FOUR YEARS OF THE CPMF:
HIGHLIGHTS FROM 2020-2023

RCDSO | Royal College of Dental Surgeons of Ontario

INTRODUCTION

In 2020, The Ontario Ministry of Health, in collaboration with Ontario's health regulatory colleges, subject matter experts and the public, created the College Performance Measurement Framework (CPMF) Reporting Tool. The tool assists in the understanding of how effectively colleges are meeting their mandate to protect the public interest and helps to improve accountability, transparency and oversight. Each college is responsible for submitting the report on a yearly basis.

Our goal at the RCDSO is to meet and exceed regulatory standards set forth in the CPMF by working with external partners, such as other regulatory colleges, educational programs and the broader healthcare system to improve public protection.

The Ministry requires all Colleges to report on the following seven domains that relate to how we execute our key statutory functions and serve the public interest:

1. Governance
2. Resources
3. System Partner
4. Information Management
5. Regulatory Policies
6. Suitability to Practice
7. Measurement, reporting and improvement

Here is a snapshot of the work we have undertaken since 2020 to improve our processes, transparency and accountability to the profession and the public.

Domain 1:
GOVERNANCE

- In January 2021, we created a Governance Working Group, including external experts, to review best practices in governance and to make recommendations for improvement.

- We partnered with the Canadian Centre for Diversity and Inclusion (CCDI) to train Council members on unconscious bias, diversity and inclusion, and cultural competence.

- Executive committee meeting summaries and Council conflict of interest declarations are now publicly available on our website.

- All Council and non-Council committee members complete online orientation about their roles and responsibilities as part of the application and nomination process.

- In 2023, we formed a standing Governance Committee to assess the eligibility and competence of Council and Committee candidates in 2024 and beyond.

Domain 2:
RESOURCES

- We developed an Operating Reserve Policy and initiated a plan to reach our $7.5M reserve target by 2026.

- We produced our first strategic plan in 2020 and developed our second in 2023 which is fully budgeted.

- In 2023, Council approved risk appetite statements which will support the ongoing development of our Enterprise Risk management (ERM) Framework.

- We established the role of College Equity Officer, who currently holds accountability for equity, diversity and inclusion (EDI). The role was added to the Senior Leadership Team to signify the importance of EDI integration in strategy, operations and new initiatives.

- We created and maintained a three-year capital forecast of planned technology-based initiatives and update it annually.

Domain 3:
SYSTEM PARTNER

- We worked with health regulatory colleges, the Ministry of Health, Public Health Ontario, the Ontario Dental Association, and other partners during the COVID-19 pandemic to produce guidance for the profession and support our public protection mandate.

- We analyzed and improved upon our stakeholder engagement as part of our 2020-2023 and 2023-2025 Strategic Plan projects.

- We established an Issues Management process to anticipate external disruptors and changes in public expectations.

- We became a member of the Citizen Advisory Group (CAG), which will enable us to consult directly with members of the public on ongoing College work.

- We partnered with the Office of the Fairness Commissioner (OFC), the federal government and the National Dental Examining Board (NDEB) on issues related to fairness, examination practices, and the experiences of internationally trained dentists.

Domain 4:
INFORMATION MANAGEMENT

- We fully implemented a modern Customer Relationship Management system (CRM) platform that allows for more effective data collection and analysis and includes tools to support better dentist/patient interactions with College staff.

- We developed a new Privacy Code and Privacy Breach protocol to govern the disclosure of, and requests for, information.

- We undertook records digitization to ensure our records are protected from physical risks.

- We created resources to support the College's approach to privacy and cybersecurity, including presentations to staff, Council and Ontario dentists.

- We established RCDSO email addresses for Council and committee members to ensure the secure transfer of sensitive information.

Domain 5:
REGULATORY POLICIES

- We developed new approaches to Standards review and development, including a Standards Prioritization Decision Support framework, to support the assessment of resources for the profession and the public.

- We prioritized the creation of a multi-staged consultation process that captures input from a range of stakeholders including the public, dentists, experts and other system partners on College Standards and resources.

- We hired new staff in our Policy area to support the priority review of Standards.

- We implemented new tools, including a draft equity impact assessment, to ensure that new and revised Standards reflect the principles of EDI.

Domain 6:
SUITABILITY TO PRACTICE

- We took several steps to significantly improve investigation and discipline processes and timelines to meet statutory targets.

- We launched a Continuous Quality Improvement (CQI) project to carry out an in-depth review of Registration processes to ensure they are reflective of a risk-based approach.

- We prioritized technological advancements, along with updates to registration processes, to successfully maintain the required maximum 15- and 30-day application processing and decision timelines.

- We updated our online applicant portal to make the process more efficient for prospective registrants, and modernized our online complaints form to give patients greater choice on how they share concerns with the College.

