College of Dental Technologists of Ontario
Ordre des Technologues Dentaires de l'Ontario

149th Board Meeting

Date: Friday, June 19th, 2026, 9:00 AM to 3:15 PM

YouTube Live Stream Link

Agenda	Speaker	Action	Time
1. Call to Order	Chair		1 min
2. Opening Remarks 2.1. Land Acknowledgement	Chair		3 mins
3. Approval of Agenda	Chair	Motion	2 mins
4. Conflict of Interest Declaration 4.1. 2026 COI Declarations	Chair		2 mins
5. Consent Agenda 5.1. 148th Board Meeting Minutes 5.1.1. Appendix 1 – Status Updates on Board Action Items 5.2. Executive Committee 5.3. Discipline Committee 5.4. Fitness to Practice Committee 5.5. ICRC Committee 5.6. Patient Relations Committee 5.7. Quality Assurance Committee 5.8. Registration Committee 5.9. Recruitment Committee 5.10. By-Laws and Policy Review Committee	Chair	Motion	5 mins
A consent agenda is a bundle of items that is voted on, without discussion, as a package. It differentiates between routine matters not needing explanation and more complex issues requiring further discussion. Any Director may request to the Chair that an item be removed for discussion. To test whether an item should be included in the consent agenda, ask: 1. Is this item self-explanatory and uncontroversial? Or does it contain an issue that warrants board discussion? 2. Is this item for information only? Or is it needed for another meeting agenda issue?			
6. Governance 6.1. April 23rd Board workshop and April 24th Board meeting evaluation 6.2. Third-Party Evaluation of the Board's Effectiveness	Chair Chair	Information Discussion	10 mins 15 mins
7. Financial Matters 7.1. Financial and Monitoring Reports 7.1.1. Operating 7.1.2. Strategic 7.1.3. Investments 7.1.4. Cash Flow 7.2. 2025-2026 Strategic Initiatives Budget	Registrar Registrar	Information Motion	15 mins 20 mins
10:15 AM Energy Break (15 minutes)			
8. Regulatory Programs 8.1. CADTR Credential and Assessment Services 8.2. AI Registrant Survey	S. Mohammed S. Lhakyi	Information Presentation	15 mins 30 mins

9. Registrar's Update 9.1. Registrar's Report 9.2. CDTO Dashboard 9.3. Communications Dashboard	Registrar	Information	20 mins
10. In-Camera Session Pursuant to Section 7(2)(b) of the HPPC, financial or personal or other matters may be disclosed of such nature that the harm created by the disclosure would outweigh the desirability of adhering to the principle that meetings be open to the public.	Chair	Motion	20 mins
12:00 PM Lunch Break (45 minutes)			
11. Strategic Plan 11.1. Strategic Dashboard 11.2. PE – Ethics and Standards Project 11.3. E – Communications Update 11.4. E – Unauthorized Practice 11.5. RE – Equity, Diversity and Inclusion Education Modules	R. Far Cleverpoints A. Patrick L. Cheng A. Patrick	Information Presentation Presentation Presentation Presentation	10 mins 30 mins 15 mins 15 mins 15 mins
2:15 PM Energy Break (15 minutes)			
12. Board Education 12.1. Equity Leadership and Strategy – Lessons Learned	College of Nurses of Ontario	Presentation	60 mins
13. Closing Remarks Next Meeting Dates: September 25th – Board meeting	Chair	Information	1 min
14. Meeting Adjournment	Chair	Motion	1 min

CDTO Land Acknowledgement Statement

In this virtual space, we wish to acknowledge the land of the original people of Ontario.

For thousands of years the traditional land where the College is located has been the home of the Huron, Wyandot, the Seneca, Mississauga New Credit.

The College also acknowledges the over 40 Treaties and land agreements of Nations of Ontario including the Metis Nation.

We acknowledge the painful history of genocide and forced removal from this territory, and we honor and respect these nations as the traditional stewards of the land and water on which we share today. We honour the ancestors on those traditional lands we are on today.

The CDTO is committed towards Indigenous reconciliation and will actively support the health and wellness and inclusion of Indigenous People in all sectors of Ontario.

We stand in solidarity of murdered and missing indigenous women, girls, and two-spirited people.

Commonly Used Acronyms

ADT	Access to Dental Technology
ADTO	Association of Dental Technologists of Ontario
CADTR	Canadian Alliance of Dental Technology Regulators
CAS	Credential and Assessment Services
CDHO	College of Dental Hygienists of Ontario
CDO	College of Denturists of Ontario
CDTO	College of Dental Technologists of Ontario
CPMF	College Performance Measurement Framework
EDI	Equity, Diversity, and Inclusion
ESDC	Employment and Social Development Canada
GBP	George Brown Polytechnic
MOH	Ministry of Health
PLAR	Prior Learning Assessment and Recognition
RCDSO	Royal College of Dental Surgeons of Ontario
RDT	Registered Dental Technologist
RHPA	Regulated Health Professions Act, 1991

Conflict of Interest Declarations

Board Director	Declared Affiliations and Roles
Shanice Fontaine, RDT	None
James (Jamie) Matera, RDT	None
Tayla McGuckin, Public Director	None
Mark Peters, RDT	None
Nawaz Pirani, Public Director	None
Dr. Rehan Siddiqui, Public Director	None
Vernu Sivakkolundu, Public Director	None
Susan St Louis, Public Director	None
William (Bill) Van Evans, RDT	Member of the Board of Integrative Medicine
Clark Wilson, RDT	None
Adela Witko, RDT	None
Franz Yagin, RDT	None

See the next page for details on conflict-of-interest definitions and declarations.

Conflict of Interest

By completing the Conflict-of-Interest declaration, all Directors of the Board understand that they:

- Have a duty to carry out their responsibilities in a manner that serves and protects the interest of the public.
- Must not engage in any activities or in decision-making concerning any matters where they have a direct or indirect personal or financial interest.
- Have a duty to uphold and further the intent of the Act to regulate the practice and profession of dental technology in Ontario, and not to represent the views of advocacy or special interest groups.

Directors of the Board recognize that a conflict of interest or an appearance of a conflict of interest:

i. Could bring discredit to the College;
ii. Could amount to a breach of the fiduciary obligation of the person to the College; and
iii. Could create liability for either the College or the person involved or both.

Declarations

Directors of the Board have disclosed the following conflicts of interest:

- Participation in other regulatory bodies or professional associations.
- Position at any educational institution for a dental technology program.
- Any other personal or professional relationships that could conflict with a Director's duties to the College.
- Close family members (e.g., spouse) or close associates (e.g., business partner) who stand to be affected financially by the Director's participation in a College decision.

College of Dental Technologists of Ontario
Ordre des Technologues Dentaires de l'Ontario

Agenda Item 5.1

148th Board Meeting Minutes

Date: April 24, 2026, 9:06 AM – 3:26 PM (Hybrid)

Board of Directors
James (Jamie) Matera, RDT, Chair
William (Bill) Van Evans, RDT, Vice-Chair
Shanice Fontaine, RDT
Tayla McGuckin, Public
Nawaz Pirani, Public
Dr. Rehan Siddiqui, Public
Vernu Sivakkolundu, Public
Susan St Louis, Public
Adela Witko, RDT

Regrets
Mark Peters, RDT
Clark Wilson, RDT
Franz Yagin, RDT

Staff
Judith Rigby, Registrar & CEO
Leanne Cheng, Governance and Regulatory Affairs
Sonam Lhakyi, Registration QA coordinator
Safyia Mohammed, Registration and Administration
Ashney Patrick, Communications

Guests
Edwin Acquah, MDR Strategy
Abena Buahene, Consultant

1. Call to Order

The Chair called the 148th Board meeting to order at 9:06 AM.

2. Opening Remarks

A. Witko delivered the land acknowledgement which followed with an invitation for attendees to consider how they could move forward with truth and reconciliation. The Chair welcomed new Director Susan St Louis and thanked outgoing Public Director Jatinderpal Randhawa.

3. Approval of Agenda

MOTION: THAT the agenda be approved as presented.

MOVED BY: A. Witko and seconded by S. St Louis **CARRIED**

4. 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.

5. Consent Agenda

MOTION: THAT the consent agenda be approved as presented.

MOVED BY: S. St Louis and seconded by V. Sivakkolundu
CARRIED

6. Governance

6.1 Rise and Report for April 23rd Board Workshop

The Chair, on behalf of the Board, delivered a report on the workshop held the previous day. The morning session engaged Dental Technology Program students at George Brown Polytechnic (GBP), with RDTs sharing their pathways to licensure and the College providing entry-to-practice guidance. The afternoon focused on the Board's oversight responsibilities, including reviews of the risk management framework, EDI governance, and an introduction to artificial intelligence.

6.2 January 23rd Board Meeting Evaluation

The Chair provided an update on the Board's meeting evaluation. A new evaluation approach was piloted, and the Board agreed to adopt a blended model incorporating qualitative feedback through roundtable discussion and quantitative data collected by survey. Results from the January 23 Board meeting evaluation showed scores of four out of five across all metrics, indicating that meetings are running well, with continued opportunities to improve meeting flow.

6.3 Committee Slate

New Director, Susan St Louis, was appointed to the Registration Committee and the Inquiries, Complaints and Reports Committee.

MOTION: THAT the Committee Slate be revised as presented.

MOVED BY: A. Witko and seconded by S. Fontaine **CARRIED**

6.4 Accountability Reports

L. Cheng provided an update on the College Performance Measurement Framework, noting that reporting is paused for 2025 and that CDTO has demonstrated improved performance in one benchmarked evidence area. A. Patrick presented highlights from the 2024–2025 Annual Report, including registration statistics and strategic project milestones. S. Mohammed presented the Fair Registration Practices Report, including an overview of new race-based data collection results.

7. Governance

7.1 Finance Training for the Board

J. Rigby provided a refresher on the Board's financial responsibilities, including its oversight role and the management of operational and strategic budgets. Through a reflection exercise, the Board agreed that it is in a healthy position with respect to financial competency and oversight tools. Directors also noted an interest in independently undertaking additional learning to further strengthen their individual understanding.

8. Financial Matters

8.1 Financial and Monitoring Reports

J. Rigby presented operational, strategic, investment, and cash flow monitoring reports. An anticipated $134,000 surplus was noted, primarily attributable to human resources related factors, including sick leaves. Additional information was provided on the lines of defense used in budget monitoring, along with an explanation of the $18,000 negative variance in Discipline related to an accrual for a future hearing that ultimately resulted in underspending.

8.2 2026-2027 Operating Budget

J. Rigby presented the 2026–2027 operating budget, highlighting that it is a planned deficit budget and that the strategic budget would be presented separately at the next Board meeting. Clarification was provided regarding an $8,000 increase to the examinations budget, and that reductions to the Complaints and Discipline and Unauthorized Practice budgets are in line with multi-year budget trends and would not impact the College's ability to investigate matters.

MOTION: THAT the Board approves a planned operating deficit budget of -$17,130 and a fee schedule increase based on CPI of 2.3% for the 2026-2027 fiscal year.

MOVED BY: S. St Louis and seconded by W. Van Evans **CARRIED**

9. Regulatory Programs

9.1 Credential and Assessment Services Report

S. Mohammed, Credential and Assessment Services Manager of the Canadian Alliance of Dental Technology Regulators (CADTR) provided an update on application volumes, certificates issued, and assessment scheduling. The Board was informed about the strong participation in the prior learning assessment pilot and that CADTR has recently gained an additional member jurisdiction in Newfoundland and Labrador.

10. Strategic Plan

10.1 Strategic Dashboard

L. Cheng highlighted changes since the previous Board report, including an almost two-fold increase in website traffic, with approximately 6,000 additional views attributed to significant content released over the past six months. An update on the By-laws and policy governance modernization initiatives was provided, noting that a consultant, Abena Buahene, has been engaged to support policy review and the development of policies to address identified gaps, which will inform a subsequent review of the College's By-laws.

10.2 Communications Strategy

A. Patrick presented the communications strategy, which was revised for five major improvements, alignment to the 2024-2027 strategic plan, clear key performance indicators (KPI), expanded goals and actions, clarifies governance oversight, and Board ready reporting. An example of a key performance indicator was highlighted, percentage of a target audience that demonstrates awareness of a priority topic.

MOTION: THAT the Board approves the revised 2024-2027 Communications Strategy.

MOVED BY: N. Pirani and seconded by W. Van Evans **CARRIED**

10.3 Equity, Diversity and Inclusion (EDI)

A. Patrick provided an update on the College's ongoing work to collect demographic data as part of the renewal process, as well as its collaboration with the Health Profession Regulators of Ontario's (HPRO) EDI Network. She noted that this collaboration highlights shared challenges across Colleges and reinforces that the College is not working in isolation. Directors identified opportunities to improve the clarity of language related to demographic data collection and discussed ways to support stronger response rates.

10.4 Prior Learning Assessment and Recognition (PLAR)

E. Acquah (MDR Strategy) provided the Board with an update, noting that 15 candidates progressed through the pilot and have completed their portfolio evaluations. The project remains on schedule, with a comprehensive review set to begin in July and recommendations expected to be implemented by October. Directors expressed satisfaction with the project's progress and noted the increased opportunities it creates for candidates who did not have the opportunity to pursue traditional educational pathways.

11. Registrar's Update

The Registrar provided updates on her meeting with the George Brown Polytechnic Program Advisory Committee and on Ministry discussions to advance proposed changes to the PLAR regulation. She also noted an upcoming meeting with the Office of the Fairness Commissioner scheduled for June. In addition, the Registrar shared an update on the College's investment strategy, confirming that it aligns with Board approved policies and that cash flow is now being invested on a timelier basis.

12. Closing Remarks

As the Board moved in camera, the Chair thanked attendees for their participation and invited them to attend the next Board meeting on June 19. The Chair then announced, with appreciation and regret, the resignations of T. McGuckin, effective April 30, and N. Pirani, effective April 24, and wished them success in their future endeavours. The Chair also introduced Abena Buahene, a consultant observing the meeting for the purpose of conducting a third-party assessment of the Board's effectiveness.

MOTION: THAT the Board moves in-camera.

MOVED BY: S. St Louis and seconded by A. Witko **CARRIED**

13. In-Camera Session

14. Meeting Adjournment

MOTION: THAT the Board moves out of in-camera and adjourns the meeting at 3:26 PM.

MOVED BY: A. Witko and seconded by N. Pirani **CARRIED**

Status Updates on Board Decisions

There are currently no outstanding decisions.

College of Dental Technologists of Ontario
Ordre des Technologues Dentaires de l'Ontario

Agenda Item 5.2

EXECUTIVE COMMITTEE REPORT

June 19, 2026

Committee Members

James Matera, RDT (Chair)
William (Bill) Van Evans, RDT (Vice-Chair)
Dr. Rehan Siddiqui, Public
Clark Wilson, RDT

Committee Mandate

The Executive Committee supports the Board in advancing the College's strategic objectives. Between Board meetings, the Executive Committee may exercise all the powers and duties of the Board with respect to any matter that requires immediate attention, other than the power to make, amend or revoke a regulation or By-law.

Meetings

The Executive Committee met once on May 28, 2026, since the last report to the Board on April 24, 2026.

