <ul style="list-style-type: none"> <li>Economically vulnerable populations do not have access</li> </ul>	<p><b>Oral health care</b></p> <ul style="list-style-type: none"> <li>“Oral health care” has a broader definition and encompasses a larger scope of care</li> <li>The new statement focuses more on the outcome of good oral health, not just dentistry</li> </ul>	<p><b>Oral health care</b></p> <ul style="list-style-type: none"> <li>Respondents prefer “dentistry” over “oral health care” as the latter may extend beyond dentistry’s scope and the RCDSO’s authority</li> </ul> <p><b>Access to care</b></p> <ul style="list-style-type: none"> <li>While it was emphasized that “access” is an important issue, it was also noted that it is beyond the RCDSO’s mandate</li> </ul> <p><b>Defining “high-quality”</b></p> <ul style="list-style-type: none"> <li>“High-quality” is perceived as subjective</li> </ul>
--	--	---

**Q2: To what extent do you agree or disagree with the following statement: I support the revisions to the Mission Statement?**



**Written Feedback - Summary**

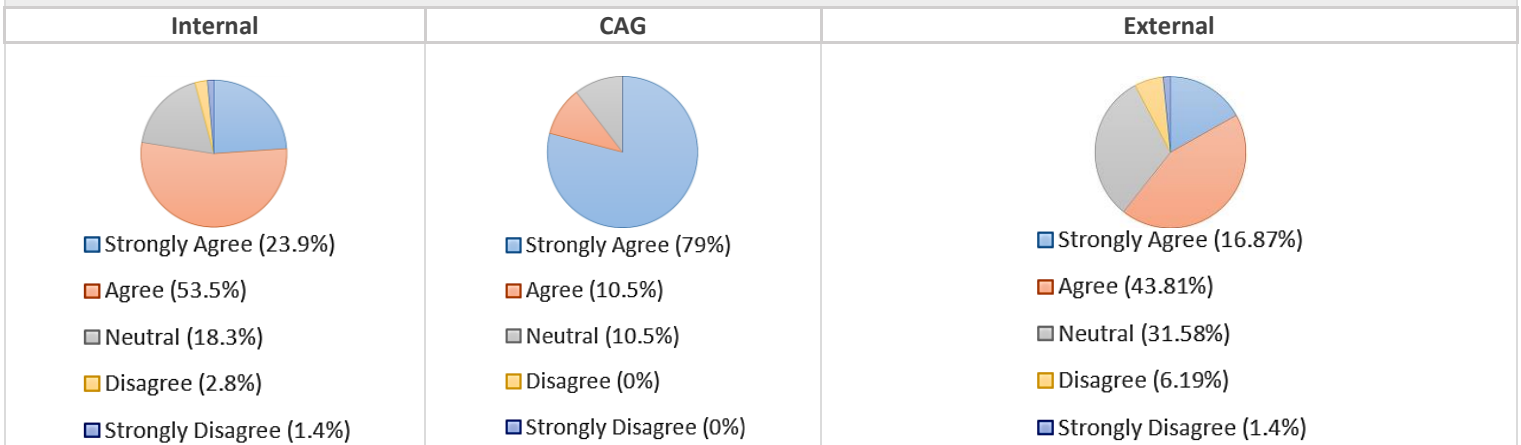
<ul style="list-style-type: none"> <li>Revised statement diminishes focus on being patient-centered and is too general</li> <li>The term "serve and protect" is associated with policing</li> </ul>	<ul style="list-style-type: none"> <li>Details in the previous version provided concrete information about the tasks at the college and should be included</li> <li>Suggestions included referencing continuous improvement and/or education opportunities</li> </ul>	<ul style="list-style-type: none"> <li>The Mission statement is perceived as ambiguous and not clear – it does not provide specifics about the College</li> <li>“Serve and protect” is associated with policing</li> </ul>
---	---	--



**Q2: To what extent do you agree or disagree with the following statement: I support the revisions to the Mission Statement?**

- |  |   |   |
|--|---|---|
| <ul style="list-style-type: none"> <li>• 'Protect' can be understood as paternalistic</li> </ul> | <ul style="list-style-type: none"> <li>• The new wording is concise, succinct, and direct</li> <li>• Clarity in the use of the term 'regulating'</li> </ul> | <ul style="list-style-type: none"> <li>• Comments supporting the language in the previous Mission Statement, such as commitment to Continuous Professional Development</li> <li>• It is important to protect the public from dental malpractice, negligence, and unethical conduct</li> </ul> |
|--|---|---|

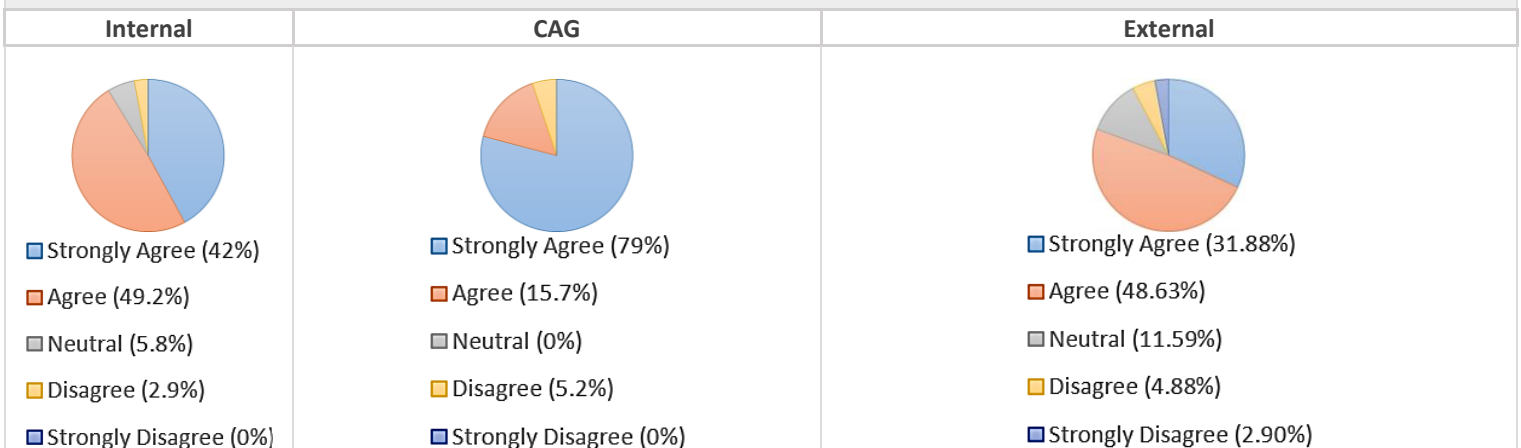
**Q3: To what extent do you agree or disagree with the following statement: The three pillars (Professionalism, Stakeholder Engagement, and Emerging Issues) reflect the key areas that the College should be prioritizing over the next three years?**



