



139th Board Meeting Minutes

Date: April 26, 2024, 9:00 AM – 3:00 PM (In-Person)

Board of Directors:

James Matera, RDT, Chair
Abena Buahene, Public
Shanice Fontaine, RDT
Asif Khan, Public
Jill Langford, RDT
Melanie Liassides, RDT
Allison Malloy, Public
Tayla McGuckin, Public
Nawaz Pirani, Public

Rehan Siddiqui, Public
William (Bill) Van Evans, RDT
Adela Witko, RDT
Franz Yagin, RDT

Guest(s):

Beth Ann Kenny, HPRO

Staff:

Judith Rigby, Registrar & CEO
Paola Bona, Registration & Exams
Leanne Cheng, Professional Practice,
Conduct and Regulatory Affairs
Rose Far, Policy and Strategic Projects
Ashney Patrick, Communications
Safyia Mohammed, minute taker

1. Call to Order

The Chair, J. Matera, called the 139th Board meeting to order at 9:20 am and welcomed Directors, members of the public and staff to the first in-person meeting of the year. He reminded all in attendance that the meeting is being live streamed on CDTO's YouTube channel.

2. Opening Remarks

2.1. Land Acknowledgement

N. Pirani delivered the land acknowledgment, one step that we are undertaking, as individuals and as an organization, towards reconciliation. CDTO supports the practices of land and territorial acknowledgements in order to: raise awareness of Indigenous presence and land rights in everyday life for ourselves and meeting participants, inspire reflection and motivation to improve the relationship between Indigenous and non-Indigenous communities, acknowledge our personal position within the system of colonization, recognize the ongoing history of colonialism and abuse of Indigenous communities and complement self-reflection and cultural competency of staff, Registrants and volunteers.

3. Roll Call

J. Rigby conducted the roll call and informed the Chair that the quorum was met. It was noted that R. Siddiqui would be attending the meeting virtually.

The Chair called on the Vice-Chair to speak about the Workshop that was held the prior day, April 25. The Workshop provided a platform for open discussion on the CDTO's KPIs and how staff will utilize the feedback to move forward. W. Van Evans said that it was a productive day, and he was pleased with the turnout of all the Directors. He said that the workshop would move us ahead in strategic priorities.

The Chair invited others to speak about the Workshop. A. Buahene reiterated what the Vice-Chair said and was pleased with the participation, fulsome discussions and positive outcomes. J. Rigby also reiterated what was said and expressed appreciation for the public Directors speaking about their appointment process.

4. Approval of Agenda

MOTION: THAT the agenda be approved as presented.

MOVED BY: W. Van Evans and seconded by M. Liassides

CARRIED



5. Conflict of Interest Declaration

There were no changes to the annual conflict of interest forms or declarations for the items to be discussed at the meeting.

6. Consent Agenda

MOTION: THAT the consent agenda be approved as presented

MOVED BY: A. Malloy and seconded by J. Langford

CARRIED

7. Governance

7.1. Board Meeting Evaluation – January 26th, 2024

J. Rigby presented the results and highlighted indicators of good performance and areas for improvement. Recommendations were received for learning and education opportunities which will enhance Board effectiveness.

8. Board Education

The Chair introduced the presenter, B. Kenny from the Health Profession Regulators of Ontario (HPRO). He also gave a brief history on HPRO emphasizing how it advocates for the on-going regulatory improvements of the 26 Colleges to support the public interest.

B. Kenny thanked J. Rigby for inviting her to present and for her hard work and dedication in her work with HPRO through the years. She expressed gratitude for the work that J. Rigby accomplished with the EDI project, and her securing federal funding to further enable the positive outcomes. The EDI project resulted in an Equity, Diversity and Inclusion Organizational Self-Assessment and Action Guide to support colleges in meeting the requirements of CPMF.

She discussed the upcoming changes including having additional resources for members, which already includes forums for staff across the colleges to collaborate and share valuable information. HPRO recently retained a consulting company, Rubicon Strategy, to support government relations and provide guidance on government objectives. HPRO's Board of Directors has also approved managing the Citizen Advisory Group (CAG) starting in the next few months. J. Rigby thanked B. Kenny for her wonderful and educational presentation.

9. Monitoring Report

The Chair invited J. Rigby to present on the College's operational performance. These items fall under the fiduciary responsibilities of the Board to ensure the College is sustainable and that the College can provide programs and services to its registrants that serve in the best interest of the public (e.g., the Complaints process and unauthorized practice, and providing prospective applicants more information about becoming registered).

9.1. Q1 Financial Report

The financial monitoring report is presented quarterly, it is prepared and presented to the Executive Committee as delegated to them by the Board in their terms of reference. The Board monitors the College through these reports that are provided and state what they expect of the Registrar/CEO and understand what it takes to ensure sustainability.