For Action of the Board

1. **2026-2027 Strategic Initiatives Budget**
   The Committee reviewed the draft 2026-2027 Strategic Initiatives Budget and considered additional funding to support the progress of the Ethical Principles and Standards Project and Governance By-Law and Policy Modernization Project. The Committee is recommending the Board the transfer of $25,000 from unrestricted net assets to internally restricted net assets and be allocated to these projects. See Agenda Item 7.2

DISCIPLINE COMMITTEE REPORT

June 19, 2026

Committee Members

Pursuant to the College By-Laws, every member of the Board is a member of the Discipline Committee.

Non-Board Committee Members

Manijeh Rezaeizadeh, RDT
Ovidiu Lauric, RDT

Committee Mandate

The Discipline Committee is responsible for determining whether registrants of the profession have committed professional misconduct and/or are incompetent. Matters are referred from the Inquiries, Complaints and Reports Committee to the Discipline Committee. The Discipline Committee conducts hearings, through panels selected by the Chair, in a fair and impartial manner. The panel provides reasonable and fair dispositions based exclusively on evidence admitted before it.

Meetings and Hearings

The Discipline Committee has not met since the last report to the Board on April 24, 2026.

For Action of the Board

None.

For Information

None.

FITNESS TO PRACTICE COMMITTEE REPORT

April 24, 2026

Committee Members
Every member of the Board is a member of the Fitness to Practice Committee.

Committee Mandate

The Fitness to Practice Committee hears allegations relating to registrants who may be incapacitated, by reason of physical or mental condition or disorder, and whose health condition or disorder may interfere with his or her ability to practice safely and in the interest of the public. A panel of the Fitness to Practice Committee adjudicates whether the registrant is, in fact, incapacitated and, if so, what terms, conditions or limitations are to be placed on their certificate of registration, including whether the registrant should be practicing at all.

Given the personal health information that is often at issue in such hearings, they are closed to the public.

Meetings and Hearings

The Fitness to Practice Committee has not met since the last report to the Board on April 24, 2026. To date, no hearings have been held by the Fitness to Practice Committee.

For Action of the Board

None.

For Information

None.

INQUIRIES, COMPLAINTS AND REPORTS COMMITTEE REPORT

April 24, 2026

Committee Members
Susan St Louis, Public
James Matera, RDT
Clark Wilson, RDT
Adela Witko, RDT
Manijeh Rezaeizadeh, RDT (non-Board Committee Member)

Committee Mandate

The Inquiries, Complaints and Reports Committee (ICRC) investigates formal complaints, Registrar's Reports, and referrals from the Quality Assurance Committee, for concerns regarding acts of professional misconduct, incompetence or incapacity. A panel of the ICRC makes decisions regarding matters before it that can include referring the matter to the Discipline Committee, requiring the registrant to appear before the panel to be cautioned, or to take no further action.

Meetings

The ICRC has not met since the last report to the Board on April 24, 2026.

For Action of the Board

None.

For Information

1. **Formal Complaints**
   During this reporting period, one new complaint was received, and no complaints were carried forward.

2. **Registrar's Reports**
   During this reporting period, no new Registrar's Reports were initiated, and none were carried forward.

3. **Quality Assurance Committee Referral**
   During this reporting period, there was no new referral from the Quality Assurance Committee to the ICRC.

4. **Health Professions Appeal and Review Board**
   The complainant or the registrant who is the subject of the complaint may request the Health Professions Appeal and Review Board (HPARB) to review a decision of a panel of the ICRC (unless the decision was a referral of an allegation of professional misconduct to the Discipline Committee or incompetence to the ICRC for incapacity proceedings) within 30 days of receiving the decision. HPARB has no right to review decisions made on Registrar's Reports.

   During the reporting period, no new panel decisions were appealed to HPARB. HPARB has not rendered any decisions during this reporting period.

PATIENT RELATIONS COMMITTEE REPORT

June 19, 2026

Committee Members

Tayla McGuckin, Public (Chair)
Clark Wilson, RDT
Rehan Siddiqui, Public

Committee Mandate

The Patient Relations (PR) Committee promotes and enhances relationships between the College, its members, other health colleges, system partners, and the public. The Committee is responsible for the Patient Relations program, which must include measures for preventing and addressing the sexual abuse of patients, as well as the responsibilities related to Equity, Diversity, Inclusion, and Indigeneity (EDI-I).

Meetings

The Patient Relations Committee has not met since the last report to the Board on April 24, 2026. To date, no hearings have been held by the Fitness to Practice Committee.

For Action of the Board

None.

For Information

None.

College of Dental Technologists of Ontario
Ordre des Technologues Dentaires de l'Ontario

Agenda Item 5.7

QUALITY ASSURANCE COMMITTEE REPORT

May 15, 2026

Committee Members
William (Bill) Van Evans, Professional Member (Chair)
Shanice Fontaine, Professional Member
Mark Peters, Professional Member
Ovidiu Lauric, Professional Member (non-Board)
Vernu Sivakkolundu, Public Member

Committee Mandate

The Quality Assurance Committee (QAC) is responsible for ensuring registrants provide quality service to the public by practicing according to the standards and policies of the College. The QAC oversees and implements the QA Program. The goal of the program is to promote continuing competence of dental technologists by encouraging them to continually upgrade their knowledge, skills and judgement throughout their professional careers.

Meetings

The QA Committee held its first meeting of 2026 on 15th May 2026.

For Action of the Board

The Committee reviewed the ongoing projects of the Standards and Ethical Principles Framework and considered additional funding to support the progress of the project. The Committee is recommending the Board approve the transfer of $20,000 from unrestricted net assets to internally restricted net assets to be allocated to the SIP Standards Project to successfully execute development. The Committee notes that this funding is strictly for framework drafting and excludes the critical communications, chain management workstream, which will require a separate budget request once scoped.

Amendments to the QAC Terms of Reference (Agenda Item 6)

The Committee reviewed and approved an amendment to its Terms of Reference to enhance risk oversight within the committee's scope. The Committee is recommending the Board to approve and adopt the revised Terms of Reference as presented.

For Information

Quality Assurance Program Modernization (Agenda Item 9)

The Committee approved a comprehensive overhaul of the Quality Assurance program requirements to reduce administrative complexity and implement a risk-based oversight model, effective September 1, 2026.

The Board should note the following key program changes:

- Rescission of the SPDB Form: The Committee rescinded the requirement to record and submit the Summary of Professional Development Profile form.
- Annual CE Attestation: Registrants will transition to an annual renewal attestation confirming they have achieved a minimum of 30 Continuing Education (CE) points per year.
- Risk-Based Stratified Sampling: Selection for both Professional Development Profile (PDP) reviews and Peer and Practice Assessments (PPA) will increase from 2% to 5% of eligible registrants annually, utilizing a stratified random sampling model to target higher-risk populations.

Peer and Practice Assessment (PPA) Program Alignment (Agenda Item 9.3)

In alignment with the shift to a 5% stratified random sampling model, Lead Assessor Derrick Ostner is spearheading the modernization of the PPA tool to transition from a task-based process to a tiered, risk-based model better suited for modern digital laboratories.

College of Dental Technologists of Ontario
Ordre des Technologues Dentaires de l'Ontario

Agenda Item 5.8

REGISTRATION COMMITTEE REPORT

June 19, 2026

Committee Members

Shanice Fontaine, RDT (Chair)
Nawaz Pirani, Public
Jatinderpal Randhawa, Public
Rehan Siddiqui, Public
Susan St. Louis, Public
Adela Witko, RDT
Franz Yagin, RDT

Committee Mandate

The Registration Committee is responsible for developing and implementing transparent, objective, impartial and fair registration policies and procedures. The Committee decides on the eligibility of applicants for registration referred to by the Registrar in an equitable and consistent manner for all applicants. It also reviews candidate requests for additional examination attempts under the College's Examination Regulation.

Meetings

The Registration Committee has not met since the last report to the Board on April 24, 2026.

For Action of the Board

None.

For Information

None.

College of Dental Technologists of Ontario
Ordre des Technologues Dentaires de l'Ontario

Agenda Item 5.9

RECRUITMENT COMMITTEE REPORT

June 19, 2026

Committee Members

Vernu Sivakkolundu, Public (Chair)
Mark Peters, RDT
Franz Yagin, RDT
Leanne Cheng, Staff

Committee Mandate

The Recruitment Committee is responsible for coordinating the recruitment process for Board and Committees from the Registrants of the College. The Committee decides on the appropriate number of interview questions, conducts interviews to determine the eligibility of applicants (elected and appointed), and recommends appointments for positions to the Board.

Meetings

The Recruitment Committee has not met since the last report to the Board on April 24, 2026.

For Action of the Board

None.

For Information

None.

College of Dental Technologists of Ontario
Ordre des Technologues Dentaires de l'Ontario

Agenda Item 5.10

BY-LAWS AND POLICY REVIEW COMMITTEE REPORT

June 19, 2026

Committee Members:
Nawaz Pirani, Public (Chair)
William (Bill) Van Evans, RDT
Franz Yagin, RDT

Committee Mandate
The By-Laws and Policy Review Committee is an ad-hoc Committee established pursuant to section 12.02 of the College's By-Laws. The Committee was appointed at the April 26, 2024 Board Meeting to support the modernization of the College's By-Laws and policies. This includes analyzing emerging governance modernization trends, writing or revising sections of the By-Law for consideration by the Board, and developing and revising governing and Board policies as necessary to support the By-Laws.

Meetings

The By-Laws and Policy Review Committee has not met since the last report to the Board on April 24, 2026.

For Action of the Board

None.

For Information

None.

College of Dental Technologists of Ontario
Ordre des Technologues Dentaires de l'Ontario

Agenda Item 6.2

Board Meeting Evaluation Summary – April 2026

Score Distribution for Board Meetings

Metric	Jan 23, 2026	Apr 24, 2026
The agenda items and materials were appropriate to the Board's role, and were sufficient to allow me to participate.	4.44	4.89
Time was used effectively and discussions were focused.	4.56	4.33
I was satisfied with the opportunities that all of us had to participate in and contribute to the discussion and debate.	4.44	4.78
The Chair was effective in guiding the meeting and allowing all sides to be heard, while bringing matters to decision.	4.33	4.78
The Board education/training was effective at improving my ability to perform my role as a Board Director.	4.56	4.44

Overall Score

Date	Score out of Ten
April 23, 2026 Board Workshop	9.09
April 24, 2026 Board Meeting	9.44

Workshop Feedback Summary

Strengths

- Strong engagement by the Board to learn about Artificial Intelligence and discuss the risks facing the College, dental technology practice and the public.
- Important to hold these workshops with future dental technologists, the Board is seeing stronger engagement each year and many more students seeking licensure.

Areas for Improvement

- Opportunities to improve workshop delivery by providing multiple avenues for input and engagement, enabling all students to participate in ways that suit their preferences.

College of Dental Technologists of Ontario
Board of Directors Effectiveness Assessment Report

> "Good governance for a regulator requires a shared understanding of how things should be done so as to achieve the mandate of the regulator in the most effective manner possible. Good governance requires that all Board and committee members appreciate the mandate of the organization, bring the strategic planning, policy making and oversight skills to the table, honour their fiduciary duties and agree upon the roles and responsibilities of the various individuals and components within the organization. Such a consensus enables Board and committee members to focus on the substance of their regulation of the profession in the public interest."
>
> *Governance for Regulators: A Handbook for Board and Committee Memb*ers
> by Richard Steinecke, Steinecke. Maciura LeBlanc

This third-party assessment of the College of Dental Technologists of Ontario (CDTO) Board of Directors is premised on the principles of good governance practices within the legislative landscape of the *Regulated Heath Professions Act* (RHPA). The assessment was conducted to meet the requirement that it be completed every three years, as set out in the Ministry of Health of Ontario's reporting tool, the College Performance Measurement Framework (CPMF).

The purpose of this assessment is not to evaluate the overall governance structure of the CDTO, but rather to examine how effectively the Board of Directors (Board) fulfills its fiduciary role and responsibilities in serving the public interest. The CPMF Governance Requirements served as a basis for conducting the assessment.

College Performance Measurement Framework Requirements

Governance 1.
1. Council and statutory committee members have the knowledge, skills, and commitment needed to effectively execute their fiduciary role and responsibilities pertaining to the mandate of the College.
Governance Requirement 2
2. Council decisions are made in the public interest.
Governance Requirement 3
3. The College acts to foster public trust through transparency about decisions made and actions taken.

Note: In this document, Council means the CDTO Board of Directors.

Governance Requirement 1.

Council and statutory committee members have the knowledge, skills, and commitment needed to effectively execute their fiduciary role and responsibilities pertaining to the mandate of the College.

Elected directors who are members of the profession (Registered Dental Technologist - RDT) have access to information on the knowledge, skills and time commitment required to serve on the Board of directors in advance of submitting nomination materials to the College.	√ **Yes** In Part No RDTs who are interested in standing for election to the Board of Directors are provided with resources on the website to self-evaluate their suitability. A dedicated Elections Resources page provides information on but not limited to:

	• Eligibility requirements as set in Article 10.5 of the By-law • A Board Election Candidate Guide outlining the desired key behavioural competences and time commitment for Board and committee meetings. • Three online Governance Education Modules (GEM) which are self-paced but must be completed prior to submitting a nomination form. The Recruitment Committee conducts candidate interviews once the eligibility requirements have been met.
Comments The Elections Resources information on the website is comprehensive, readable and well structured. Requiring candidates to pass a quiz at the end of each GEMs module ensures they have essential knowledge of the College and Board's regulatory and governance framework before nomination. Candidates also participate in an interview as part of the qualifying process under the By-laws. The interview is designed to identify any competency gabs which will assist in shaping future professional development opportunities for the directors. Of note is that the candidates who are returning directors also undergo an interview. Here the focus is to gauge how the candidate's experience will contribute to the ongoing work of the College and how the College can support continued growth and learning. A committee competency framework captures knowledge, skills and experience vis-à-vis the statutory committees (directors indicate in order of preference their committee interest). **Recommendation** While the College has no ability to choose or endorse eligible professional member candidates or interview public appointee candidates for suitability, consider maintaining a comprehensive competency and attributes matrix which would provide insight as to where there may be knowledge, skills and experience gaps on the Board or conversely where directors could be strong contributors on committees. Additionally, the directors would also have a sense of their bench strength and diversity as a Board. The registrar could also use this information to request that the Public Appointments Secretariat take into consideration the identified competency gaps when making appointments to Council/Board.	
Before attending their initial Board meeting, new directors receive an orientation.	√ **Yes** In Part No While the successful completion of the GEMs is mandatory for the professional members wishing to stand for election, public appointed directors also complete the GEMs as part of their orientation. New directors (elected professional and public appointed) attend an orientation presentation delivered by the registrar, the chair of the Board,

<table>
<tr><td></td><td>and the CDTO team. The presentation covers among other topics, organizational structure, Board role and fiduciary responsibilities, effective regulatory practices/ the College Performance Measurement Framework, risk management, finance and audit review, strategic map and key performance indicators, and CEO evaluation.</td></tr>
<tr><td colspan="2">Comments The orientation presentation covers all governance responsibilities at a high-level. And as part of the on-boarding process, new (elected and appointed) directors receive the CDTO’s Governance Policy Manual, and they sign the Conflict-of-Interest Declaration and Confidentiality Agreement. And all directors sign these on an annual basis.