**Written Feedback - Summary**

- |  |   |   |
|--|---|---|
| <ul style="list-style-type: none"> <li>• The term "professionalism" is perceived as too overarching</li> <li>• In addition to "professionalism", ethics should also be considered</li> </ul> | <ul style="list-style-type: none"> <li>• Continuing Professional Development of Dentists is absent within the pillars</li> <li>• Terminology to describe the Pillars is perceived as vague</li> </ul> | <ul style="list-style-type: none"> <li>• Stakeholder engagement and emerging issues Pillars are too vague - asking for transparency on what will be included under these pillars</li> </ul> |
|--|---|---|

**Q4: To what extent do you agree/disagree with the following statement: I support Draft Objective #1?**


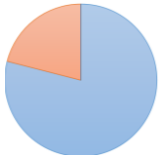
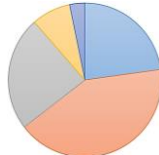


**Q4: To what extent do you agree/disagree with the following statement: I support Draft Objective #1?**

**Written Feedback - Summary**

<ul style="list-style-type: none"> <li>The term 'Professionalism' is unclear</li> </ul>	<ul style="list-style-type: none"> <li>Recommendations to simplify the language</li> <li>Preference towards the inclusion of certain terms, such as patient-centered care, continuous improvement, and educational opportunities.</li> <li>Suggestions to include the term "patient" where possible, including referring to public trust</li> </ul>	<ul style="list-style-type: none"> <li>The term "professionalism" is perceived as confusing</li> <li>Professionalism is generated early by educational institutions and should not be promoted as a culture</li> <li>The College should also focus on its own professionalism – e.g., the tone of communication with Dentists</li> <li>Dentists are also public and should see themselves in the objective</li> </ul>
---	---	---

**Q5: To what extent do you agree/disagree with the following statement: I support Draft objective #2?**

Internal	CAG	External
 <ul style="list-style-type: none"> <li>Strongly Agree (37.7%)</li> <li>Agree (52.1%)</li> <li>Neutral (13%)</li> <li>Disagree (0%)</li> <li>Strongly Disagree (0%)</li> </ul>	 <ul style="list-style-type: none"> <li>Strongly Agree (79%)</li> <li>Agree (21%)</li> <li>Neutral (0%)</li> <li>Disagree (0%)</li> <li>Strongly Disagree (0%)</li> </ul>	 <ul style="list-style-type: none"> <li>Strongly Agree (22.8%)</li> <li>Agree (41.72%)</li> <li>Neutral (23.99%)</li> <li>Disagree (8.23%)</li> <li>Strongly Disagree (0%)</li> </ul>

**Written Feedback - Summary**

<p>N/A</p>	<ul style="list-style-type: none"> <li>Recommendation to simplify language (i.e., removing 'enhanced')</li> <li>Supportive comments related to the use of the term patient-centered care</li> </ul>	<ul style="list-style-type: none"> <li>Recommendation to stay away from the wording "regulatory excellence"</li> <li>"Patient-centered care" represents a new statement within the objective and indicates efforts are needed to advance this</li> <li>It is unclear who the system partners are</li> </ul>
------------	---	---

**Q5: To what extent do you agree/disagree with the following statement: I support Draft objective #3?**

Internal	CAG	External
<ul style="list-style-type: none"> <li>■ Strongly Agree (40.5%)</li> <li>■ Agree (50.7%)</li> <li>■ Neutral (7.2%)</li> <li>■ Disagree (1.4%)</li> <li>■ Strongly Disagree (0%)</li> </ul>	<ul style="list-style-type: none"> <li>■ Strongly Agree (84%)</li> <li>■ Agree (16%)</li> <li>■ Neutral (0%)</li> <li>■ Disagree (0%)</li> <li>■ Strongly Disagree (0%)</li> </ul>	<ul style="list-style-type: none"> <li>■ Strongly Agree (23.58%)</li> <li>■ Agree (39.41%)</li> <li>■ Neutral (20.65%)</li> <li>■ Disagree (10.5%)</li> <li>■ Strongly Disagree (5.85%)</li> </ul>

**Written Feedback - Summary**

<ul style="list-style-type: none"> <li>• It is perceived that there is little evidence that the College has responded proactively to issues that impact patients</li> </ul>	<ul style="list-style-type: none"> <li>• Recommendations for the College to be proactive on issues that may disrupt care across the industry as well as look for innovations that support the public interest (i.e., access and affordability)</li> <li>• Reflections on COVID-19 and the importance of this objective</li> </ul>	<ul style="list-style-type: none"> <li>• The objective is not clear</li> <li>• The College has not been proactive in addressing COVID-19</li> <li>• Emerging issues impact the public, but also members of the profession – enhanced collaboration with the profession related to emerging issues was recommended</li> </ul>
---	---	--

**Q6: To what extent do you agree or disagree with the following statement: These commitments should guide all of the College’s work and strategic direction as proposed?**

Internal	CAG	External
<ul style="list-style-type: none"> <li>■ Strongly Agree (40.5%)</li> <li>■ Agree (42%)</li> <li>■ Neutral (16%)</li> <li>■ Disagree (1.4%)</li> <li>■ Strongly Disagree (0%)</li> </ul>	<ul style="list-style-type: none"> <li>■ Strongly Agree (95%)</li> <li>■ Agree (5%)</li> <li>■ Neutral (0%)</li> <li>■ Disagree (0%)</li> <li>■ Strongly Disagree (0%)</li> </ul>	<ul style="list-style-type: none"> <li>■ Strongly Agree (27.84%)</li> <li>■ Agree (41.49%)</li> <li>■ Neutral (17.2%)</li> <li>■ Disagree (6.74%)</li> <li>■ Strongly Disagree (6.74%)</li> </ul>