J. Rigby went through the two budgets, Operating and Strategic Initiatives Projects (SIP) and forecast to August 31st. She explained the process staff undertakes to set the budget for the fiscal year and, after the workshop discussions on budgeting and meeting KPIs for strategic projects, staff will look at the budget and re-allocate funds to other achievable



projects. The forecast to August 31st of revenues and expenses project an operating surplus of \$112,000 due to a significant reduction in spending on human resources and occupancy. The College is benefitting from alternative sources of revenue like government funding for specific HR initiatives and maximizing resources through collaboration with system partners.

The SIP budget funds Strategic projects which come from accumulated surpluses and not registrants' in-year fees. The SIP budget spans multiple years and was approved by the Board for \$700,000. There is just over \$60,000 left of the approved amount which will be partially allocated to the Standards projects. J. Rigby answered the questions around the QA portal and program.

9.2. Investment Monitoring

The College is currently investing surplus funds in a high interest savings account and shorter-term GICs. J. Rigby acknowledged the sound guidance received from Directors with subject matter expertise in this area. She mentioned that the current investment policy is too restrictive and should be considered in a by-laws review, agenda item 10.4.

9.3. Auditor Request for Proposal

The request for proposals for an auditor was issued on March 4, 2024. It is expected that selection of an auditor and contract negotiation will conclude by May 31, 2024. The Executive Committee recommended that a review of the financial sections in CDTO's By-laws was necessary to ensure currency and that Board policies be developed to improve transparent decision making. A current gap is the lack of a policy around selection and appointment of auditors which can be developed by a Working Group who has the expertise.

10. Strategic Plan 2024-2027

The Chair introduced the strategic plan which was approved in December 2023. On April 25th, the Board participated in a full-day workshop, agreeing on the KPIs that will further measure the College's success in achieving its Strategic projects. In the note of transparency, the Registrar and staff will present the outcomes of the Workshop at agenda item 10.1.

10.1. Goals, Actions and KPIs - Rise and report from April 25 workshop

R. Far provided a summarized presentation on the 2024-2027 Strategic Plan highlighting Professional Excellence (PE), Engagement and Regulatory Excellence (RE). At the workshop the Board was provided with a draft plan of the goals and KPIs, the feedback received will ensure that the goals and KPIs are relevant, achievable, and realistic and that they align with our Strategic Pillars and hold the College accountable to the public. J. Rigby also commented on the productive work and outcomes of the workshop. She noted that staff need the time now to go back and apply the feedback to the goals, actions and KPIs.

10.2. PE- PLAR

P. Bona reported on the Prior Learning assessment and recognition (PLAR) part of the Strategic plan which falls under Professional excellence (PE), reducing barriers to registration. She gave a summary of the current pathways to registration. PLAR will create an additional pathway to meet formal education requirements through relevant, formal,



and informal learning and hands-on experience. The Registration Committee will need to satisfy itself that it is substantially equivalent to the approved program.

The benefit outlined is that it will serve the public interest by ensuring that qualified RDTs are able to meet the population's healthcare demands while maintaining the quality of and safety of services. PLAR will strengthen the profession by tapping into a more diverse and larger pool of talent. In essence, the PLAR framework will validate the diverse educational backgrounds and practical experience of dental lab associates.

In closing she noted that the PLAR is pan-Canadian, will support labour mobility and is funded for over \$600,000 by the federal government, ADT project Phase 2. The CADTR Steering committee, chaired by CDTO Registrar is responsible for developing the governance framework and serving as the oversight body for the pan-Canadian project. It has held three meetings to date and will meet monthly under the guidance and support of KJ Consulting Inc., project manager. A pilot for PLAR will be conducted and a potential candidate list is being developed. She reminded the Board that the proposed regulation amendment to adopt PLAR was submitted to the Ministry of Health and awaiting approval.

10.3. PE – Standards & Ethics

R. Far presented on the domain under Professional Excellence (PE) Standards and Ethics, providing an overview of the project. A comprehensive consultation with registrants found that many of the standards are outdated and do not reflect the current practice of dental technology. The lack of ethical principles in the standards is seen as a major gap. The College has collaborated with other Oral Health Colleges like the RCDSO and CADTR on standards and competencies and will continue its collaboration to develop national standards.

Pivotal Research was retained in March 2024, and will carry out the project in two phases. Phase 1 involves research through environmental scans and SME interviews. Phase 2 is about conducting comprehensive consultation once phase 1 deliverables are completed and approved. In drafting the standards Pivotal will ensure the process aligns with CPMF and the equity impact assessment. R. Far responded to questions on the format and outreach of the Phase 2 consultation.

