2024 CPMF SUMMARY

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

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

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



Domain 1: GOVERNANCE

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

- Council approved in principle the Governance Committee's proposed three integrated modernization concepts (including adopting a province-wide election, and reducing the number of elected Council dentists), and directed the Committee to explore continued development.
- Ten educational sessions were conducted during the Council meetings held in March, June, September and December 2024. These sessions included:
 - A presentation to Council by Louise Aerts, Chief Officer, Strategy, Governance and
 Reconciliation, at the British Columbia College of Nurses and Midwives, on "Weaving Indigenous
 Ways of Knowing and Being Into our Work" helped to strengthen Council's understanding of
 how Reconciliation requires reflection on the impact of colonialism in our processes, examining
 how board meetings are conducted, and deepening our understanding of why Indigenous
 representation and engagement on boards is important.
 - A presentation to Council by <u>Rainbow Health Ontario</u> (RHO) helped Council members better understand the 2SLGBTQ community, their patients, and the measures the College has taken to better serve 2SLGBTQ communities (e.g., RCDSO's Quality Assurance Committee approved RHO as a sponsor for continuing education (CE) credits for RCDSO registrants).
- Council approved the RCDSO's public <u>EDI Commitment Statement</u>, developed by the Governance Committee.



Improvements and milestones in 2024

- To support internal efforts, the College completed its biannual staff experience survey that included several indicators related to staff's feelings of inclusion, diversity and belonging. The College continues to prioritize staff resources for this work with an Equity Officer and project coordinator who facilitates equity impact assessments, develops content, supports the internal employee resource group, and mobilizes impactful learning opportunities. As highlights:
 - Staff attended a session facilitated by The Get Real Movement called Trans 101.
 - Staff had the opportunity to share a learning opportunity with colleagues from the College of Dental Technologists and screen a documentary focused on the impact of anti-black racism in the workplace called "Working While Black".
 - Through their work, staff have access to a quarterly internal newsletter (The EDI Spotlight),
 a diversity calendar embedded into productivity tools, and employer partnership with The Canadian Centre for Diversity and Inclusion, and a webpage with learning resources and e-modules.
- An anti-bias podcast training module was developed and implemented to support the Governance Committee's candidate selection processes. The four-part module highlighted concepts like power, privilege, types of bias and preparing inclusive spaces for Council and Committee members.
- Council approved a Council Performance Evaluation Framework for 2025, which includes third-party vendor observation of Council meetings.
- Finalized Enterprise Risk Management (ERM) Framework and development of common risk frameworks across the regulatory programs.



Domain 2: RESOURCES

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

- The RCDSO's security governance continues to be based on the NIST Cyber Security Framework 2.0 (Govern, Identity, Protect, Detect, Respond and Recover) and the deployment of our solutions are based on the defense in depth model.
- As the College embarks on the last year of its 2023-25 Strategic Plan, the principles of the Data Plan will carry-over into an Analytics Roadmap. This approach to analytics will continue to incorporate fundamental principles of data management but will shift focus towards the vision for analytics that align with the College's operational priorities and strategic projects.



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

- Collaboration with Pivotal Research to learn about Ontario patients' experiences and expectations with oral healthcare.
- Through our work on Access to Care the RCDSO has:
 - expanded the CE content that we make available to dentists and provide opportunities for dentists to learn the unique needs of individuals in the disabled and 2SLGBTQ communities.
 - engaged the dental profession, the Citizen Advisory Group and the public at large (through public polling) to gain feedback on key concepts that will be included in the RCDSO's resource on Professionalism (in development) and a Standard on Accepting New Patients (in development). The engagement will directly shape and inform our analysis of the issues and the final content in both documents.
- Partnerships related to antimicrobial stewardship led directly to the development of a comprehensive chairside resource intended to support clinical practice. RCDSO also provided CE points for implementation of the resource at chairside.
- Our focus on data and the partnerships we have fostered have allowed us to engage in data collection and analysis that supports an enhanced understanding of health human resource issues as well as to identify potential factors that may pose barriers to the public's ability to access oral health care.
- The RCDSO's engagement with the NDEB, particularly in compliance with our MOU, has resulted in the RCDSO and NDEB experiencing enhanced and more effective communication, and in the NDEB committing to reforming and improving the service experience they offer and the programs and processes that they run. Results have included shorter examination timelines, increased examination seat capacity and greater engagement with the internationally trained dental community.
- Partnered with <u>Special Olympics Ontario</u> and <u>Rainbow Health Ontario</u> to offer continuing education programs to dentists on patient populations who have intellectual disabilities or who belong to the 2SLGBTQIA+ communities.
- The College hosted a shared learning opportunity with the College of Dental Technologists of Ontario. Staff
 from both Colleges screened a documentary focused on the impact of anti-black racism called <u>"Working While Black"</u> followed by a facilitated discussion by Liben Gebremikael, CEO of <u>TAIBU Community Health Centre</u>.
- Partnered with Choosing Wisely Canada, the Canadian Dental Association (CDA), the College of Family
 Physicians of Canada (CFPC), and the Canadian Association of Hospital Dentists (CAHD) to create a chairside
 tool on anti-microbial stewardship.