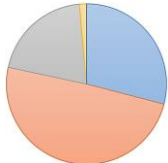
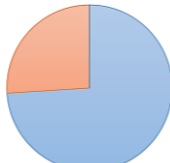
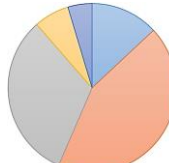
**Written Feedback - Summary**

N/A	<p><b>Terminology</b></p> <ul style="list-style-type: none"> <li>• The terminology used to describe commitments is not clear and requires further explanation, especially for those who</li> </ul>	<p><b>EDI</b></p> <ul style="list-style-type: none"> <li>• Numerous comments from those who disagreed with commitment related to EDI (i.e.: politically correct motivations, not seen as related to dental care)</li> </ul> <p><b>Evidence-based decision making</b></p>
-----	--	--

**Q6: To what extent do you agree or disagree with the following statement: These commitments should guide all of the College’s work and strategic direction as proposed?**

	<p>have English as a second language</p> <ul style="list-style-type: none"> <li>It is recommended to include the language that prioritizes the care of patients/public</li> </ul>	<ul style="list-style-type: none"> <li>Numerous comments indicate that the College has not been following evidence-based decision-making, as has been observed through the COVID-19 guidance example</li> <li>Dentists question the process of evidence-based decision-making and request the College to be transparent</li> </ul> <p><b>Risk-based</b></p> <ul style="list-style-type: none"> <li>“Risk-based” requires more definition. Dentists question how and who sets risk tolerance</li> </ul> <p><b>Environment</b></p> <ul style="list-style-type: none"> <li>RCDSO must also include climate change, waste, and carbon footprint initiatives in its strategic objectives</li> </ul>
--	---	--

**Q7: To what extent do you agree or disagree with the following statement: Overall, I am satisfied with the 2023-25 Strategic Plan?**

Internal	CAG	External
 <ul style="list-style-type: none"> <li>Strongly Agree (29%)</li> <li>Agree (49.2%)</li> <li>Neutral (20.2%)</li> <li>Disagree (1.4%)</li> <li>Strongly Disagree (0%)</li> </ul>	 <ul style="list-style-type: none"> <li>Strongly Agree (74%)</li> <li>Agree (26%)</li> <li>Neutral (0%)</li> <li>Disagree (0%)</li> <li>Strongly Disagree (0%)</li> </ul>	 <ul style="list-style-type: none"> <li>Strongly Agree (13.06%)</li> <li>Agree (43.47%)</li> <li>Neutral (32.02%)</li> <li>Disagree (6.80%)</li> <li>Strongly Disagree (4.65%)</li> </ul>

**Q8: Do you have any additional comments related to the draft Strategic Plan?**

Internal	CAG	External
<b>Written Feedback - Summary</b>		
<ul style="list-style-type: none"> <li>A greater emphasis should be on patient protection: excellence in regulation may not be enough</li> <li>Additional emphasis should be placed on cultural humility</li> <li>Ensuring that ethical practice is identified within the plan</li> <li>Recommendations also focused on the Strategic Planning process, such</li> </ul>	<ul style="list-style-type: none"> <li>Continuing Professional Development of Dentists was absent and should be included</li> <li>Access to and advocacy for high-quality, affordable oral health care should be featured more prominently</li> <li>Numerous positive comments on the clarity of language,</li> </ul>	<p><b>Supportive feedback</b></p> <p>Several comments were shared in support of the new draft Strategic Plan, and the following commitments were appreciated: collaboration; professionalism; emerging trends; evidence-informed approaches</p> <p><b>Members support</b></p> <ul style="list-style-type: none"> <li>To protect the public, Dentists feel that the College should be looking out for the welfare of its members with better reachability, consultation, and help</li> <li>Many Dentists feel overwhelmed because of the current challenges, such as oversupply of Dentists, shortage of Dental Assistants and Dental Hygienists, high cost of operating an individual practice, the rise of corporations</li> </ul>

**Q8: Do you have any additional comments related to the draft Strategic Plan?**

<p>as connecting outcomes to goals and objectives, spending time identifying Areas of Focus, and other considerations that may affect progress/change</p>	<p>simplicity of the document, and overall visuals</p> <ul style="list-style-type: none"> <li>• Clarification is needed on certain terms, such as “risk-based” and “practice models”</li> </ul>	<p><b>Communication/Collaboration</b></p> <ul style="list-style-type: none"> <li>• Dentists would like to see themselves in the Strategic Plan and be more involved/consulted in the College’s decisions - Dentists “live and breathe” daily clinical issues</li> <li>• There should be more collaboration between professions (e.g., general Dentists, specialists, and Public Health Dentists, Nutritionists, Denturists) to better understand the needs of patients</li> </ul> <p><b>Transparency</b></p> <ul style="list-style-type: none"> <li>• Dentists ask to be transparent about how their fees are utilized within the College</li> </ul> <p><b>Access to care</b></p> <ul style="list-style-type: none"> <li>• It is recommended to collaborate with Public Health Units and Dentists who work there</li> <li>• There should be a strategy to make oral care accessible in rural areas</li> <li>• RCDSO should revise the fee guide in collaboration with ODS for social service patients in order to uphold the principle of equity in the provision of dental care</li> </ul> <p><b>College’s governance</b></p> <ul style="list-style-type: none"> <li>• Recommendation to focus on Council structure to represent the public interest</li> <li>• The profession should be governed by Dentists</li> </ul> <p><b>Complaints</b></p> <ul style="list-style-type: none"> <li>• The complaints resolution process is very lengthy</li> <li>• Recommendations for the College to provide an alternate complaints investigation process for Dentists working in Public Health Units with vulnerable populations</li> </ul> <p><b>Education</b></p> <ul style="list-style-type: none"> <li>• Recommendations to focus on Continuing Professional Development, including ethics – to ensure high-quality dental care</li> <li>• The importance of patient education is also emphasized</li> </ul> <p><b>Evidence-based decision-making</b></p> <ul style="list-style-type: none"> <li>• A proactive and open approach is needed to assess emerging knowledge/ the metrics of ideas derived from practicing Dentists and their research</li> </ul> <p><b>Corporate dentistry</b></p> <ul style="list-style-type: none"> <li>• Dentists are concerned with the rise of corporate entities, such as Smile Clubs and Dentalcorp as the quality of care is affected</li> <li>• Dentists are questioning whether the College is addressing the issue of corporate dentistry</li> </ul> <p><b>Illegal practices</b></p> <ul style="list-style-type: none"> <li>• Suggestions to focus on protecting the public against illegal practices of dentistry/unlicensed practitioners</li> </ul>
---	---	--

