2020 CPMF Summary

Royal College of
Dental Surgeons of Ontario

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

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

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

Domain 1: GOVERNANCE

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

How is the RCDSO doing?
- All members of Council and Committees take part in orientation to ensure they have the required knowledge and skills to support good governance
- Competencies are set out for each committee and a Candidate Eligibility Course is required for dentists interested in standing for Council or Committees
- Council Materials are available to the public and posted to our website in advance of our meetings – these materials remain on our site
- A Governance Working Group, including external experts, is reviewing best practices in governance and will recommend improvements for the RCDSO

What action is the RCDSO taking?
- We are currently modernizing the format of all Council materials and Executive Committee materials to improve readability and accessibility
- Council meeting evaluations were implemented in November 2020 and will be used to help identify the training and educational needs of Council
- Further reforms to RCDSO governance will be led by the RCDSO Governance Working group (established in January 2021). This Working Group will develop a governance vision for the RCDSO and make recommendations on specific issues such as Council evaluation, and annual conflict of interest questionnaires

Domain 2: RESOURCES

What does this mean?
The College has the financial and human resources to fulfill its statutory and regulatory duties, now and in the future.

How is the RCDSO doing?
- Our Strategic Plan and budget processes are closely aligned in order to support strong financial and resource stewardship
- Council receives and makes public an annual financial report on the RCDSO website
- Council approves the RCDSO annual budget, which includes salaries, headcount and other HR support costs
- The RCDSO's strategic plan prioritizes staff development, staff performance and training on diversity, equity and inclusion

What action is the RCDSO taking?
- The RCDSO has developed an Operating Reserve Policy and is currently engaged in a three-to five-year plan to fund an Operating Reserve

Domain 3: SYSTEM PARTNER

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

How is the RCDSO doing?
- We actively engage with health regulatory colleges (close relationships with the oral health regulators – Hygiene, Denturists and Dental Technologists), the Ministry of Health, the Office of the Fairness Commissioner, Public Health Ontario, the Ontario Dental Association and other stakeholders to support our public protection mandate
- The RCDSO works to anticipate external disruptors and changes in public expectation through our Issues Management process

What action is the RCDSO taking?
- The RCDSO engages extensively with a broad range of partners. This includes work the RCDSO has done and will continue to do on COVID-19 and additional future work on the RCDSO's Access to Care initiative
- A strategic project is currently underway to analyze and improve upon our stakeholder engagement

Domain 4:
INFORMATION MANAGEMENT

What does this mean?
The College deals with the confidential information it retains securely.

How is the RCDSO doing?
- The RCDSO's Privacy Code, Information Security and Acceptable Use Policy, Password and Authentication Policy, Records Management Policy, and Social Media Policy address security issues with extensive mandatory IT security awareness training for all staff
- The RCDSO has protocols for handling an IT security emergency, cyber-attacks and system hi-jacks
- IT security at the RCDSO is regularly audited by automated systems and external security firms
- A staff team, including a designated Privacy Officer, addresses confidential and private information matters at the RCDSO

What action is the RCDSO taking?
- Work is ongoing to fully implement the RCDSO's new Customer Relationship Management system (CRM) platform that will further modernize our information management processes
- IT tools and systems used by our stakeholders are being updated to continuously enhance and deliver high-quality services to find efficiencies in our work and improve the user experience

Domain 5:
REGULATORY POLICIES

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

How is the RCDSO doing?
- RCDSO standards are reviewed in a five-year cycle and review is expedited if there are changes in the dental practice landscape, legislation or direction from Council
- Our Issues Management team identifies developments that might impact the regulation of dentistry
- The RCDSO has a multi-staged consultation process that captures input from a range of stakeholders including the public, dentists, experts and other system partners

What action is the RCDSO taking?
- The RCDSO is actively looking for ways we can support knowledge translation of key concepts in our standards. This will include developing supplementary tools and resources as a companion to our Standards

Domain 6:
SUITABILITY TO PRACTICE

What does this mean?
The College registers only individuals who are qualified, skilled and competent. Dentists in practice remain competent safe and ethical.

How is the RCDSO doing?
NOTE: This domain includes statistical data. Further detail including important context is included in the full CPMF Reporting Tool. The intention of this data is to ensure consistency in reporting between all of the health regulatory colleges; it is not intended to serve as a comparative analysis between and amongst colleges.

- The RCDSO comprehensively reviews new applications; we use a standardized checklist of required documentation
- Every year dentists are required to complete a questionnaire that explores professional conduct as part of the annual membership renewal process
- The RCDSO communicates standards via email, website content and continuing education courses to support dentists in applying new standards to their practices
- The RCDSO assesses practice through an online Practice Enhancement Tool (PET), Practice Assessments and Peer Assessments. All Ontario dentists are required to participate in the Quality Assurance Program on a regular cycle and have mandatory continuing education (CE) requirements
- The complaints process supports individuals filing a complaint. The College's website and YouTube Channel contain accessible and detailed information about the complaints process and how to raise a concern about a dentist

What action is the RCDSO taking?
- Our current timelines for processing complaints and Registrar's investigations do not meet our statutory targets. In 2020, the RCDSO began restructuring our complaints and investigations area, supported by data and analysis provided by our new Customer Relationship Management system (CRM). Further planning and process changes will aim to significantly improve timelines
- A comprehensive data strategy is in development under the leadership of a staff Data Scientist

Domain 7:
MEASUREMENT, REPORTING AND IMPROVEMENT

What does this mean?
The College continuously assesses risk, measures, evaluates and improves its performance and is transparent about performance and improvement activities.

How is the RCDSO doing?
- The RCDSO launched its first Strategic Plan in 2019 with strategic objectives and accompanying draft Key Performance Indicators (KPIs)
- The RCDSO has established comprehensive risk frameworks for all core regulatory areas as part of the 2021-2023 strategic plan

What action is the RCDSO taking?
- An organization-wide transformation is underway and aims to improve stakeholder experience in every aspect of our work
- The RCDSO's KPIs (currently in draft form) will be finalized with the assistance of the College's Data Scientist
- The RCDSO has undertaken the development of new data management systems and processes that will support data collection, analytics, and reporting as part of its Strategic Plan. Since these resources are essential for the evaluation of the RCDSO's performance against its KPIs, we anticipate performance measurement against KPI discussions will form a substantive part of future Council meetings

You can access the RCDSO's full CPMF reporting tool here.

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