Domain 4: INFORMATION MANAGEMENT

The College deals with the confidential information it retains securely.

Improvements and milestones in 2024

- Development of an e-learning module on privacy/confidentiality for staff, Council, and Committees.
- Management ensured adequate resources were set aside to make progress or complete identified strategic projects.
- The College has a structured review process for operational policies, doing so through an Equity,
 Diversity, and Inclusion (EDI) lens but also with a focus on staff engagement. This comprehensive
 review ensures that our policies are aligned with best practices and EDI principles, helping us foster an
 inclusive and supportive environment.
- Third party completed internal and external cybersecurity assessment and penetration testing.
- Implemented Privilege Identity Management Solution for Microsoft Cloud platform. This solution allows for just-in-time administrative access allowing us to reduce the number of permanently assigned administrators.
- Deployed College managed devices (e.g., laptops) to Council, Committee and Panel members to improve secure access to College data.



Domain 5: REGULATORY POLICIES

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

Improvements and milestones in 2024

• In 2024, a number of draft Standards were presented to Council for approval to engage in external consultation. These included new draft Standards on *Consent to Treatment* and *Prevention of Boundary Violations and Sexual Abuse*.

Domain 6: SUITABILITY TO PRACTICE

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

- In 2024, each of the RCDSO's regulatory programs (Quality, Registration, Facilities Inspection, and Professional Conduct and Regulatory Affairs) collaborated to develop a common risk framework that can be adapted to the unique needs of each department. The common risk framework provides transparency to the public and dentists so they can understand how the College and its committees make decisions rooted in risk, including whether a dentist demonstrates competence and can practice safely and ethically.
- In 2024, the RCDSO updated all its templates for Complaints and Registrar's Investigations. Duplicative or unnecessary templates were deleted. All other templates were updated to simplify the content, remove unnecessary legal terms, be more concise and thus more helpful for complainants and registrants alike. The College reduced its templates for investigations by approximately one-third.
- In 2024, the College created three additional YouTube videos about the Resolution Program to assist complainants in understanding the program, and to help them prepare for a mediation. The content can be found on the College's webpage (here) and on YouTube.
- The College created <u>a webpage</u> about how the ICRC, Fitness to Practise Committee and Discipline Committee work to ensure that Committee decisions are not influenced by bias or conflict of interest.
- In 2024, the RCDSO published its <u>complaints brochure</u> in the 11 most commonly spoken languages in Ontario (English, French, Arabic, Chinese, Farsi, Hindi, Punjabi, Russian, Spanish, Tagalog and Urdu).
- As of December 31, 2024, Discipline Committee decisions from 2017-2024 were available on CanLII.

Domain 7:



MEASUREMENT, REPORTING & IMPROVEMENT

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

- The RCDSO launched a new e-Portfolio platform in 2023 and now audits 100% registrants upon completion of their 3-year CE cycle. In 2024, 6757 registrants were audited. The audit identifies registrants who have met the requirements, and then uses risk-based thresholds established by the QA Committee to segment others based on the magnitude of their shortfall. The Committee has established a risk-based protocol to follow up with those who have a shortfall and an escalation protocol has been established for those who repeatedly report fewer than the required continuing education points.
- The College continues its work to improve upon the timelines for processing its investigations. The disposition measure for complaints was reduced by 25% in 2024 to 432 days (from 578 in 2023). The disposition measure for Registrar's Investigations increased from 585 days in 2023 to 728 days, as the College prioritized completing many of its older investigations in 2024.
- The College completed a portal improvement project which streamlined the portal site navigation, clarity
 of language, functionality, and improved design to simplify the user experience of renewing certificates,
 permits and updating practice information.