Recommendations
1.To enhance the current orientation presentation, consider integrating the code of conduct, conflict of interest, and confidentiality principles into the presentation and provide directors with scenarios that enable them to self-assess their comprehension of these principles. The conflict of interest and confidentiality slides in the standalone Board Education presentation of April 2023 could be repurposed for this.

Alternatively, consider reorganizing the orientation presentation into two distinct but related parts:
one part focussing on the concepts of what is the public interest and good governance as set out in the Board Education presentation noted above and include the information on Board governance effectiveness from the orientation presentation, and
the other part focussing on the organization itself (strategic map, and business plan, finances, risk management, etc., regulatory excellence, and performance measures and monitoring.
Although the new elected directors would have read about much of this during the election process and the new appointees also would have completed the GEMs, the recommendation above may reinforce for new directors the distinction between Board and management responsibilities-who does what, i.e. that “the Board steers, the CDTO CEO/ Registrar and team row”.

2. The new directors provide feedback about the onboarding/ orientation experience. Since the orientation presentation covers important information, it could be useful to survey them after their second or third Board meeting to see if there are any gaps in knowledge or points that need further explanation.</td></tr>
<tr><td colspan="2"></td></tr>
<tr><td>The Board understands and receives ongoing professional development to effectively execute its fiduciary duties and responsibilities pertaining to the College’s mandate.</td><td>√ Yes
In Part
No

Discreet topics are presented as stand-alone workshop sessions as part of the College’s commitment to on-going professional development for the directors. These topics are delivered either by the CDTO team or more typically by subject matter experts on topics of good governance, right touch regulation or on emerging issues such as AI.

The Board also receives key presentations as part of the meeting agenda when new strategic initiatives are undertaken, and/ or refresher sessions such as financial literacy when decisions</td></tr>
</table>

	need to be made on audit, risk and finance matters.
Comment Board meetings typically address a range of agenda items that demand careful consideration and decision-making from members. This can make it difficult to retain all information presented during educational sessions. To support directors, a Board Portal is available, providing access to the CDTO's Governance Policy Manual, presentation decks and videos, legislative updates, and various training resources. **Recommendation** Directors who miss a Board meeting discussing a specific topic may lack information on that subject. This could impact their participation in future discussions or decisions on the matter. Consider a follow up process to alert absent directors to review the presentation(s) in the Portal and as part of an annual attestation, have directors acknowledge that they have reviewed missed presentations.	
Directors have the knowledge, skills, and commitment needed to effectively execute on the mandate of statutory committee they have been assigned to.	√ **Yes** In Part No Directors are provided with a document (Committee Slate) outlining the specific competencies required for each committee, the time commitment involved and an assessment questionnaire where they can provide information about what knowledge, experience, and skills they can contribute on the committee. The directors indicate their preferred committees. At the first committee meeting, directors receive an overview of the work of the committee, i.e. terms of reference and workplan. The College also provides the Board chair and committee chairs facilitation training to ensure that meetings are effective and inclusive, and decisions are made in an informed manner.
Comment The committee competency framework is a good working document for the CDTO team to assess overall committee suitability and composition. Directors will not have all the required competencies and there will be seasoned directors who have served on various committees and new directors. The framework aims to achieve, wherever feasible, an appropriate balance between essential and preferred competencies, as well as those that can be developed throughout a director's tenure. **Recommendation** Consider adding the data collected from Questions 8-11 from the committee competency framework slate to the above-noted recommendation regarding the maintenance of a Board competency and attributes matrix.	
Directors are committed to self reflection and assessment.	√ **Yes** In Part

	No An evaluation survey is sent after each Board for directors to complete. The results of the post-Board meeting survey are presented by the chair at the next meeting for reflection and discussion. The directors also complete an annual evaluation at the end of each calendar year.

Comments

The specific meeting evaluation measures how well the meeting met its goals and identifies areas for improvement. An evaluation survey is also conducted for committee meetings.

The annual evaluation is a comprehensive review of the Board's overall performance and governance practices over the year. The survey questions are designed to enhance accountability and effectiveness in areas such as Governance, Leadership, Financial Performance and Risk, Board and Committee performance, as well as ongoing improvement.

Both evaluation instruments provide an opportunity for quantitative and qualitative feedback including suggestions for professional development or areas for improvement.

It is noted that the directors in attendance complete the meeting evaluation survey at the conclusion of the public portion of the meeting and they also have a round table discussion, together with the CDTO staff on "how did we do". This format provides an opportunity to capture immediate feedback while the meeting is still fresh in everyone's mind.

Governance Requirement 2

Council decisions are made in the public interest.

The Board has a process for declaring conflicts of interests (COI) and is aware of how conscious and unconscious bias can arise in decision-making.	√ **Yes** In Part No Article 16 of the By-laws deals with COI as does the Governance Policy Manual which also includes a Code of Conduct which references that the Board and committee work must be in the public interest.

Comments

Each calendar year, directors are required to sign a new COI declaration form in accordance with Article 16 of the By-laws. Board material lists the directors and sets out who has declared a potential conflict; there is also an overview of the COI concepts which serves as a good reminder.

Additionally, at the beginning of each meeting, the chair canvasses whether: a) there are any changes to the annual COI declaration form or b) directors have an actual, potential or perceived COI pertaining to the items on the agenda.

The Governance Policy Manual sets out the process for dealing with COIs. This is a thorough vetting process to reduce or prevent COI.

The directors received governance and bias training, and the presentations are available in the Board Portal.

Recommendations

1. Section 15.02 of the By-laws sets out the process for removal of a director who had contravened the duties of a Board or committee member (which are set out on section 15.01). It may be helpful to refer to this process in the Governance Policy Manual's Code of Conduct section given that it makes specific reference that directors shall act and promote the Board and committee work in the best interest of the public. It also may be beneficial to ensure that there is complete alignment with the code of conduct set out in Schedule 3 of the By-laws and the Governance Policy Manual.

2. As a best practice, consider that all directors and committee members, regardless of whether they are new or returning members, annually acknowledge, through their signing of an annual attestation, that they have read, understood and will abide by the policies set out in the Governance Policy Manual and adhere to section 15 of the By-laws setting out the expectations and duties and schedule 3 of the By-laws-Code of Conduct.

Annual attestations remind individual directors and committee members of the behaviours, roles and accountabilities expected of them.

Fulsome Board meeting materials ("the package") are sent out in advance to ensure directors have sufficient time to prepare for the meetings and consider the public interest.	√ **Yes** In Part No The Board package provides an agenda with items for information, discussion, and decisions, along with materials and briefing notes to support decision-making.

<table>
<tr><td colspan="2">Comment
All briefing notes clearly set out the public interest rational and the decisions sought. Suggested motion language is included in the briefing notes which assists directors framing that decision and ensures that all directors know what is being voted on. This is an excellent practice, particularly for new directors to increase their understanding of what the public interest is.

Recommendation
While the agenda indicates where there is a motion, consider using the word “decision” to strengthen the “ask” of the Board.</td></tr>
<tr><td colspan="2"></td></tr>
<tr><td>Content and conduct of a Board meeting observed-

• The chair is instrumental in ensuring the meeting is effective and that decisions are made in the public interest.</td><td>√ Yes
In Part
No

The chair conducted the meeting in an orderly, courteous and respectful manner with adherence to following the agenda.
Motions were read out loud and a mover and a seconder was sought for every motion.
The chair invited discussion on both information and decision items on the agenda from the directors.
Directors’ inquiries were answered comprehensively by either the Registrar/ CEO or an appropriate staff member.
Accountability, strategic and other monitoring reports were presented by Registrar/ CEO and staff members.
Where applicable, the public interest rational was provided in the meeting materials and considered by the directors.
The chair referenced the RHPA when seeking a motion to move-in camera, i.e. identified the need to move the meeting from the public forum.</td></tr>
<tr><td>• The directors understand their role and responsibilities as set out in section 3 of the CDTO’s Governance Policy Manual.</td><td>Directors were familiar with the agenda and materials, and they were fully engaged in the meeting. They asked insightful questions, particularly on the accountability, strategic, financial and other monitoring reports.
Input was also actively sought from the directors who participated in the meeting virtually.
The tone of the meeting was professional and respectful.</td></tr>
<tr><td colspan="2">Comments
Two of the five Board meetings are in-person and mandatory attendance is sought (unless extenuating circumstances prevent a director from attending in person). These in-person meetings help with relationship building between directors and staff.

The use of a consent agenda maximizes meeting time, thereby, allowing sufficient time for the presentation of meeting materials and unrushed discussion on motions.</td></tr>
</table>

The chair and registrar were very good at highlighting and focussing the public interest rational and discussion where applicable. There was evidence of a respectful working relationship between the director and the Registrar/ CEO and an understanding of the distinction between the Board's governance role and staff's role in management and operations.
The strategic key performance indicator dash-board, accountability, monitoring and the registrar's reports highlight not only the volume undertaken by the registrar and her small team but also the quality of the work presented to the Board.

Of note was the chair's summary of the educational workshop held the day before the Board meeting – topics discussed were the Board's EDI Governance evaluation, the use AI, and strengthening the risk register with a risk management framework. The directors also held a meet and greet with students from George Brown College in the dental technology program. The presentation of this summary at the public Board meeting demonstrates not only the Board's commitment to ongoing self-assessment and professional development but also full transparency to the public, registrants, and other systems partners.

Recommendations
1. When a decision was required, the materials included a proposed draft motion for consideration. There was some inconsistency in the timing of when the motion was presented, the request for a mover and a seconder and when the discussion occurred. To ensure that directors focus their discussion on the decision they are asked to make, have the motion moved and seconded and then open the discussion. Once the chair is satisfied that the discussion has run its course, then a vote is taken. From a procedural point of view, having the motion moved first, avoids the confusion at the end of the discussion as whether the motion was moved or not and who made it.

2. The Board may also wish to consider sharing the motion on the screen for the public to follow the discussion better. There may be occasions where the initial motion is amended due to the discussion the Board has had. Where this occurs, the amended motion should be projected on the screen to ensure that the directors are all onside with the new wording before it is voted on.

3. It may also be helpful to include in the Board meeting package a resolutions page which sets out all the motions the Board needs to make based on the agenda. This way, the Board can keep track of which items have been motioned and voted on.

Governance Requirement 3

The College acts to foster public trust through transparency about decisions made and actions taken.

The College is committed to being transparent and accountable in its interactions with the public, those it regulates, and the system partners with whom it collaborates.	√ **Yes** In Part No
Comments The College has a robust and easily navigable website which includes information about how it regulates the profession and protects the public. In addition to the comments noted below about Board meetings, etc., information on how to file a complaint, addressing sexual abuse, discipline and fitness to practice hearings and decisions and unauthorized practice can be found under the heading "Protecting the Public". The College is also transparent about its registration and quality assurance materials and procedures. The College diligently publishes the required documents such as its Annual Report, the College Measurement Performance Framework Reports, and the Fair Registrations Reports. Additionally, the College publishes a newsletter "The Bridge" three times a year providing highlights of recent Board meeting, updates on strategic initiatives, reminders for board meetings, registration renewals and quality assurance submissions, and other items of interest to the registrants and the public.	
The Board meeting schedule and the meeting materials easily accessible to the public, registrants and system partners.	√ **Yes** In Part No Under the Board of Directors Meetings heading, the College posts a schedule of Board meeting dates for each calendar year on its website, along with Board meeting materials including minutes from 2017 onwards. There is a notation that the meetings are open to the public and a link to attend is provided with the materials.
Recommendations 1. The website indicates that a) the dates listed for the Board meetings are tentative, and b) the reader should confirm the meeting dates with the College. It would be helpful to either write "confirmed" next to an upcoming date and/ or provide a contact information for the reader to be able to direct their inquiry to confirm the next Board meeting date. 2. While there is a notation on the website that Board meetings are held virtually and that Board meeting materials are posted in advance, it would be helpful to indicate that these meetings can be accessed via a YouTube link contained in the agenda and a timeline when the Board package is available online.	
It is clear to the public, registrants and systems partners as to who the directors are and what background and experiences they bring to the governance of the college.	Yes √ In Part No
Comment Directors names are published on the website with an indication whether they are RDTs or appointed, however, there is no other information about them.	

Recommendations 1. To enhance transparency and accountability, post on the College website biographical information on the members of the Board so that it is clear who is governing the organization. This would also showcase the range of expertise and diversity of the Board. 2. Consider publishing an overview on the "About the Board of Directors" webpage of the desired competencies and attributes which contribute to good governance of the College.	
The Board understands good governance principles and has processes/ policies in place to enable it to function effectively.	√ **Yes** In Part No The Board has a comprehensive Governance Policy Manual which is available in the College's website under the "Board of Directors" tab. The Board receives periodically professional development on emerging governance trends and right touch regulation.
Comments The Governance Policy Manual's content aligns with many other regulators and brings together important documents, such as those detailing roles and responsibilities, conflict of interest declaration, code of conduct, etc., into a single location. The purpose of the Governance Policy Manual clearly set out and adherence to the Code, processes, policies, etc., facilitates good governance in the public interest. The Governance Policy Manual sets out a review schedule for the documents contained in the Governance Policy Manual. Additionally, the College internally maintains a master policy list which sets out current and suggested governance, Board and operational polices. Maintaining Governance Policy Manual's accuracy and relevance is vital, as it serves as an important resource for directors and management. **Recommendation** The College has already identified areas the Governance Policy Manual could be enhanced and strengthened. The Governance Policy Manual would benefit with clarifying what are governance policies/ documents and what are Board policies. Developing further policies to deal with, for example, in-camera meetings, a framework for decision-making, annual attestations, Board meeting process, an agenda screening tool, etc. could provide more governance bench strength.	
The Board is actively involved in developing the College's strategic plan and monitoring its implementation and use.	√ **Yes** In Part No The College's 2024-2027 strategic plan and business plan are available online, with the business plan supporting the strategic pillars to achieve the vision and fulfill the College's purpose/ legislated mandate. The business plan outlines goals, actions, and key performance indicators (KPIs) required to achieve the strategic pillars.
Comments The directors and CDTO staff participated in a series of intensive workshops in 2023 to create the College's 2024-2027 strategic plan. The plan is reviewed annually with respect to the accomplishments to date and	

ensures continued alignment with the purpose, vision, and priorities of the College.

The directors are provided with a KPI dashboard at each Board meeting setting out progress on the strategic goals. Recently the College's communication strategy was revised to introduce clearer measurement and reporting expectations, thereby, strengthening the Board's governance oversight.

It is noted that the Board receives fulsome accountability (CPMF, Office of the Fairness Commissioner), financial and other monitoring reports. These reports help the College remain accountable to the public, fosters ongoing progress, and support the Board in carrying out its fiduciary duties effectively.

Assessor's Findings Summary
The three Governance Requirements set out in the CPMF have been met. The following is a high-level summary of the assessor's findings. The recommendations contained in the assessment report are designed to enhance existing governance documents, policies, and processes. The sources for input for the assessment include but are not limited to:

- Review of CDTO governance documents, Board professional development and training resources, Board evaluation surveys and meeting packages
- Observing a full-day Board meeting and discussion with the directors
- Discussions with the CDTO Registrar & CEO and the Manager, Governance and Regulatory Affairs

√ **Governance Requirement 1**
Council and statutory committee members have the knowledge, skills, and commitment needed to effectively execute their fiduciary role and responsibilities pertaining to the mandate of the College.