External Respondents	Comments
<p><b>Ontario Dental Association</b></p> <p><i>The ODA provided their feedback in writing rather than submitting a survey response</i></p>	<ul style="list-style-type: none"> <li>• In general, the ODA was supportive of RCDSO’s draft Strategic Plan and commended the College’s consultation efforts</li> <li>• The ODA offers a few constructive suggestions, examples of which are set out below: <ul style="list-style-type: none"> <li>○ The ODA was highly supportive of the commitment toward regulatory excellence and suggested that the College consider establishing a separate pillar and objective for that</li> <li>○ The ODA reinforced the importance of taking an evidence-informed and risk-based approach to Standards review development</li> </ul> </li> </ul>
<p><b>Ontario Dental Hygienists’ Association</b></p>	<ul style="list-style-type: none"> <li>• Agreed/strongly agreed with all statements</li> <li>• ODHA supports the focus on collaboration and engagement with stakeholders as is key to the delivery of high-quality care</li> <li>• The latest success of aligning the IPAC requirements has been emphasized</li> <li>• Access to Care project is another opportunity to collaborate</li> </ul>
<p><b>College of Traditional Chinese Medicine Practitioners and Acupuncturists</b></p>	<ul style="list-style-type: none"> <li>• Agreed/strongly agreed with all statements</li> <li>• The CTCMPA supports the new Strategic Plan and the RCDSO’s commitment to enhancing collaboration, professionalism, and emerging trends in dentistry as well as incorporating evidence-informed approaches and risk-based perspectives</li> </ul>
<p><b>College of Dental Technologists of Ontario</b></p>	<p>Agreed/strongly agreed with all statements</p>
<p><b>Dentalcorp</b></p>	<ul style="list-style-type: none"> <li>• Neutral/agreed/strongly agreed with the statements</li> <li>• Dentalcorp offered to collaborate with the RCDSO in finding new ways to promote patient safety</li> </ul>
<p><b>Hamilton Academy of Dentistry</b></p>	<p>Agreed/strongly agreed with the statements</p>
<p><b>Ontario Association of Orthodontics</b></p>	<ul style="list-style-type: none"> <li>• Strongly disagreed with the revised Vision Statement <ul style="list-style-type: none"> <li>○ The Association emphasized that Dentists should be involved/consulted/overseeing the delivery of any healthcare as they have the most training and education in the entire scope of oral health care</li> </ul> </li> <li>• Agreed/strongly agreed with the rest of the statements <ul style="list-style-type: none"> <li>○ Recommended include “New &amp; Emerging Technologies” instead of just AI and Teledentistry in order not to fall short on the mission of protecting the public</li> <li>○ Unsupervised dental treatments, such as mail-order orthodontics (which is a Controlled Act), are harmful to the public when being delivered in the current form</li> </ul> </li> </ul>
<p><b>Canadian Dental Protective Association</b></p>	<ul style="list-style-type: none"> <li>• Agreed/strongly agreed with the statements</li> <li>• CDPA praised the RCDSO for reflecting the current professional environment and sensitivities in society</li> </ul>

# RCDSO Draft Strategic Plan: 2023 – 2025

## Vision

- Everyone in Ontario has access to safe, high-quality oral health care.

## Mission

- We ~~serve and protect~~ **act in** the public interest and are committed to excellence in regulating the dental profession in Ontario.