10.4. RE – By-Law revision Phase Two

J. Rigby presented on the modernization By-Law Phase 2 project which was not able to be discussed at the April 25 Workshop due to time constraints. She informed the Board that it was discussed at the March Executive Committee meeting and was decided that the modernization of the By-Laws be brought to the Workshop for a more fulsome discussion with all Directors. It was hoped that after the April workshop the Executive committee would have a better understanding of how to incorporate the By-laws modernization into their workplan.

J. Rigby gave an overview of the Governance domain, governance modernization including the Board competencies, Board evaluations, CEO criteria and performance evaluation, and Committee competencies. The work will identify and address current deficiencies in the governance, board, and operating policies, for example selection and



appointment of auditors and election of officers. She provided examples from other organizations.

MOTION: THAT an Ad-hoc named “By-law and Policy Review Committee” be formed to review and revise the current By-Laws and policies as part of governance modernization.

AND THAT the public Directors N. Pirani, A. Buahene and A. Khan, and elected Directors W. Van Evans and F. Yagin be assigned to this committee.

Moved by: W. Van Evans and A. Malloy

CARRIED

10.5. RE – Emergency Class

P. Bona presented the Emergency class of Registration, which falls under the Regulatory Excellence pillar and Emerging Issues domain. She gave a brief background on the purpose of the emergency class of registration being added to the registration regulations as a temporary class in times of emergency and the development of the policies to support this class. The Registration Committee will review the policies to bring forward to the Board for approval at a later date.

11. College Performance Measurement Framework

L. Cheng provided an overview of the College Performance Measurement Framework, an accountability report developed by the Ministry of Health. The Report is organized into seven domains and further broken down into required evidence which specifies processes or policies that lead to an effective regulator. The number of expectations has changed over the years as the Ministry collects feedback and refines the report. The report was submitted with 45 out of the 50 metrics with a 90% answer rate of “yes”. She went through the improvements in the reporting.

The 2023 CPMF Report was submitted to the Ministry and published on the College website March 28, 2024, which was approved by the Executive Committee and circulated to the Board.

12. Communications

12.1. Communications Update

A. Patrick, new staff member for the Communications position, was introduced to present on the CDTO’s communications strategic plan, which is in effect until December 31st. It focuses on enhancing transparency and improving communication with the public. Key initiatives involved leveraging social media platforms and YouTube to engage audiences, while tools like Mailchimp and Survey Monkey were utilized to collect feedback. The CDTO’s website served as a central hub for disseminating essential updates, including the Annual Report and details on the CPMF.

Collaborative efforts with system partners such as HPRO, Canadian Alliance of Dental Technology Regulators (CADTR), and Ontario’s Oral Health Colleges were emphasized to strengthen engagement. The overall social media statistics, including those from video sharing, the Annual Report, the 2023 CPMF report, the ADT phase II announcement and system partner collaborations like CADTR, reflected the effectiveness of those efforts.

Looking forward, the CDTO plans to establish a dynamic social media strategy with monthly campaigns and interactive webinars aimed at boosting visibility and fostering ongoing educational engagement with the public and professionals. She mentioned



upcoming plans which will include holding meetings to deepen connections with system partners and the public, aiming for measurable growth in participation and attendance.

13. Registrar's Update

J. Rigby provided the Board with the new College dashboard, Agenda Item 13.1, which will be included in all future Board meetings to report on college operations quarterly. There was feedback from Directors on improving the dashboard and it will be incorporated into the next June 21, 2024, dashboard.

Updates and information were provided on:

- Public member re-appointment process.
- System partner collaboration with other Colleges and the work of HPRO.
- CADTR membership and the departure of Dental Technician Association of Saskatchewan.
- Amalgamation of dental technologist, dental hygienist and denturist regulators in Nova Scotia.
- Participation in professional development for staff and Directors offered by various service providers virtually and many times at no cost to the College. Opportunities for Directors and staff to attend CNAR 2024 in Ottawa.
- Internal staffing transitions are underway to foster growth and sustainability.
- Canada Summer Jobs funding awarded providing opportunities for 5 youth to work in health regulation and in positions ranging from policy to EDI.

14. Next Meeting Date June 21, 2024

15. In-Camera Session

Pursuant to Section 7(2)(b) of the HPPC the Board moved in-camera to discuss the Executive Committee's decision on the CEO Performance Evaluation for fiscal years ended 2022 and 2023.

MOTION: THAT the Board move in-camera **CARRIED**

MOTION: THAT the Board move out of in-camera **CARRIED**

16. Meeting Adjournment

MOTION: THAT the 139th Board Meeting be adjourned. **CARRIED**

Status Updates on Board Decisions

Board of Directors Meeting	Item	Action	Status
April 26, 2024	CDTO Dashboard	Staff to take feedback from Directors and revise the Dashboard for the June Board meeting.	Completed