The Board has an established process in place to ensure that it has the necessary competencies and attributes to enable it to perform their fiduciary role and responsibilities in the public interest. New directors receive a robust orientation and resources prior to their first Board meeting. A full-day workshop is held twice a year (April and September) the day before the in-person Board meeting and short timely educational presentations often form part of meeting agendas.
Note: recent new directors have indicated that the orientation was very helpful, particularly as the regulatory health-care landscape is unfamiliar to them.

Directors receive a detailed description of the work of each statutory committee and the corresponding desired competencies before indicating which committee they would like to serve on. Training is provided to enable committee members conduct the business of the unique regulatory mandate of the committee they serve on. Directors are committed to participating in quarterly and annual Board evaluations. They have meaningful and reflective discussions about the quantitative and qualitative feedback on the Board's overall performance and governance practices. The directors are open to continuous improvement. It is noted that the board evaluation results are presented at each board meeting.

√ **Governance Requirement 2**
Council decisions are made in the public interest.

Board meetings are live on YouTube, and the meeting schedule and materials are easily accessible to the public, registrants and system partners. The Board package provides an agenda with items for information, discussion, and decisions, along with materials and briefing notes to support decision-making; where applicable, briefing notes set out the public interest rational.

The Board has a process for declaring conflicts of interests (COI) at every meeting and directors are aware of how conscious and unconscious bias can arise in decision-making.

√ Governance Requirement 3

The College acts to foster public trust through transparency about decisions made and actions taken.

The Board has a robust Governance Policy Manual which aligns with many other healthcare regulators and is accessible on its website. It brings together important documents, such as those detailing roles and responsibilities, conflict of interest declaration, code of conduct, governance and Board polices, etc., into a single location. The purpose of the Governance Policy Manual is clearly set out and adherence to the policies, processes, etc., facilitates good governance in the public interest. The Board is committed to reviewing its committee policies and processes on an ongoing basis.

The Board was actively engaged in the development of the College's current strategic plan and has a clear understanding of how the strategic and business plans guide the work of the College and assists in the annual budget planning cycle. Key performance indicators are in place to track progress toward strategic goals. Regular accountability, financial, and strategic monitoring reports are presented at each meeting to ensure informed oversight.

The following additional resources were considered in the preparation of this assessment:|

- College of Chiropodists of Ontario - Third-Party Assessment of Council – Final Report (2023)
- College of Dietitians of Ontario - An External Review of the Governance Framework (2025)
- College of Physiotherapists of Ontario – Governance Practice Review (2023)
- *Governance for Regulators: A Handbook for Board and Committee Memb*ers by Richard Steinecke, Steinecke Maciura LeBlanc

Submitted by Abena Buahene to the CDTO Board of Directors on June 19, 2026

Biographical Information

Abena Buahene (retired) has held senior leadership roles across a broad spectrum of organizations including association and regulatory bodies in British Columbia, Saskatchewan, and Ontario in the legal, architectural and financial services fields. She has been a registrar/ ceo for two regulated health-care professions, a registrar/ executive director and a deputy registrar for two administrative authorities.

Abena is currently a public Council member of the College of Paramedics of Manitoba. Prior to her move to Winnipeg in 2024, Ms. Buahene served as a public member on the Council of the Ontario College of Teachers, the Board of Directors of the College of Dental Technologists of Ontario and the City of Toronto's Tribunal Nominating Panel. In the past, Abena has also served as a public appointee on the Council of the College of Chiropractors of British Columbia and the College of Psychologists of Ontario; was a Governor on the Board of Governors for Centennial College and has been a Board Director for Heritage Toronto. Abena was called to the Bar of British Columbia, holds a Bachelor of Laws from the University of Windsor and a Bachelor of Arts in Political Science and English from Lakehead University.

College of Dental Technologists of Ontario

Management Report - Statement of Operations

Appendix 1

2025-2026

	Approved Budget $	Actual $	Projection* $	Projection vs. Budget Variance $	Projection vs. Budget Variance %	Actuals 2024-2025 $	Variance 25-26 vs 24-25 $	Variance 25-26 vs 24-25 %
Revenues								
Registration N1	$ 974,185	786,964	1,013,756	39,571	4.1%	982,778	30,978	3.2%
Examination	$ 2,400	3,600	4,200	1,800	75.0%	1,902	2,298	120.8%
Investment income N2	$ 42,083	27,897	55,751	13,668	32.5%	74,628	-18,877	-25.3%
TOTAL REVENUE	1,018,668	818,461	1,073,707	55,039	5.4%	1,059,308	14,399	1.4%
Expenses								
Registration N3	$ 6,810	5,387	10,848	-4,038	-59.3%	6,834	-4,014	-58.7%
Examination	$ 15,671	25,998	41,079	-25,408	-162.1%	15,599	-25,480	-163.3%
Quality Assurance	$ 11,361	512	11,728	-367	-3.2%	5,666	-6,062	-107.0%
Complaints, Discipline N4	$ 48,580	-17,470	17,786	30,794	63.4%	-5,850	-23,636	404.0%
Unauthorized Practice	$ 30,365	2,759	30,365	-0	-0.0%	951	-29,414	-3093.0%
Patient Relations	$ 700	150	150	550	78.6%	150	0	0.0%
Administration	$ 141,158	85,618	143,055	-1,897	-1.3%	136,411	-6,644	-4.9%
Governance	$ 62,637	13,248	55,050	7,587	12.1%	35,023	-20,027	-57.2%
Human Resources N5	$ 705,068	393,938	598,238	106,830	15.2%	655,538	57,300	8.7%
Communications (Publications)	$ 7,984	4,246	5,196	2,788	34.9%	6,765	1,569	23.2%
Legislation & Policies	$ 11,150	985	11,123	26	0.2%	7,255	-3,868	-53.3%
Total Expenses	1,041,483	515,371	924,618	116,865	11.2%	864,342	-60,276	-7.0%
Surplus/ (Deficit) from Operations	-22,815	303,090	149,089	171,904		194,966	74,675	38.3%

*** Projections are based on actual results to May 31, 2026**

Variance Explanations:

Revenues

N1 Favourable variance in Registration revenue due to higher intake of new registrants earlier in the fiscal year (24 anticipated vs. 15 budgeted).

Expenses

N2 Increase in investment income due to investment of surplus funds in accordance with CDTO investment policy

N3 Increase in Registration costs due CADTR CAS Service Agreement Fee (2025 and 2026)

N4 Actual discipline case expenses lower than amount accrued at August 31, 2025. One complaint and no Registrar's Reports or discipline cases at this time.

N5 Favourable variance due to leave of absence.

COLLEGE OF DENTAL TECHNOLOGISTS OF ONTARIO

STRATEGIC INITIATIVES *

	Unspent @ Aug 31/25	Actual Sep 2025 - May 2026	FCST Jun-Aug 2026	2025-2026 Ask	FCST 2026-2027	Balance	New Ask 2026-2027
Database Modules - Project Manager	$ 34,844	$ -	$ -	$ -	$ 34,844	$ (0)	$ -
Regulations and associated policies	$ 7,809	$ -	$ -	$ -	$ 7,809	$ (0)	$ -
Standards and Ethics	$ 41,542	$ 18,014	$ 38,703	$ 20,000	$ 4,825	$ 0	$ -
Quality Assurance - QAP Review	$ 8,000	$ 339	$ 2,000	$ -	$ 5,661	$ -	$ -
Regulatory Disruption	$ 8,389	$ -	$ 3,200	$ -	$ 5,189	$ 0	$ -
Equity, Diversity, and Inclusion	$ 13,433	$ -	$ 7,000	$ -	$ 6,433	$ -	$ -
Governance	$ 2,735	$ -	$ 7,735	$ 5,000	$ -	$ (0)	$ -
Total*	**$ 116,752**	**$ 18,353**	**$ 58,638**	**$ 25,000**	**$ 64,761**	**$ (0)**	**$ -**
		16%	50%		46%		

*** To be funded from Internally Restricted for Strategic Initiatives**

Notes:

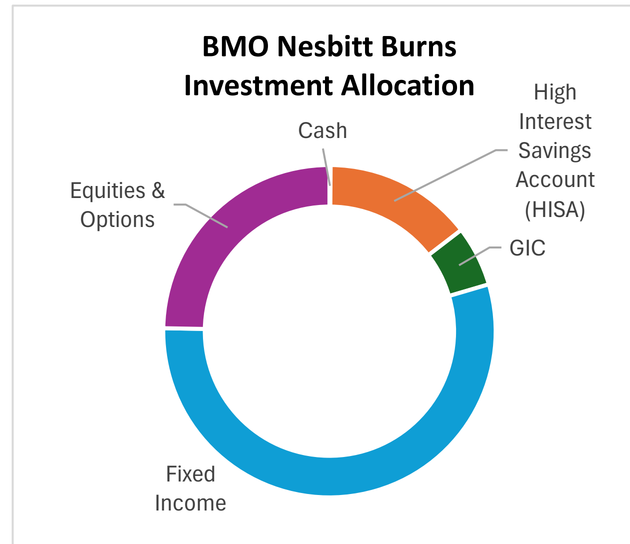
1. To implement online QA, Complaints and revision to Registration modules, includes obtaining a Project Manager.	Pillar: PE - Domain: Professioal Development
2. To implement PLAR regulation changes and develop an Ethics and Jurisprudence Module.	Pillar: PE- Domain: Reduce Barrier to Registration
3. To complete Phase 2 -final draft of ethical principles and standards and Phase 3 - General Consultations of Ethical Principles and Standards project.	Pillar: PE- Domain: Standards and Ethics
4. To review and revise the QA program's Self and Peer Assessments. QA portal will be followed after completion of updating QA program and the budget is in the database.	Pillar: PE- Domain: Professioal Development
5. To develop awareness campaigns on unauthorized practice and the complaint processes which provides education modules and awareness resources.	Pillar: E - Domain: Dental Technology & Unauthorized Practice Awareness
6. To finalize the EDI learning modules which will be used by Board/Committee, registrants, and the public, and includes seeking a consultant to review.	Pillar: RE - Domain: EDI-I
7. Consultant and legal fees to conduct a comprehensive review that will develop and improve CDTO's governance and board policies, and make necessary changes to the By-laws.	Pillar: RE - Domain: Governance

College of Dental Technologists of Ontario
Investment Monitoring
May 31, 2026

General Assumptions: Funds invested as per the CDTO Investment Policy
Investments held at BMO Nesbitt Burns

Cash		Cost	% of Total		Market Value		Unrealized Gain/Loss	Assumptions
Operating Account (cash)		194,590	99.9%		194,590		-	Surplus cash transferred to BMO NB.
High Interest Savings Account (HISA)		147	0.1%		147		-	
	$	**194,737**	**100%**	**$**	**194,737**	**$**	**-**	

Investments		Cost	% of Total		Market Value		Unrealized Gain/Loss
BMO Nesbitt Burns							
Cash		1,975	0%		1,975		-
High Interest Savings Account (HISA)		246,330	14%		246,330		-
GIC		100,000	6%		100,000		-
Fixed Income		934,273	55%		945,304		11,031
Equities & Options		421,000	25%		423,609		2,609
	$	**1,703,578**	**100%**	**$**	**1,717,218**	**$**	**13,640**



The College of Dental Technologists of Ontario
Cash Flow

	Actual									Forecast		
	01-Sep-25	**01-Oct-25**	**01-Nov-25**	**01-Dec-25**	**01-Jan-26**	**01-Feb-26**	**01-Mar-26**	**01-Apr-26**	**01-May-26**	**01-Jun-26**	**01-Jul-26**	**01-Aug-26**
Incoming funds:												
Registration / Examinations	183,630	18,393	5,291	14,810	12,677	9,590	7,953	11,623	4,900	841	144,196	817,108
CADTR	12,190			12,190				12,190		12,190		
ADT Phase II			2,118					2,118			1,641	
CSJ	16,406											
Admin												
Total Incoming	212,226	18,393	7,409	27,000	12,677	9,590	7,953	25,931	4,900	13,031	145,837	817,108
Outgoing funds:												
TD Merchant services	16,622	970	173	167	330	212	254	209	308	157	157	157
Operating expenses - HR	48,575	47,024	50,169	56,995	57,630	48,970	44,789	44,982	66,682	54,326	54,326	54,325
Operating expenses - Other	8,541	15,939	10,555	24,459	28,095	14,105	17,976	49,648	15,068	43,930	14,908	35,238
SIP	-	-	-	-	11,573	-	-	-		9,396	9,396	9,396
Total Outgoing	73,738	63,934	60,898	81,621	97,628	63,287	63,019	94,839	82,057	107,809	78,787	99,116
Net Cash	138,488	(45,541)	(53,489)	(54,622)	(84,951)	(53,697)	(55,066)	(68,908)	(77,157)	(94,778)	67,050	717,992
Opening cash BMO	749,530	888,017	842,477	788,988	174,366	179,416	215,718	160,653	181,744	194,587	99,809	166,859
Restricted cash (short-term) - HISA or RSTIC or GIC												
Chequing - minimum	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
Transfer to NB Investment				-560,000	90,000	90,000	0	90,000	90,000			-700,000
Transfer (To)/From HISA												
Available Cash	**$ 853,017**	**$ 807,477**	**$ 753,988**	**$ 139,366**	**$ 144,416**	**$ 180,718**	**$ 125,653**	**$ 146,744**	**$ 159,587**	**$ 64,809**	**$ 131,859**	**$ 149,851**
Ending cash BMO	888,017	842,477	788,988	174,366	179,416	215,718	160,653	181,744	194,587	99,809	166,859	184,851

Agenda Item 7.2

College of Dental Technologists of Ontario
Ordre des Technologues Dentaires de l'Ontario

Board Report

Date: June 19, 2026

SUBJECT: **2025-2026 Strategic Initiatives Projects Budget**
PREPARED BY: Judy Rigby, Registrar and CEO

PURPOSE:

The Board reviews the 2025–2026 Strategic Initiatives Projects (SIP) budget and approves additional funding to support the Ethical Principles and Standards Project and the Governance By-Law and Policy Modernization Project.

PUBLIC INTEREST RATIONALE:

As mandated by legislation, the College is responsible for acting in the public interest by carrying out its regulatory functions which includes entry to practice, professional standards, quality assurance, and enforcement. The Board holds the ultimate responsibility to ensure the College will achieve its goals and does so by demonstrating leadership, accountability, integrity, stewardship, and transparency.

Responsible stewardship of the College's financial and human resources is a core principle of good governance, essential to achieving its mandate and objectives ethically and sustainably. Strategic and resource planning, performance monitoring, external compliance, and reporting are necessary elements of responsible stewardship.

BACKGROUND:

In its oversight role of the organization, the Board sets the strategic direction, monitors organizational performance against financial and non-financial performance indicators, and oversees the financial affairs of the College using an annual work plan. This workplan includes allocating resources annually for ongoing regulatory programs (Operating budget) and strategic projects (Strategic Initiatives Projects (SIP) budget) as necessary.

The College's annual workplan and financial reporting cycle is the fiscal period from September 1 to August 31.

INFORMATION & CONSIDERATIONS:

The SIP budget is funded by reserves internally restricted for one-time special projects that support the Board's strategic direction. This budget is reviewed annually to determine the amount of funds necessary to support existing and new strategic projects where the spending will occur in the coming fiscal years. The SIP budget is also reviewed quarterly for changes, risks, accuracy, and sufficiency that may result in in-year funding requests. Once the project is completed and implemented, any costs to operationalize and manage it on an ongoing basis are included in the annual operating budget.