## Pillars

- Professionalism
- Stakeholder Engagement
- Emerging Issues

## Values

- Accountable
- Collaborative
- Innovative
- Inclusive
- Transparent

## Objectives

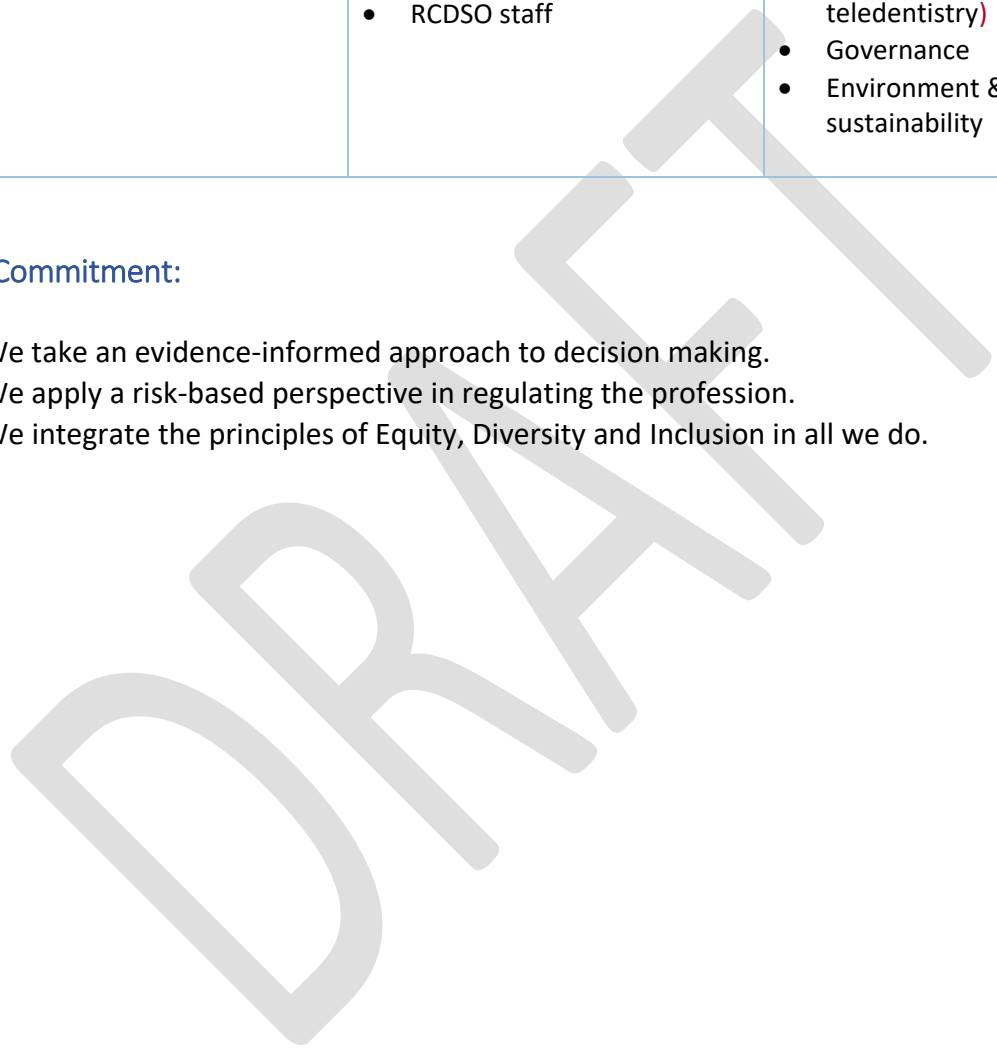
These objectives provide additional focus to the work of the College for the next three years. Objectives are anchored to a strategic pillar and define where we would like to be. The bullet points outline our areas of focus for developing strategies that will help us get there.

Professionalism	Stakeholder Engagement	Emerging Issues
RCDSO promotes a culture of professionalism in dentistry that supports <del>the provision of quality care</del> <b>access to quality care</b> , serves the public interest and upholds the public trust.	RCDSO <del>enhances collaboration and engagement</del> <b>engages</b> with the public, the profession and system partners to advance patient-centered oral health care and regulatory excellence.	RCDSO anticipates and responds proactively to emerging issues and trends that may impact the public interest.

<p>Areas of focus include:</p> <ul style="list-style-type: none"> <li>• Access to care</li> <li>• Practice models &amp; quality of care</li> <li>• Standards of Practice and Resources</li> <li>• Continuing Professional Development</li> </ul>	<p>Areas of focus include enhancing engagement with:</p> <ul style="list-style-type: none"> <li>• The public &amp; the profession</li> <li>• Oral Health Regulatory Colleges in Ontario &amp; partner organizations</li> <li>• Faculties of dentistry</li> <li>• Government</li> <li>• RCDSO staff</li> </ul>	<p>Areas of focus include:</p> <ul style="list-style-type: none"> <li>• Emergency preparedness</li> <li>• Government/political environment</li> <li>• COVID-19 and post-pandemic recovery</li> <li>• Technology (e.g., Artificial intelligence and teledentistry)</li> <li>• Governance</li> <li>• Environment &amp; sustainability</li> </ul>
--	---	--

**Our Commitment:**

- We take an evidence-informed approach to decision making.
- We apply a risk-based perspective in regulating the profession.
- We integrate the principles of Equity, Diversity and Inclusion in all we do.





## COUNCIL BRIEFING NOTE

**TOPIC: RCDSO Standards: Refinements and Schedule  
FOR INFORMATION**

---

### ISSUE:

- Council is provided with an overview of refinements made to the RCDSO's work on Standards review and development, as well as information regarding timing and scheduling. This briefing note is for Council's information.

### PUBLIC INTEREST:

- Work on RCDSO Standards and resources furthers the public interest as it ensures dentists have current information about best practices on clinical and professionalism issues and accordingly, are supported in providing quality care to patients.
- Refinements made to the RCDSO's work on Standards directly relate to a number of elements in both the current Strategic Plan 2020-23 and the upcoming draft Strategic Plan 2023-25. This includes, professionalism, stakeholder engagement with the public and the profession and others, evidence-based decision-making and emerging issues.

### BACKGROUND:

- Staff began considering refinements to the RCDSO's work on Standards back in 2019.
- There were two initial drivers: Harry Cayton's 2018 Report, [\*An Inquiry into the performance of the College of Dental Surgeons of British Columbia and the Health Professions Act\*](#)<sup>1</sup>, and the development of the RCDSO's Strategic Plan (developed in 2019 and launched in 2020).

---

<sup>1</sup> Cayton's report included recommendations to enhance professional standards. They included clarity around language and terminology. He advocated for documents to be called Standards, instead of having multiple categories of documents, and within documents, for mandatory and recommended content to be clearly delineated through appropriate language: 'must' or 'recommend'.

- With these two drivers serving as a jumping off point, Senior RCDSO staff developed initial refinements to the RCDSO’s work on Standards.
- The staff involved in developing these refinements were Andréa Foti (Assistant Registrar) Dr. Michael Gardner (former Director of Quality Assurance), Kevin Marsh (former Director of Communications) and Cameron Thompson (Senior Policy Analyst).
- Council received information on this work in May and November of 2019 and then again in May of 2021.
- Initial refinements are as follows:

<b>Issue</b>	<b>Refinement</b>	<b>Timing</b>
Consultation	<ul style="list-style-type: none"> <li>• We have expanded the list of stakeholders invited to participate in RCDSO consultations. Now, in addition to Ontario dentists and dental organizations, a broad range of public and patient-focused organizations are consistently invited to participate.</li> <li>• The RCDSO also accesses the Citizen’s Advisory Group (CAG), a panel of public citizens who are knowledgeable about the health and regulatory landscape. The CAG is used by nearly all RHPA Colleges to provide public perspective into projects and documents.</li> <li>• We have made our consultation process more nimble and flexible. Stakeholders are given the option to provide feedback via short surveys and the RCDSO is soliciting feedback earlier in the process where appropriate to the project.</li> </ul>	Implemented
Categories of Documents	<ul style="list-style-type: none"> <li>• We are working towards a streamlined approach to categories of documents developed for dentists.</li> <li>• Standards will be the main category of document and will encompass documents previously titled standards, guidelines, practice advisories, and policies.</li> <li>• Where more focused communication is required on discrete topics, or supporting materials, such as FAQs are needed, the RCDSO will refer to these as ‘resources’.</li> </ul>	Implemented on a go-forward basis, as documents are reviewed or developed.