- We developed a new platform for dentists to track their continuing education activities and have initiated a new question-development process for our Practice Enhancement Tool.

Domain 7:
MEASUREMENT, REPORTING & IMPROVEMENT

- We finalized key performance indicators (KPI) with the assistance of the College's Data Scientist, hired to support data analysis, and present KPI progress at every Council meeting.

- We developed a public-facing report outlining key outcomes of our strategic work under the RCDSO's 2020-2023 Strategic Plan.

- We launched a new continuing education (CE) platform in July 2023 featuring an automated audit function, allowing us to assess CE cycle completions.

- Our Quality Assurance Committee established thresholds for assessing risk for registrants as they complete their mandated three-year cycles.

- We prioritized stakeholder engagement and made improvements to our website, registrant portal and communications to registrants and the public.
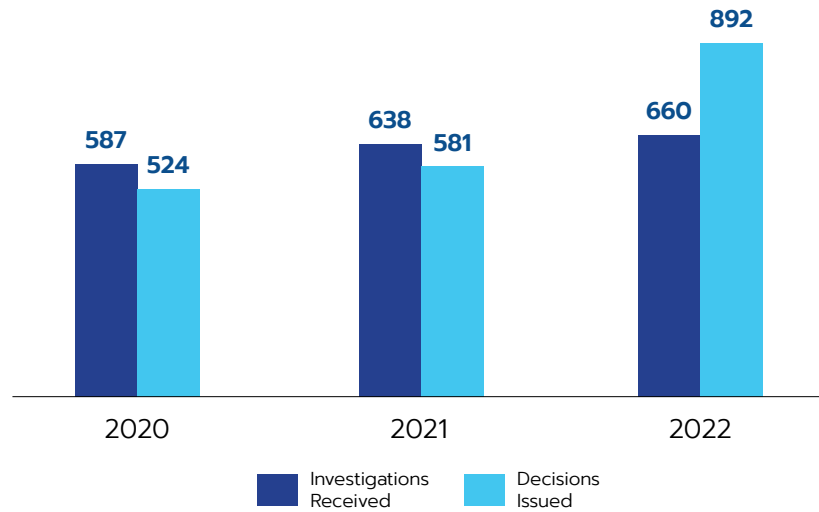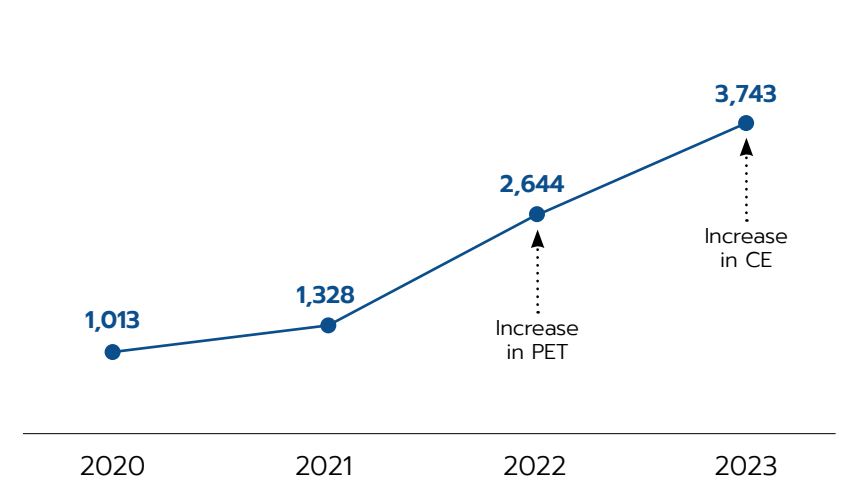
DOWNLOAD 2020-2023 CPMF EXECUTIVE SUMMARIES:

2020

2021

2022

2023

BY THE NUMBERS

Investigations Received/Initiated and Decisions Issued, 2020-2022

	2020	2021	2022
Investigations Received	587	638	660
Decisions Issued	524	581	892

Total Number of Registrants Who Participated in the QA Program (CM2), 2020-2023

- 2020: 1,013
- 2021: 1,328
- 2022: 2,644 — Increase in PET
- 2023: 3,743 — Increase in CE

CPMF REQUIREMENT: 3-YEAR PLAN TO FUND OPERATING RESERVE

Operating reserve target $7.5 million (3 months of expenses)

Current $1.5M 2023F
Add 3.4M 2024B
Add 2.1M 2025F
Add 2.4M 2026 (Subtract Pension 2.0M) = $7.4M

In 2023 there were **837** decisions made in **585** days

Between 2020 and 2023 there was an increase in total PET Registrants who participated in the QA Program to **2,644**

Between 2020 and 2023 there was an increase in total CE Registrants who participated in the QA Program to **3,743**