The Executive Committee supports the Board's oversight role by reviewing the quarterly monitoring reports and fiscal year SIP budgets, and making recommendations as needed.

Strategic Initiative Project Budget

For the 2025-2026 fiscal year, funding is being sought for two strategic projects:

1. Ethical Principles and Standards Project, $20,000
   Based on recommendation by the Quality Assurance Committee, additional funding to complete Phase 2—the final draft of the Ethical Principles and Standards—and Phase 3—the general consultations for the Ethical Principles and Standards project. This project is under the Pillar: Professional Excellence and Domain: Standard and Ethics.

2. Governance By-Law and Policy Modernization Project, $5,000
   Consultant and legal fees to review CDTO's Governance Policy Manual, enhance governance and Board policies, and amend the by-laws as needed to support their implementation. This project is under the Pillar: Regulatory Excellence and Domain: Governance.

For the 2026-2027 fiscal year, no additional funding is being sought at this time.

DECISION(S) SOUGHT:

The Board is asked to approve, under the recommendation of the Executive Committee:

1. The transfer of $25,000 from unrestricted net assets to internally restricted net assets for strategic projects; and
2. Allocating these funds to the Ethical Principles and Standards Project for $20,000 and the Governance By-Law and Policy Modernization Project for $5,000.

ATTACHMENTS:

Appendix 1: CDTO Strategic initiatives Budget

COLLEGE OF DENTAL TECHNOLOGISTS OF ONTARIO

STRATEGIC INITIATIVES *

	Unspent @ Aug 31/25	Actual Sep 2025 - Apr 2026	FCST May-Aug 2026	2025-2026 Ask	FCST 2026-2027	Balance	New Ask 2026-2027
Database Modules - Project Manager	$ 34,844	$ -	$ -	$ -	$ 34,844	$ (0)	$ -
Regulations and associated policies	$ 7,809	$ -	$ -	$ -	$ 7,809	$ (0)	$ -
Standards and Ethics	$ 41,542	$ 11,234	$ 45,483	$ 20,000	$ 4,825	$ 0	$ -
Quality Assurance - QAP Review	$ 8,000	$ 339	$ 2,000	$ -	$ 5,661	$ -	$ -
Regulatory Disruption	$ 8,389	$ -	$ 3,200	$ -	$ 5,189	$ 0	$ -
Equity, Diversity, and Inclusion	$ 13,433	$ -	$ 7,000	$ -	$ 6,433	$ -	$ -
Governance	$ 2,735	$ -	$ 7,735	$ 5,000	$ -	$ (0)	$ -
Total*	**$ 116,752**	**$ 11,573**	**$ 65,418**	**$ 25,000**	**$ 64,761**	**$ (0)**	**$ -**
		10%	56%		46%		

*** To be funded from Internally Restricted for Strategic Initiatives**

Notes:

1. To implement online QA, Complaints and revision to Registration modules, includes obtaining a Project Manager.	Pillar: PE - Domain: Professioal Development
2. To implement PLAR regulation changes and develop an Ethics and Jurisprudence Module.	Pillar: PE- Domain: Reduce Barrier to Registration
3. To complete Phase 2 -final draft of ethical principles and standards and Phase 3 - General Consultations of Ethical Principles and Standards project.	Pillar: PE- Domain: Standards and Ethics
4. To review and revise the QA program's Self and Peer Assessments. QA portal will be followed after completion of updating QA program and the budget is in the database.	Pillar: PE- Domain: Professioal Development
5. To develop awareness campaigns on unauthorized practice and the complaint processes which provides education modules and awareness resources.	Pillar: E - Domain: Dental Technology & Unauthorized Practice Awareness
6. To finalize the EDI learning modules which will be used by Board/Committee, registrants, and the public, and includes seeking a consultant to review.	Pillar: RE - Domain: EDI-I
7. Consultant and legal fees to conduct a comprehensive review that will develop and improve CDTO's governance and board policies, and make necessary changes to the By-laws.	Pillar: RE - Domain: Governance

Credential and Assessment Services Report

Overall Results February 1, 2021, to May 31, 2026

Since the launch of the CAS program and online applicant portal on February 1, 2021, five hundred and fifty-five (555) applicants have created profiles. Of these one hundred and ninety-seven (197) candidates have met the credential and competency assessment requirements and issued a Certificate of Completion (CoC). CADTR does not have any authority over provincial regulators to register a CoC candidate or the candidate to apply for registration. CADTR has established a policy to ensure the currency of meeting entry-to-practice competencies by limiting the validity of the CoC to 15 months of issuance. Currently twenty-seven (27) CoCs have expired.

Applications February 1, 2021, to May 31, 2026

There are five routes of entry for applicants on the online portal; the breakdown is provided below.

# Applicants	Route of Entry
270	Approved Programs (AP)
214	Dental Technology Education Evaluation (DTEE)
5	Referral Route (RR)
38	Letter of Credential and Assessment Standing (L-CAS)
28	Prior Learning Assessment and Recognition (PLAR) PILOT
555	Total Applications Initiated

Certificates of Completion issued from February 1, 2021, to May 31, 2026

The information below is a compilation of the data collected from CADTR CAS and the Dental Technology Regulators (DTRs).

DTRs	Confirmed Registered Candidates	Candidates Pending/ Unknown	CoC's Expired	Total # of CoCs Issued	%
BCCOHP	22				
CDTA	41				
CDTO	76				
NSDTA	3				
DTAS	1				
Total	**143**	**27**	**27**	**197**	
Approved Program				**142**	**73%**
LCAS				**24**	**12%**
DTEE				**28**	**14%**
Referral				**3**	**1%**

Credential and Assessment Services Report

Approved Program Route by Program and Graduation Year

To Be Updated			N/A		
Graduating Class	**2021**	**2022**	**2023** *	**2024**	**2025**
George Brown College					
Applications rec'd*	23	12		6	15
CoCs issued	19	11		2	1**
Northern Alberta Institute of Technology					
Applications rec'd	16	12	12	13	12
CoCs issued	12	9	9	7	
Vancouver Community College					
Applications rec'd	2	5	7	4	9
CoCs issued	2	5	4	2	
CDI					
Applications rec'd		1			
CoCs issued		1			
Total CoCs Issued by Route of entry for 2025					
• Approved Programs					31
• DTEE					12
• LCAS					2
• RR					1

**No graduating class in 2023 due to COVID-19, 2024 repeat GBC graduate.*

Overall Results for the period December 1, 2025, to May 31, 2026

Applications – Fifty-five (55) applications initiated

1. *AP* total number is 28 from all graduating classes
   - 12 GBC (1-2015,3-2025, 8-2026)
   - 13 NAIT (2-2025, 11-2026)
   - 0 VCC
   - 3 not completed
2. *RR* none
3. *LCAS* none
4. *DTEE* is twenty-three (23) from Saudi Arabia, Syrian Arab Republic, Germany, India, UK, Korea, Philippines, Nigeria, Greece, Canada, Iran, Ukraine, Lebanon, Romania.

Credential and Assessment Services Report

- 9 applications complete
- 13 applications in progress awaiting some form of documentation
- 1 not completed application

5. *PLAR is twenty-eight (28)*
   - *PSCE-Major Gaps to PLAR*

PSCE Credentialing from December 1, 2025, to May 31, 2026 *(reporting date is determined by the applicant's submission timeline for documentation through the DTEE-PSCE route)*

Completed Credentialing Evaluation – 9

- Equivalent – 7
- Non-Equivalent- Minor Gaps – 1
  - Supplemental documentation provided; reevaluated to Equivalent – 0
  - Not Submitted to date - 1
- Non-Equivalent-Major gaps – 1

Dental Technology Entry-to-Practice Assessment (DTETPA) – 2026
The DTETPA measures the competencies required for entry-to-practice in dental technology. It consists of two components:

1. **Knowledge-Based Assessment (KBA)**
   Registration deadline is 10 days prior to the scheduled assessment date.
   - June 26, 2026. **Thirty-five (35)** candidates have registered to date.
   - November 20, 2026. **Three (3)** candidates have been registered to date.
2. **Performance-Based Assessment (PBA)**
   The registration deadline was August 31, 2026. The PBA will be conducted in two locations on the following dates:
   - **Alberta:** October 31, 2026. **Eight (8)** candidates have been registered to date.
   - **Ontario:** October 24, 2026. **Five (5)** candidates have been registered to date.

   Continued Improvements:
   - PBA Marker training – 3-5-hour virtual training with large and small groups (station specific) calibration. To be provided in 2025 and 2026.
   - Providing all candidates with “virtual tour” of labs and PBA Station Map (station numbers only).

PBA Committee

- The Committee is composed of 5 SMEs from BC, AB, and ON.
- No new station development for 2026 full PBA.
- Existing stations not administered in 2025 will be updated and used for the 2026 administration to support Single Discipline standard setting.
- 4 Single Discipline PBAs will be administered in October 2026 consisting of 4 stations for each discipline, 2 stations are discipline specific and 2 stations are general for IPC and QC. (See agenda item 8.4)

College of Dental Technologists of Ontario
Ordre des Technologues Dentaires de l'Ontario

Agenda Item 9.1

Board Report

Date: June 19, 2026

SUBJECT:	**Registrar's Report**
PREPARED BY:	**Judith Rigby, Registrar & CEO**

PUBLIC INTEREST RATIONALE

Regular reports to the Board on College activities and performance support their oversight role to ensure the College is fulfilling its public interest mandate.

REGULATORY ENVIRONMENT AND PROGRAMS

Quality Assurance Peer Assessor (PA) Workshop

On June 6, 2026, CDTO hosted the first PA workshop that brought together both experienced and new assessors, focused on strengthening the quality and modernizing the current assessment tools. The session explored ways to streamline the current assessment process to improve overall efficiency and capture relevant legislation. Assessors participated in an on-site mock assessment, led by experienced colleagues. This hands-on approach provides the opportunity to learn, encourage knowledge sharing, and build confidence in the assessment process. A key highlight was training on bias awareness and management, aimed at supporting the assessors in making professional judgement. The workshop was very well received, with strong engagement and valuable insight from all the assessors.

Registration Renewals

Annual renewals for the 2025–2026 cycle launched earlier this year on June 1, compared to June 29 in the previous cycle. MailChimp notifications were sent to 495 registrants. This included General Class and Inactive Class registrants with newly targeted reminders to those with Inactive status.

Ontario Immigrant Nominee Program (OINP)

The Ontario Immigrant Nominee Program (OINP) is Ontario's economic immigration program which works in collaboration with the Government of Canada through Immigration, Refugees and Citizenship Canada (IRCC) to support Ontario's labour market needs. Through OINP, Ontario selects and formally nominates eligible candidates to the federal government for permanent residence. On April 23. 2026, staff attended a Ministry of Labour, Immigration, Training and Skills Development session on proposed changes to the OINP to simplify and consolidate intake streams, provide a dedicated stream for applicants licensed in regulated healthcare occupations including dental technology (NOC 32112), focus on applicants who can quickly contribute to labour market needs and have invested efforts in pursuing licensure in Ontario, and provide more flexibility for candidates (i.e., no employer requirements) if their credentials are verifiable by the occupation's official licensing body. One class of registration, General Class, and As of Right applicants at CDTO are eligible for OINP. CDTO expects a positive impact from these changes if internationally educated or trained dental technology professionals and international student post graduate work permits can be fast tracked for permanent residency to meet the registration requirements. The College submitted feedback on May 29, 2026, as part of a consultation on the proposed Priority Healthcare Stream.

Office of Fairness Commission (OFC)

Under the OFC's Risk-Informed Compliance Framework (RICF), the College was assessed as low risk for the April 1, 2024–March 31. 2026. The College submitted its **2025 Fair Registration Practices Report** on March 31, 2026, and will meet with the OFC on June 29, 2026, to review its RICF questionnaire responses. The OFC will conduct a risk analysis based on these submissions and issue a new RICF standing in August.

SYSTEM PARTNERSHIPS & ENGAGEMENT

George Brown Polytechnic (GBP) School of Dental Health Awards Ceremony

On May 7, 2026, CDTO's Registrar witnessed four dental technology program students receiving awards for academic achievement, financial need, and community involvement. The awards recognize the diversity of the dental technology program students, and their achievements, dedication, and professionalism. It was a privilege to join the Association of Dental Technology of Ontario, GBP faculty and the award recipients on this auspicious occasion.

CDTO's Registrar joins College of Denturists of Ontario's Registrar Roderick Tom-Ying, GBP faculty, and the Denturists Association of Ontario executive at the GBP Student Award's Ceremony.

Health Professions Regulators of Ontario (HPRO)

HPRO held its Annual General meeting and Board meeting on June 4, 2026, at which the Hon. Sylvia Jones, Minister of Health shared her insights on the government's direction to protect Ontario's health-care system and provide more connected and convenient care to people around the province. She commended the regulators on their work to implement As of Right and to apply for increases in scope that have positive patient impact. On May 11, 2026, the Government of Ontario has directed Ontario's regulatory colleges for optometrists, physiotherapists, chiropractors, dental hygienists, denturists, and audiologists and speech-language pathologists to begin developing the regulatory framework that would further expand scopes of practice in their fields.

Other items at the HPRO meeting included the election of officers, approval of the 2025 audited financial statements, and updates on its three strategic priorities: Government Relations, EDI, and Excellence in Member Services. HPRO has also created a draft Annual Report 2025-2026 which can be reviewed here.

Canadian Alliance of Dental Technology Regulators (CADTR)

CADTR held a Board meeting on March 12, 2026, where several decisions were reached, including the Credential and Assessment Service Agreement Fee (CAS Fee) model for 2025, 2026 and 2027, CADTR and CAS member fees for 2025 and 2026, the 2026 CADTR Admin and CAS budgets, and the Performance Based Assessment expansion to offer single discipline examinations.

The next Board meeting and Annual General Meeting will be held on June 10, 2026. CDTO's Registrar has been nominated for a fifth year as CADTR Board Chair for a 2-year term. Other items on the agenda include approval of the CADTR 2025 Unaudited Financial Statements, appointment of Directors for the other provinces, BC, AB, ON, NS, NB and NL, and a CAS update.

Access to Dental Technology Phase II Project (ADT II)

The ADT II project is in month 30 of its 39-month term. The objectives are to improve awareness among skilled newcomers of foreign credential recognition processes available through streamlining regulatory processes for Internationally Educated and Trained Dental Technologists (IETDTs) credential recognition; reducing barriers for foreign credential recognition for IETDTs; and facilitating labour mobility between jurisdictions in Canada for IETDTs. The initiative will develop, pilot and implement a Prior Learning Assessment Recognition (PLAR) credential pathway for international and domestic trained dental lab workers grounded by the CADTR National Essential Entry-to-Practice Competencies for the Dental Technology Profession in Canada. A successful PLAR pathway requires pre-arrival and labour mobility communication materials, online assessment tools, upgrading tools and resources to remediate academic and work experience gaps and a pathway to the full or single discipline competency assessments. A secondary initiative is researching mutual credential recognition agreements to be established with other countries beyond the project end date of March 31, 2027. The PLAR pilot, gap filling and upgrading remediation tools, policies, and the communications strategy are 80% complete.