Enhanced Clarity	<ul style="list-style-type: none"> <li>We are using uniform, consistent language in Standards, to delineate which elements are mandatory (must, required) and which are optional or recommendations (advised, recommends).</li> <li>Standards will also routinely and consistently include citations to relevant evidence and external authorities as applicable.</li> </ul>	Implemented on a go-forward basis as documents are reviewed or developed.
Review Cycle	<ul style="list-style-type: none"> <li>Existing Standards will be reviewed on a more consistent basis.</li> <li>The ultimate goal is to develop and comply with a regular review cycle. We need to do some work initially to determine what interval for the review cycle is appropriate and attainable taking into account a number of factors including: the work and issues involved in specific Standards reviews and staff capacity.</li> </ul>	Implemented on a go-forward basis.
Review and Development Process	<ul style="list-style-type: none"> <li>We have formalized the processes used to develop new Standards or review existing Standards through the development of internal protocols.</li> <li>Protocols relate to Research, Working Groups, and Issue Analysis.</li> </ul>	Implemented on a go-forward basis as Standards are reviewed or developed.

- As many Council members are aware, Dr. Michael Gardner led the RCDSO's work on Standards and resources for many years until his retirement from the College earlier this year.
- With Dr. Gardner's support, the RCDSO began increasing its in-house capacity for Standards work in 2020, by recruiting dedicated staff with expertise in these areas (policy staff).
- In the two years prior to Dr. Gardner's retirement, responsibility for standards work was shared between Dr. Gardner and policy staff in order to increase our capacity and output. Upon Dr. Gardner's retirement, responsibility for Standards work has shifted entirely to policy staff with support on clinical and practice issues obtained from staff or external clinicians and the Quality Assurance Committee.

## CURRENT STATUS:

- The refinements to Standards work set out above are initial steps only.
- This section of the briefing note will set out additional refinements that will be implemented into the Standards review and development processes as well as information around the timing and scheduling of Standards review and development.

### I. Additional Refinements

---

- Additional refinements to the Standards review and development process will be implemented to enhance alignment with best practices, and to enhance accessibility to readers.
- These additional refinements are listed below and they will be implemented on a go-forward basis. Council will see them included in draft Standards as they come forward for Council feedback and approval.
  - **Length of documents:** We will aim to shorten the overall length of standards by experimenting with different formats and writing styles. This will include the use of bullet points and headings, over long-form prose, and the use of companion resources such as case studies and FAQs to delve into specific content and detail.
  - **Executive Summary:** We will include a short Executive Summary at the beginning of each Standard so that readers can get a quick sense of the issues addressed in the document, and thereby determine if it is the correct resource to answer their questions or concerns.
  - **Principles:** We will include a new section articulating foundational principles that are relevant and applicable to the document's contents.
  - **Plain language:** We will use a plain language approach in drafting content, so that the key messages and content is readily understandable to readers.
  - **Knowledge translation and supports:** We will incorporate concepts and principles of knowledge translation and consider different ways, aside from text, that we can communicate key messages. These may be included in Standards directly or in companion supporting documents such as frequently asked questions.
  - **Stakeholder Consultation:** We will incorporate different tactics to solicit feedback from a range of stakeholders, including dentists, dental

organizations and the public. We will also solicit feedback from RCDSO staff dentists as required.

## **II. Timing/Scheduling**

---

- As indicated above, responsibility for Standards review and development rests with RCDSO policy staff, with oversight and support from the Assistant Registrar. Currently, policy staff consists of one Senior Analyst, one Analyst, and one Junior Analyst.
- In addition to Standards work, this same three-person team also provides primary support to the RCDSO in a number of strategic projects and initiatives. This includes:
  - Strategic Planning
  - College Performance Measurement Framework (CPMF)-Annual Reports
  - COVID-19 Guidance and resources
  - Access to Care
  - Analysis of Emerging Issues
- Work related to Standards review and development will be balanced with the above noted strategic work and initiatives. Additionally, we will need to strike a balance between the goal of ensuring existing Standards are up to date and the need or interest in developing new Standards.
- Our objective is have 5-6 Standards under review or in development each year.
- The pace and progress of this work will vary depending on a number of factors including the strategic initiatives that are underway, and the scope and nature of the work required to update or develop individual Standards.
- At present, the following standards are currently under review and development: Informed Consent, Teledentistry, Medical History Recordkeeping and Dental Recordkeeping and Diagnosis and Management of Temporomandibular Disorders.
- We are anticipating that we will be in a position to provide Council with updates on these Standards by late 2022 or early 2023.

## **CONSIDERATIONS:**

- Policy staff are currently discussing with Susan Taylor, Director of Quality, the best way to ensure the ongoing involvement of the Quality Assurance Committee in

Standards review and development. A proposed approach will be presented to the Quality Assurance Committee this fall.

- Additionally, policy staff will be working with staff in Communications to develop content for the RCDSO website that provides stakeholders with information around our Standards review and development process and how they can contribute through stakeholder consultations. This is intended to enhance the transparency of these processes.

### **DECISION FOR COUNCIL:**

- This briefing note is for Council's information.

---

### **CONTACT:**

Andréa Foti, Assistant Registrar & Privacy Officer: [afoti@rcdso.org](mailto:afoti@rcdso.org)



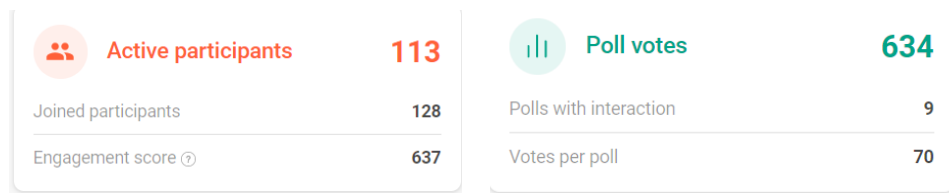
## RCDSO CONNECT ANALYTICS REPORT

We hosted our second virtual town hall, RCDSO Connect, on June 28, 2022. Ontario dentists heard President Sandy Venditti and Registrar/CEO Daniel Faulkner discuss the latest on our COVID guidance and the recent RCDSO Council meeting. Current Council members discussed their journey to become part of the College's board and Assistant Registrar Andréa Foti updated attendees on the College's resources, standards development and our consultation process.

**Event date:** June 28, 2022

**Report date:** July 5, 2022

### OVERVIEW:



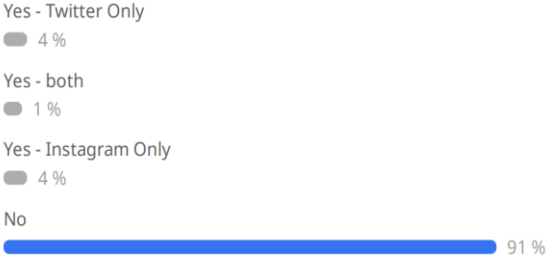
Attendance was consistent at 113 attendees through the event with no significant decrease. The highest number of attendees (128) was during the presentation concerning Council Highlights, particularly the discussion of fees. 113 attendees participated in the polling sessions, totaling 637 votes throughout the presentation.

The poll question with the highest response rate (80 responses) concerned the College's practice advisory team and the services provided to members. This signals to the College that there is an opportunity to build awareness around this department and its supports available to members.

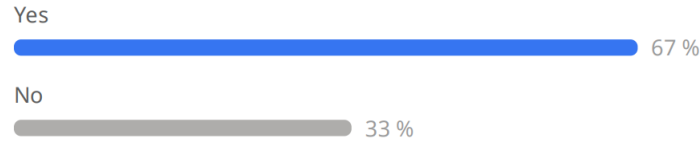
## RCDSO CONNECT - POLL QUESTIONS AND RESULTS



**Are you following us on Twitter and Instagram?** 079



**Do you come to the RCDSO when you have a question?** 075



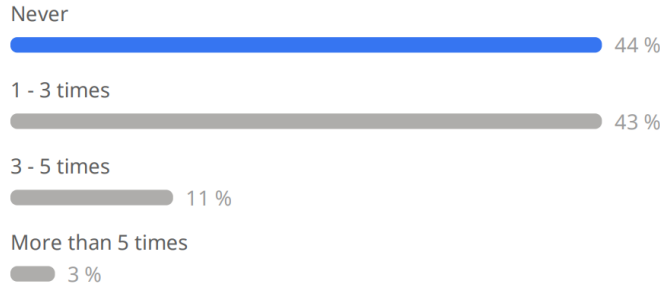
**If you don't come to the RCDSO, where do you look for answers?** 062

- RCDSO
- ODA
- Google.
- Rcdso, health unit,
- Public health regarding Covid 19
- Oda
- OAO
- obviously it depends on the question. Could be a professional association or a professional such as lawyer or accountant. In instances when I have contacted college I have not found it too helpful.
- Colleagues
- Colleagues
- ODA and CDPA
- Colleagues
- ODA Ontario Health Lawyer
- ODA
- ODA HAS EVERYTHING
- Lawyer
- ODA CDPA
- ODA Facebook Groups Colleagues
- oda
- Facebook
- Cda
- CDA ODA CDPA



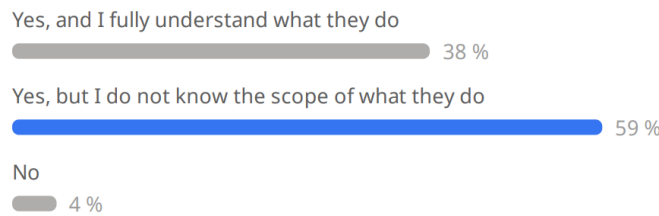
**How many times have you contacted the College in the past 12 months?**

075



**Are you aware that the College has a practice advisory team and of the services they provide?**

080



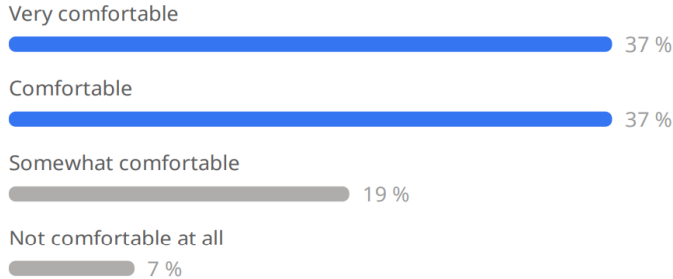
**What are some barriers to getting involved in Council or a Committee?**

055



**How comfortable do you feel now in reaching out to the College for help/assistance?**

0 6 8



**After hearing from Council members, would you consider putting your name forward to join Council or a Committee?**

0 6 4



**SOCIAL MEDIA OVERVIEW**

Six tweets were posted during the session to the College’s Twitter – these were taken from questions submitted by members ahead of the session. Topics included environmental sustainability, advertising, our mandate to protect the public, CE points, and mitigating patient complaints.

3,590 impressions total across all tweets during the session. The tweet concerning mitigating patient complaints earned the most impressions (2,075 or 57%).

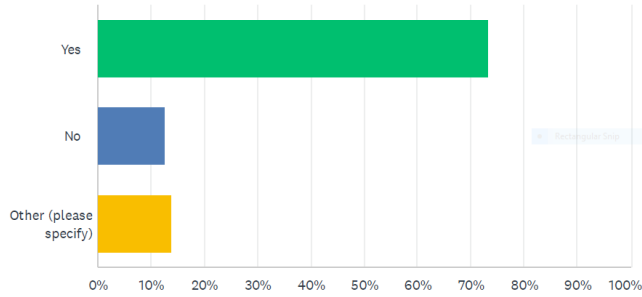
On YouTube, the recording of RCDSO Connect has 87 views and 74 hours of watch time.