PROFESSIONAL DEVELOPMENT

Staff and Board Directors will be attending:

- **Building Indigenous Cultural Safety: Navigating Harmful Rhetoric in Today's Workplace**. Staff and Board Directors will be attending Inclusivity's webinar on June 16, 2026. This learning opportunity held during National Indigenous History Month offers space for meaningful reflection and practical conversation on building Indigenous cultural safety.

- **Canadian Network of Agencies for Regulation (CNAR)** is an annual conference is held in Montreal, Quebec, on October 5-7, 2026. Board Directors and staff will join peers and decision-makers from across Canada's regulatory community for ideas, networking, and practical solutions designed for today's regulatory environment.

Paul Alterman's Plain Language Workshop hosted by the College of Massage Therapists of Ontario, on June 17, 2026 will be attended by staff.

OPERATIONS

Website

On May 19, 2026, CDTO became aware that the CDTO website was down for part of the day and reported the issue to the website service provider. We were advised that the outage was caused by a possible malicious cyber-attack, which program for firmed by the website provider on May 27, 2026. This type of attack is also referred to as a distributed denial-of-service (DDoS) where the site is flooded by overwhelming internet traffic to slow it down or crash it. The website provider assured CDTO that no data was accessed, exposed, altered, or breached. A final report from the data center will be provided. The website provider is working to migrate CDTO's hosting services to Cloudflare's network. Cloudflare reduces the impact of DDoS attacks by acting as a protective layer between website visitors and CDTO's server, identifying and blocking suspicious traffic while allowing legitimate users to access the website.

College of Dental Technologists of Ontario
Ordre des Technologues Dentaires de l'Ontario

Dashboard – September 2025 – May 2026 (Fiscal Update)

Professional Excellence

Registration
May 31, 2026

475 General Certificate (GC)
21 Inactive Certificate (IA)

23 Administrative Suspension
1 Reinstatement

519 Total RDTs (includes suspensions)

6 Total NEW RDTs (April 1 - May 31 2026)

Practice Advisory

30 Number of Inquires

RDTs	66.8%
Dentist office	13.3%
Patients	3.3%
Other regulators/associations	3.3%

Top 3 Topics

1. Supervision – Commercial Dental Lab
2. Advertising / Outsourcing
3. RDT's Identifiers

Quality Assurance

Professional Development 2025

106 Tenured RDTs
24 New RDTs (1st submission)
130 TOTAL RDTs (Group A)

12 Late submissions (Group A)

Practice Assessment / full PDP

2% Annual random selection will be approved by QAC for PPA and full PDP

Conduct

Open Cases
- **0** Registrar Investigations
- **0** QA Referrals
- **1** Complaints

Closed Cases
- **0** Registrar Investigations
- **0** QA Referrals
- **0** Complaints

Mandatory Reporting
- **2** Received Mandatory Reports
- **0** Registrar Investigation
- **0** Open Mandatory Reports
- **2** Closed Mandatory Reports

Discipline
- **0** Referrals
- **0** Open Cases
- **3** Closed Cases

Unauthorize Practice
- **7** Unauthorized Practice Investigations

Organizational Effectiveness

Communications
Social Media
YouTube
Website Updates
Mailchimp

People & Culture
- **0** Resignation
- **0** New Hire
- **2** Canada Summer Job

Financial Health

Operating Expenditures — 11.2% Against Budget

Investment Income — 32.5% Against Budget

Surplus Retention — 121%
Unrestricted Net Assets 50% - 100% of OE

Strategic Initiatives Projects — 100%
Percentage of Committed Spending

Financial Health

★★★★☆

College of Dental Technologists of Ontario
Ordre des Technologues Dentaires de l'Ontario
Communications Dashboard | April 2026 - June 2026

Social Media Statistics

Vistors 1765
New Followers 9
Engagement Rate 12.8%
Impressions 825

Video Sharing Statistics

Subscriptions	82
Videos	1
Views	110

E-Mail Statistics

Emails	11
Opens	1511
Link Clicks	320

CDTO Website Statistics

Visitors: 7400

Average View Time: 1M 04S

Top Countries

1	Canada	4,666 (63.13%)
2	United States	1,125 (15.22%)
3	Germany	166 (2.25%)
4	Singapore	153 (2.07%)
5	Vietnam	113 (1.53%)
6	South Korea	96 (1.3%)
7	India	78 (1.06%)
8	Brazil	65 (0.88%)
9	China	54 (0.73%)
10	United Kingdom	50 (0.68%)

Channel Group

	Total	2,959 100% of total
1	Organic Search	1,363 (46.06%)
2	Direct	1,290 (43.6%)
3	Referral	227 (7.67%)
4	Organic Social	14 (0.47%)
5	Unassigned	25 (0.84%)

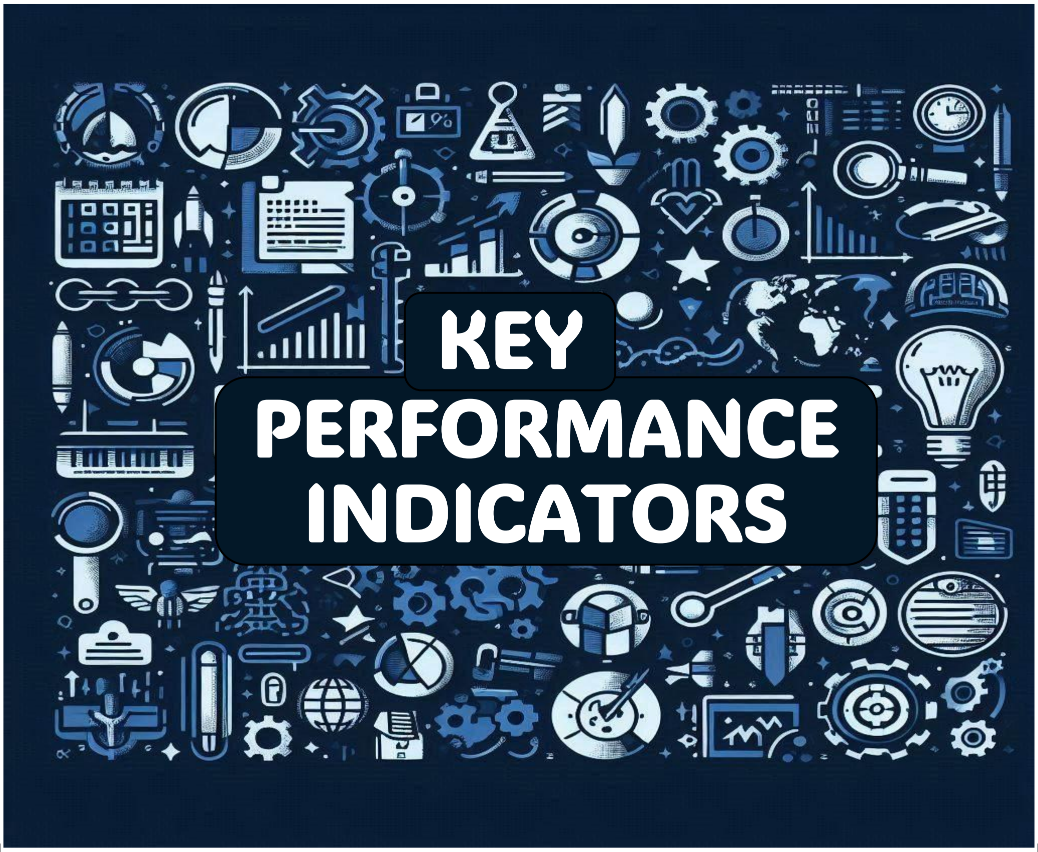
Top Pages

	Total	5,346 100% of total
1	College of Dental Technologists of Ontario | Ensuring competency and accountability of dental technologists practicing in the province of Ontario.	1,639 (30.66%)
2	Careers | College of Dental Technologists of Ontario	207 (3.87%)
3	Board of Directors | College of Dental Technologists of Ontario	184 (3.44%)
4	Quality Assurance | College of Dental Technologists of Ontario	174 (3.25%)
5	Registrant Login | College of Dental Technologists of Ontario	143 (2.67%)
6	About Dental Technology | College of Dental Technologists of Ontario	123 (2.3%)
7	Competencies, Standards, Advisories | College of Dental Technologists of Ontario	121 (2.26%)
8	Protect Your Patients. Protect Your Professional Reputation. | College of Dental Technologists of Ontario	121 (2.26%)
9	Registration and Member Updates | College of Dental Technologists of Ontario	116 (2.17%)
10	Staff | College of Dental Technologists of Ontario	109 (2.04%)

College of Dental Technologists of Ontario
Ordre des Technologues Dentaires de l'Ontario

Strategic Plan: KPIs

Board Dashboard Report



JUNE 2026

Strategic Projects - KPIs

Overviews

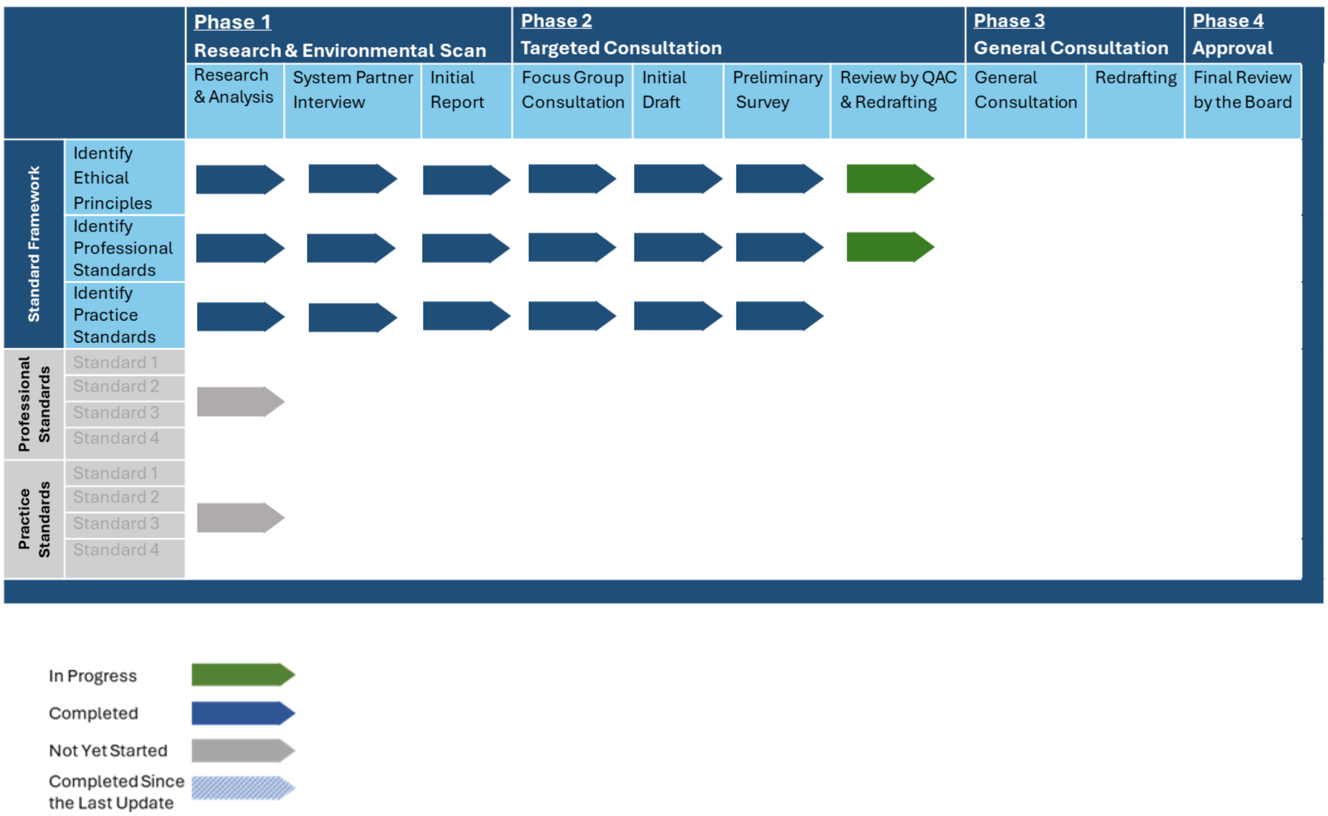
	Domain	KPIs
Professional Excellence	**Standards and Ethics**	Progress report on Standards and Ethics as applicable Completion rate for Standards in order of priority
	Professional Development	Progress report on QA Portal Number of resources provided to registrants Utilization of resources and user satisfaction rate On time submission rate of SPDP Progress report on Peer Practice Assessment Progress report on Self-Assessment
	Reduce Barriers to Registration	Progress report on Jurisprudence program Progress report on ethics initiative Progress report on PLAR Number of activities or initiatives towards improving prospective and current applicant experience and engagement Applicant satisfaction rate
Engagement	**System Partner Engagement & Collaboration**	Engagement report Engagement effectiveness Number of collaborative initiatives with system partners Progress report on Communication Strategy
	Dental Technology & Unauthorized Practice Awareness	Number of people engaged for awareness campaigns conducted Awareness rate on unauthorized practice/complaint processes.
Regulatory Excellence	**EDI-I**	Number of participants who have attended EDI learning opportunities. Progress towards developing /implementing EDI Action Plan
	Governance	Progress report on governance modernization Effectiveness, type of Board education, and training initiatives implemented
	Emerging Issues	Progress report on ECR readiness or implementation

KPIs Report:

STANDARDS AND ETHICS

PROFESSIONAL EXCELLENCE

Progress Report on Standards and Ethics



Completion rate for Standards in order of priority

The rate is contingent upon the completion of Standard Framework to identify Professional and Practice Standards.