**SURVEY RESULTS OVERVIEW**

Responses to the survey circulated after the session were overall positive and supportive of another town hall meeting. Attendees felt that the session was informative, innovative, and seamless and would attend again. Attendees also noted that the polling enhanced the overall experience. For more in depth and individual responses results, refer to the RCDSO Connect Survey Data Report.

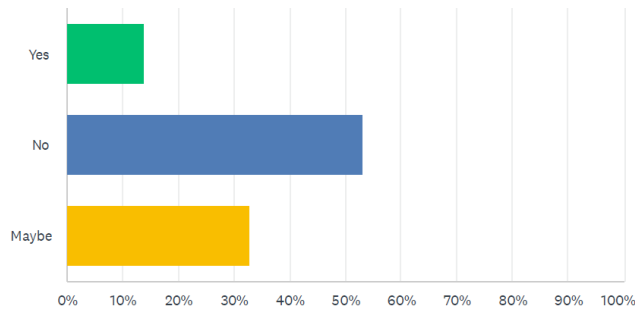
Q1 Were your questions about the College's Council and committee work answered during the session with current Council members?

Answered: 79 Skipped: 1



Q2 Are you considering getting involved with the College by putting your name forward for the upcoming Council election or as a non-Council committee member?

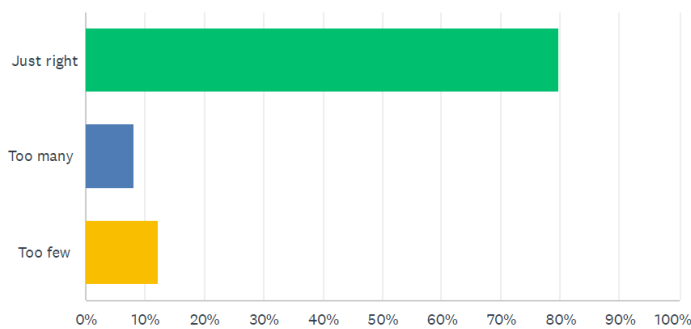
Answered: 79 Skipped: 1



Note: For question three, please refer to the attached RCDSO Connect Survey Data Report.

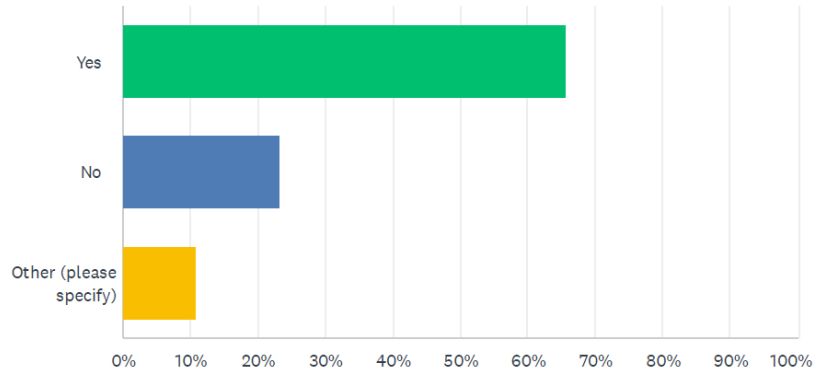
Q4 Were there enough live polls throughout the session?

Answered: 74 Skipped: 6



### Q5 Did the selection for the question and answer portion of Connect cover what you wanted to hear about?

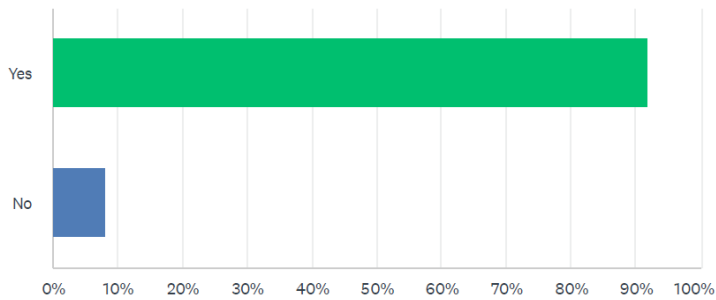
Answered: 73 Skipped: 7



Note: For question six, please refer to the attached RCDSO Connect Survey Data Report.

### Q7 Would you attend another RCDSO Connect event?

Answered: 75 Skipped: 5





Ontario

**Executive Council of Ontario  
Order in Council**

**Conseil exécutif de l'Ontario  
Décret**

On the recommendation of the undersigned, the Lieutenant Governor of Ontario, by and with the advice and concurrence of the Executive Council of Ontario, orders that:

Sur la recommandation de la personne soussignée, le lieutenant-gouverneur de l'Ontario, sur l'avis et avec le consentement du Conseil exécutif de l'Ontario, décrète ce qui suit :

PURSUANT TO clause 6(1)(b) of the *Dentistry Act, 1991*, **David Bishop** of Mississauga be reappointed as a part-time member of the Council of the Royal College of Dental Surgeons of Ontario to serve at the pleasure of the Lieutenant Governor in Council for a period not exceeding three years, effective September 26, 2022 or the date this Order in Council is made, whichever is later.

-----

EN VERTU DE l'alinéa 6 (1) b) de la *Loi de 1991 sur les dentistes*, **David Bishop** de Mississauga est reconduit au poste de membre à temps partiel du Conseil de l'Ordre royal des chirurgiens-dentistes de l'Ontario pour exercer son mandat à titre amovible à la discrétion du lieutenant-gouverneur en conseil, pour une période maximale de trois ans, à compter du dernier en date du 26 septembre 2022 et du jour de la prise du présent décret.

**Recommended:** Minister of Health  
**Recommandé par:** La ministre de la Santé

**Concurred:** Chair of Cabinet  
**Appuyé par :** Le président | la présidente du Conseil des ministres

**Approved and Ordered:** AUG 11 2022  
**Approuvé et décrété le :**

  
**Lieutenant Governor  
La lieutenant-gouverneure**