KPIs Report:

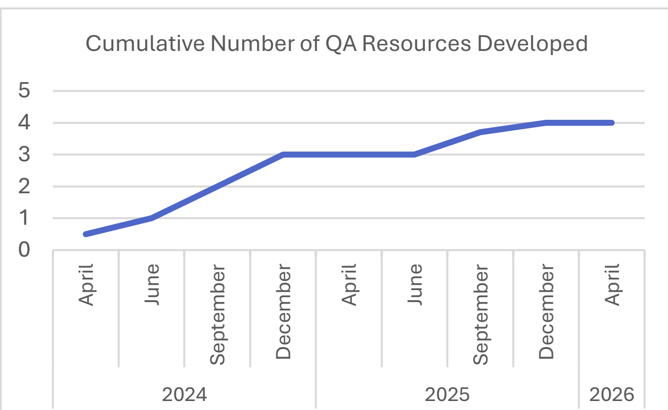
Professional Development

PROFESSIONAL EXCELLENCE

Progress Report on QA Portal

Project Summary	Status
QA Portal	
1) Submit QA Portal design to database developer	Completed
2) Determine with database developer feasibility of moving forward	On Hold
3) Review and set workplan and deliverables with database developer	On Hold
4) Database provider to create the QA Portal	On Hold
5) Test and provide feedback on QA Portal	On Hold
6) Pilot with select group	On Hold
7) Communication prior to launch	On Hold
8) Launch new QA Portal	On Hold
9) Monitor and continued improvement	On Hold

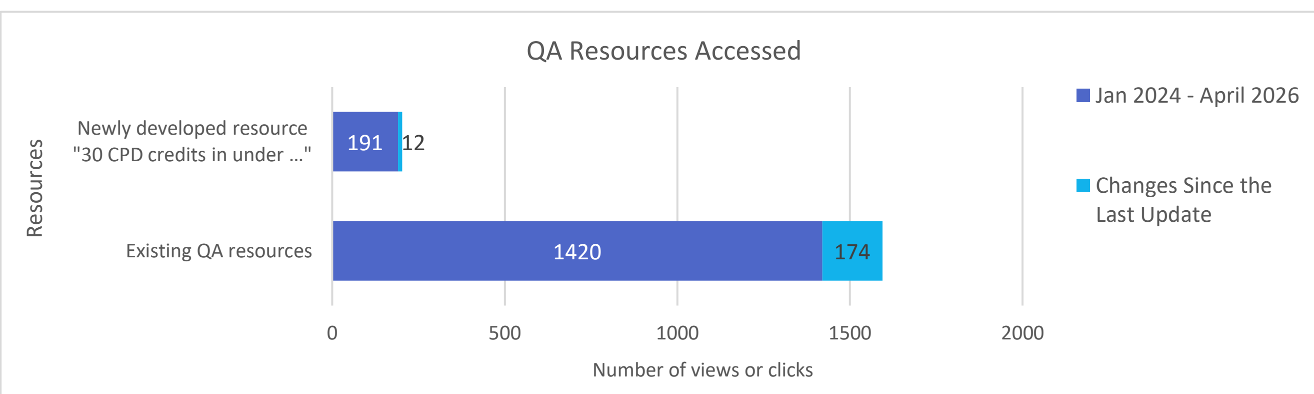
Number of resources provided to registrants



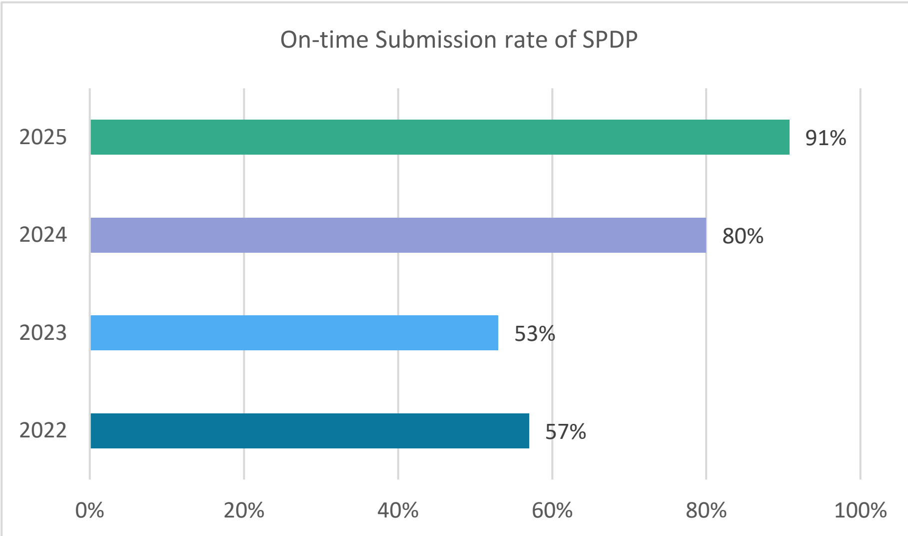
Resources Developed:

1. 30 CPD credits in under three days
2. Examples of ways to obtain CPD credits
3. Spectrum Day 2024 – credits for technical program 1
4. How to Earn 41 CE Credits by the end of 2025

Utilization of resources and user satisfaction rate



On-time submission rate of SPDP



Progress report on Peer Practice Assessment

Research conducted on current framework to revise PPA evaluation grid.

Progress report on Self-Assessment

Not yet started

KPIs Report:

Reduce Barriers to Registration

PROFESSIONAL EXCELLENCE

Progress report on Jurisprudence program

Project Summary	Status
Jurisprudence Program (JP) Development	
1) Conduct external research on JP requirements	Completed
2) Consult with Registration and QA Committees on requirements for pre and post registration.	Target: July 2026
3) Retain a consultant to develop e-learning modules and knowledge testing questions to be integrated as part of the e-learning module(s) and manage the project.	Target: Aug 2026
4) Conduct pilot with diverse group of registrants, revise and conduct quality assurance tests.	Target: Dec 2026
5) Develop and implement change management communication strategy	Target: Jan 2027
6) Launch new Jurisprudence Program for applicants	Target: Feb 2027
7) Monitor and gathered feedback for continued improvement	Target: Mar 2027
GBP Jurisprudence & Professionalism Course Equivalency	
1) Review GBP Jurisprudence & Professionalism Course (J&P)	Completed
2) Determine equivalency of GBP J&P to CDTO Jurisprudence Program	Completed
3) Consider exemption of CDTO's Jurisprudence Program registration requirement for those who have successfully completed GBP's J&P course (Exempted 2025 graduates for Jurisprudence and Ethics exam)	Completed
4) Communication strategy for post-Board decision	Target: Sept 2026

Progress report on ethics initiative

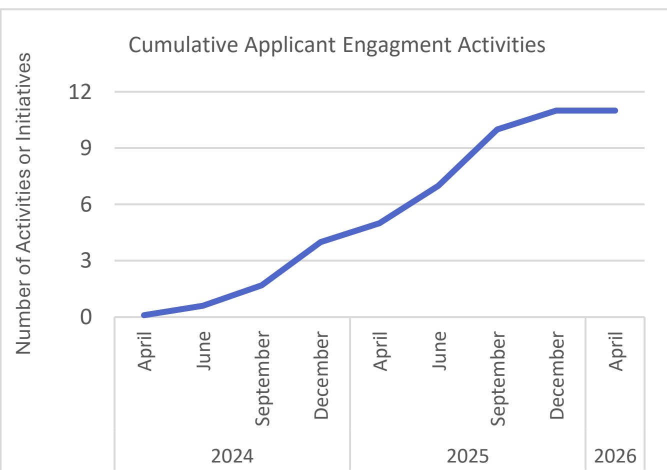
Project Summary	Status
Exploration of integrating CDTO's Ethics examination into CADTR KBA	
1) Environmental scan of Canadian Dental Technology Regulator ethics registration requirements	Not Feasible
2) Consult with CADTR regarding implementation of ethics items into the Knowledge-Based Assessment (KBA)	Not Feasible
3) Share CDTO's ethics questions with CADTR	Not Feasible
4) Liaise with CADTR psychometrician to implement ethics items into KBA (to be directed by CADTR Board)	Not Feasible

Progress report on PLAR

The project timeline started Jan 2024, fully launch by Dec 2026.

Project Summary	Status
Prior Learning Assessment and Recognition (PLAR)	
1) Project Initiation	
a. Secure the funding – CDTO Project Sponsor	Completed
b. Project announcement	Completed
2) Project Foundation	
a. Establish project governance: CDTO chairs the ADT II steering committee	Completed
b. Project Charter, Project Plan and risk register development	Completed
c. Retain Project Manager	Completed
3) Develop Pan-Canadian PLAR Assessment Tool and scoring rubric	
a. Retain PLAR Consultant	Completed
b. Environmental scan and literature review with recommendation	Completed
c. Subject Matter Expert Group to develop and test the tool and scoring rubric based on the recommendations	Completed
d. Develop orientation materials	Completed
e. Conduct 18-month pilot	Target: Sept 2026
4) Education Upgrade Tools for Applicants	
a. Retain Education and Upgrading Consultant	Completed
b. Develop and Launch Education Upgrade Tools	Target: Sept 2026
5) Implement outreach strategy and gather feedback	
a. Retain a Communication Consultant	Completed
b. Develop and implement outreach strategy	Target: Aug 2026
6) Finalize, Translate and launch French/English PLAR and scoring rubric	Target: Oct 2026

Number of activities or initiatives towards improving prospective and current applicant experience and engagement



<u>Engagement Activities:</u>

1. Introduction to the College – GBP students
2. Focus Group – GBP students
3. Spectrum Day – interactions with students
4. Jurisprudence and ethics – GBP students
5. Technorama – promotion for PLAR pilot
6. Informational Session – GBP students
7. Outreach Taskforce – GBP academic team
8. PLAR Webinar – RDTs
9. PLAR Webinar – settlement and integration for newcomers to Canada (funded by IRCC)
10. Spectrum Day – interactions with students
11. GBP Student Outreach – with CDTO's Board

Applicant satisfaction rate

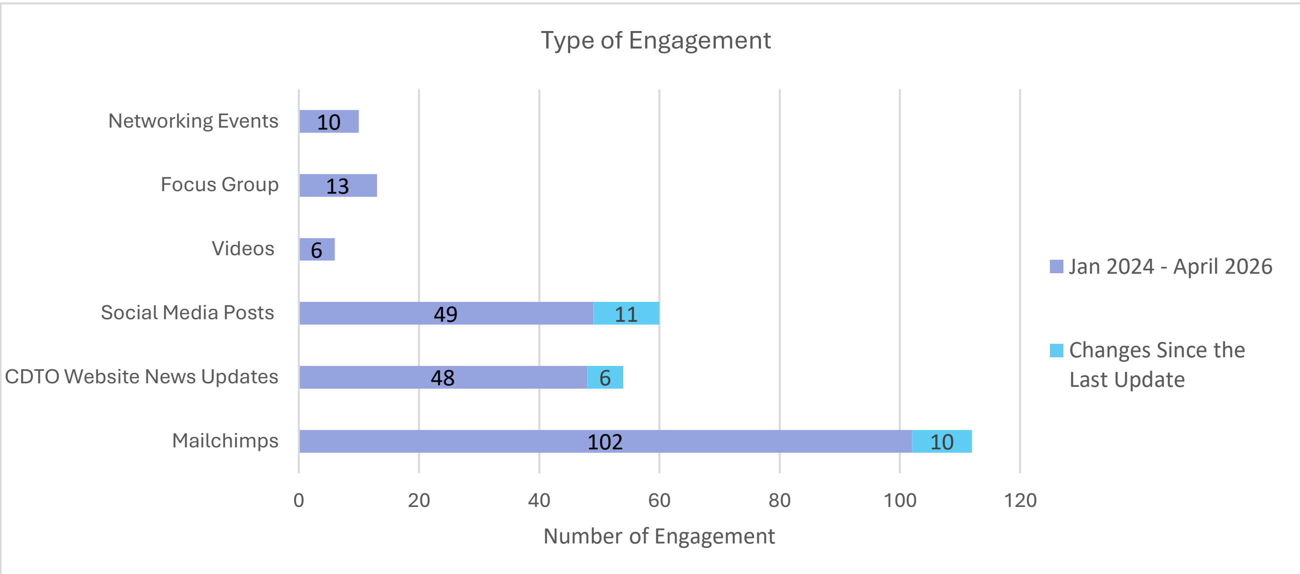
Not yet started - Survey for distribution to new RDTs under development.

KPIs Report:

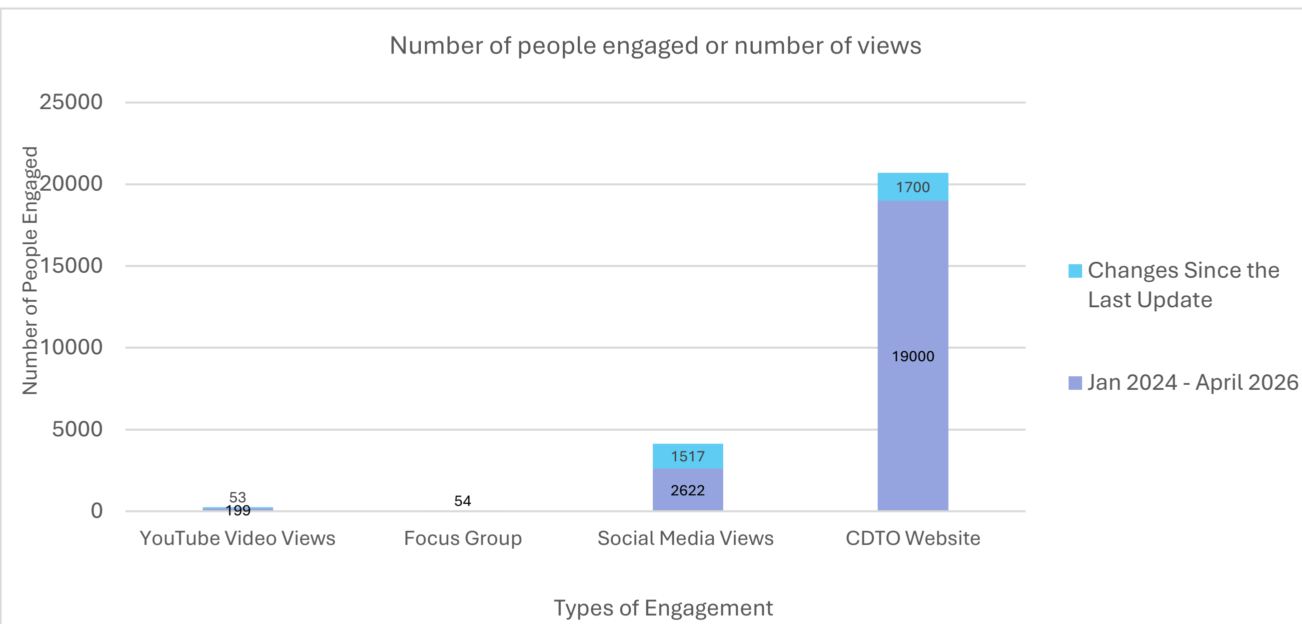
System Partner Engagement & Collaboration

ENGAGEMENT

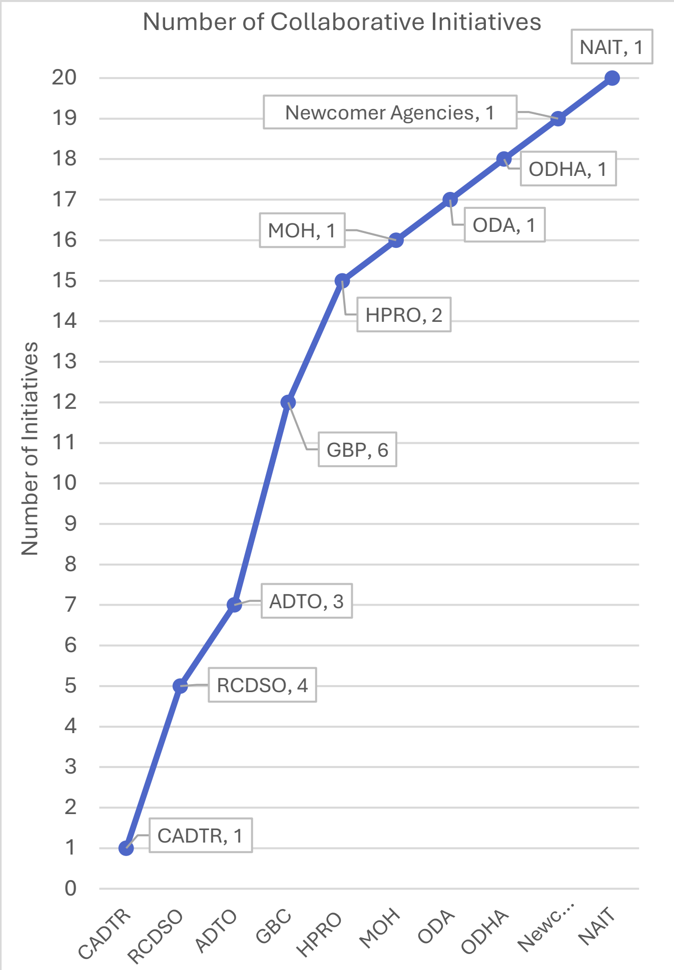
Engagement Report



Engagement Effectiveness



Number of collaborative initiatives with system partners



Collaborative Initiatives:

- **CADTR**: Development of Prior Learning Assessment and Recognition (PLAR)
- **RCDSO**:
  - Workshop on TAIBU Screening
  - Communication: Updates to RDT identifiers
  - Education: Requirement for dentists to verify that dental laboratories have an RDT listed on CDTO's Public Register
  - Joint response to an unauthorized practice complaint and provided supervision requirement to dentist
- **ADTO**: Networking events, Technorama, and Peer Circles
- **GBP**:
  - PAC meetings
  - Outreach Taskforce – GBP academic team
  - Student Voluntary Registry, poster, and Q&A
  - Introduction to CDTO
  - Focus group on barriers to registration
  - Student outreach with Board
- **HPRO**:
  - Bi-weekly registrar meetings
  - EDI network project
- **MOH**: IPAC working group
- **ODA:** Shared raising awareness letter regarding unauthorized practice – Awareness communication was disseminated to ODA members
- **ODHA:** Disseminated CDTO's letter on unauthorized practices to hygienists
- **Newcomer Agencies:** Awareness of dental technology
- **NAIT:** Dental Super Program Advisory Committee

Progress report on Communication Strategy

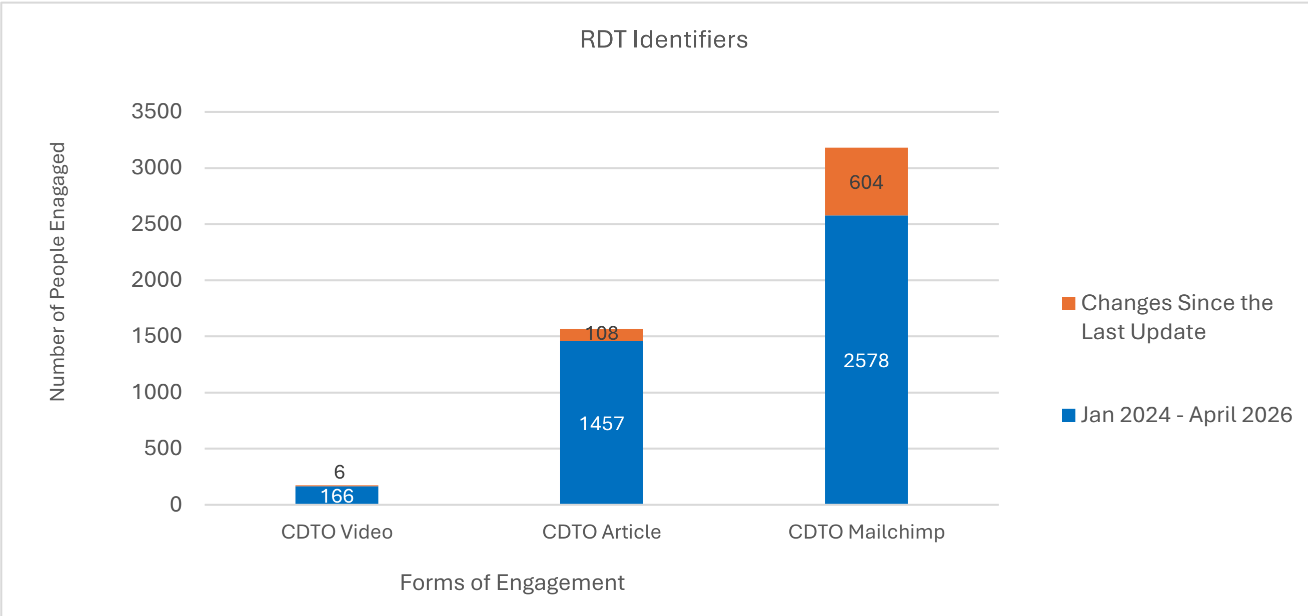
Project Summary	Status
Communication Strategy Review	
1) Establish Clear Objective and Scope	Completed
2) Assessment of Communication Channels	Completed
3) Updating Messaging Framework	Completed
4) Draft of Communications Strategy	Completed
5) Implementation of Feedback	Completed
6) Board for Approval	Completed (Approved April 2026)

KPIs Report:

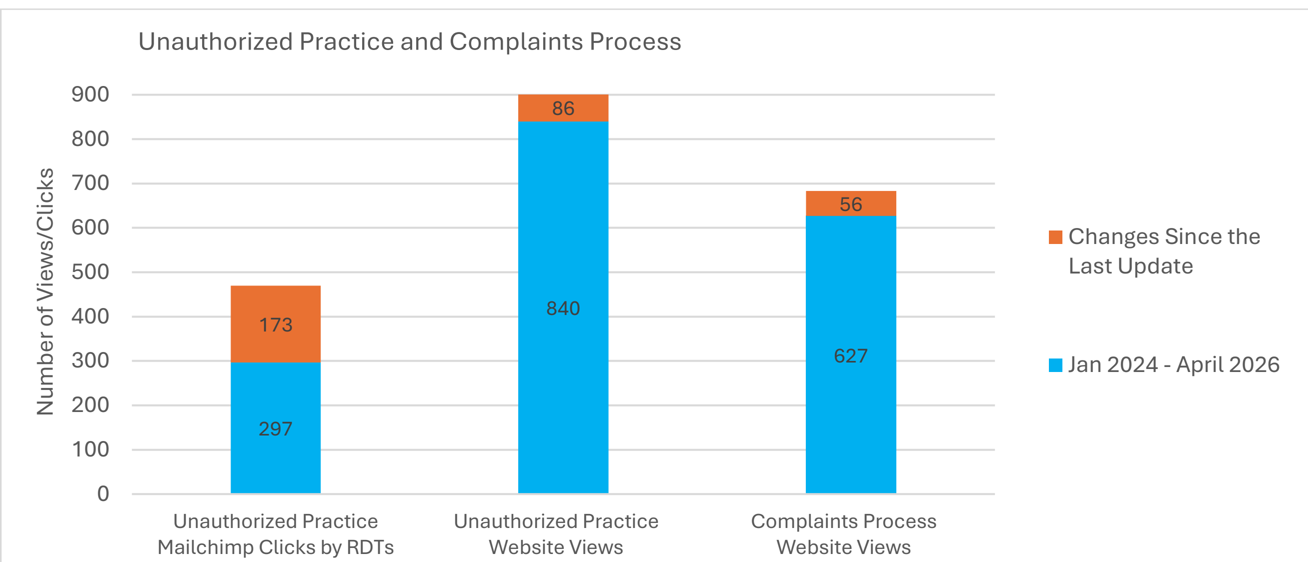
Dental Technology & Unauthorized Practice Awareness

ENGAGEMENT

Number of people for awareness campaigns conducted



Awareness rate on unauthorized practice/complaint processes

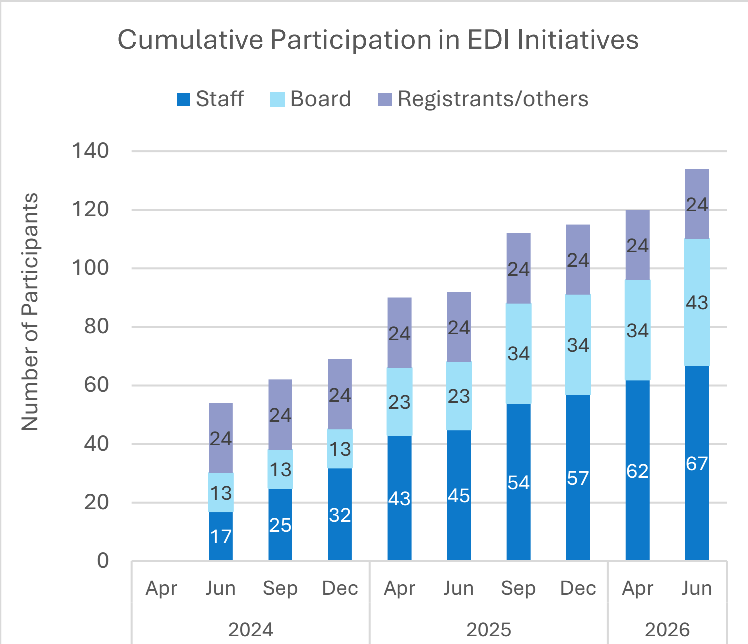


KPIs Report:

Equity, Diversity, Inclusion and Indigeneity (EDI-I)

REGULATORY EXCELLENCE

Number of participants who have attended EDI learning opportunities



EDI Initiatives:

1. Inclusivity: Decolonizing Workplace Practices
2. HPRO Race-Based Data Collection
3. EDI Workshop 1 & 2 (Internal)
4. TAIBU Screening: *Working While Black*
5. EDI seminars at CNAR 2024
6. Collecting EDI data – CNO Workforce census
7. HPRO EDI Network Meetings
8. CNAR Establishing a Diversity, Equity & Inclusion (DEI) Working Group
9. Board and staff EDI workshop for Governance Domain
10. HPRO EDI Network Conference
11. Race-based Data Collection
12. GBP Indigenous Pedagogy
13. EDI Governance Evaluation Survey

Progress towards developing /implementing EDI Action Plan

Project Summary	Status
EDI Action Plan	
1) Administered HPRO Survey to Staff	Completed
2) Identify Top Three Priority Areas for Next Fiscal Year	Completed
Priority Area 1 - Governance	
1) Update EDI Webpage with Land Acknowledgement	Completed
2) Conduct research on incorporating EDI in policy and Board/Committee competencies	Completed
3) Retain EDI consultant for Board training and policy/competencies development	Completed
4) EDI Policy for Board of Directors and governance evaluation	Completed
5) Organizational EDI Policy	Completed
6) Include EDI within Board/Committee orientation training	Target: Aug 2026
Priority Area 2 – Data Collection	
1) Establish Team Lead	Completed
2) Identify Data Collection Strategy	Completed
3) Identify Data Collection Plan	Completed
4) Implement Data Collection Plan	Target: Oct 2026
Priority Area 3 – Equity Impact Assessment	
1) Establish Team Lead	Completed
2) Identify Equity Impact Assessment Strategy and Plan	Target: Sep 2026
3) Identify equity-seeking groups to be part of EIA for consultation	Target: Oct 2026
4) Develop Equity Impact Assessment Tool	Target: Sep 2026

KPIs Report:

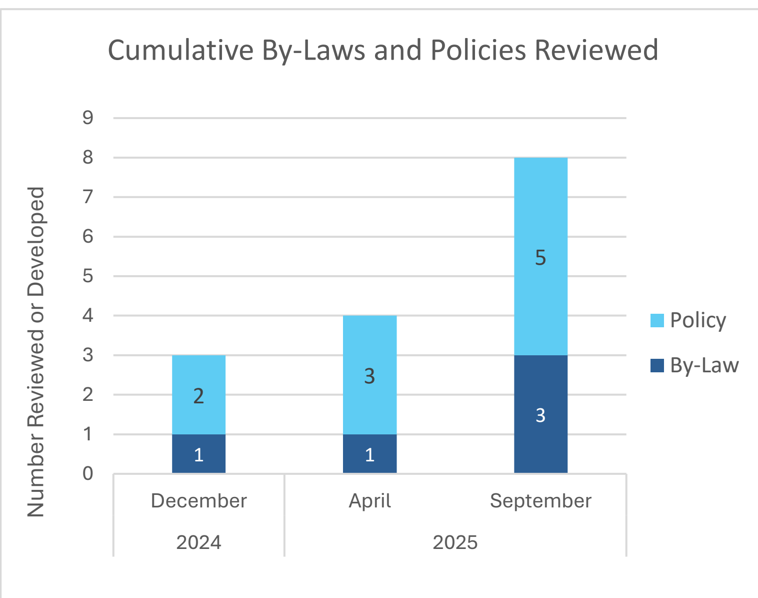
Governance

REGULATORY EXCELLENCE

Progress report on governance modernization.

Project Summary	Status
By-Laws and Policy Review – Governance Modernization	
1) Establish a By-Laws and Policy Review Committee	Completed
2) Develop and revise policies to support the By-laws	Target: Sept 2026
3) Review all sections of the By-Laws	Target: Dec 2026
4) Board Approval (not required for consultation)	Target: Dec 2026
5) Board Approval (after consultation when needed)	Target: Apr 2027
Develop a Committee Competency Framework	
1) Conduct an Environmental Scan	Completed
2) Establish Committee Competency Framework	Completed
3) Seek Board Approval for Pilot	Completed
4) Pilot Framework	Completed
5) Pilot Evaluation and Revisions	Completed
6) Board Approval of the Committee Competency Framework	Completed
Review of Board Evaluation	
1) Collect Feedback on Current Evaluation Process	Completed
2) Pilot Updated Evaluation Process	Completed
3) Collect Feedback on Pilot Evaluation Process	Completed
4) Implement Feedback and Updated Evaluation Process	Completed
Succession Planning	Target: Dec 2027
CEO Performance Evaluation	Target: Dec 2026

Statistics on By-Laws and Policy Review Project:

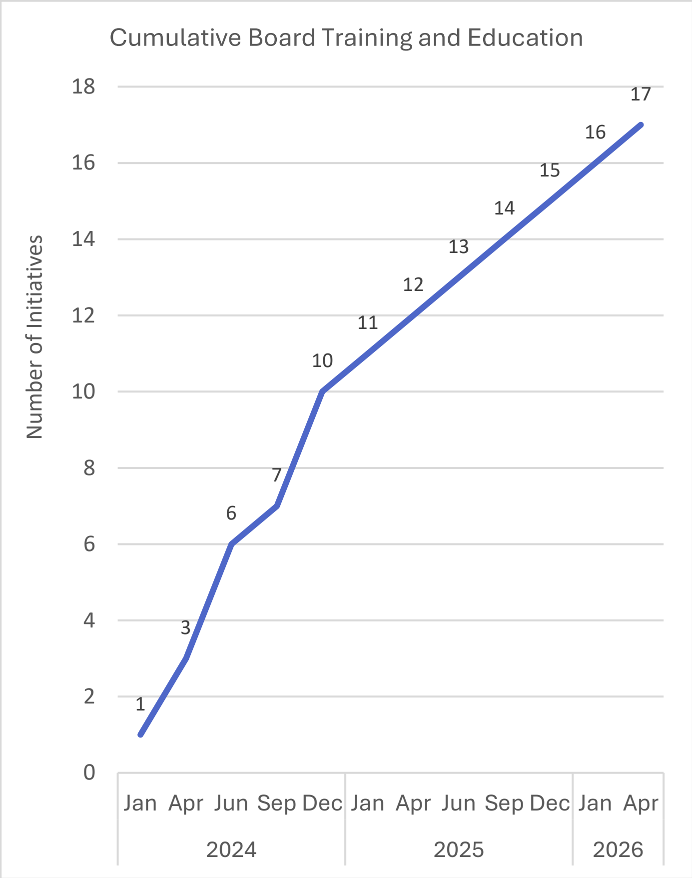


By-Laws and Policies Approved by the Appropriate Authority:

1. By-Law Section 6 – Election of Officers and Executive Committee Members
2. Board Policy – Election of Officers and Executive Committee Members
3. Board Policy – Investments
4. Board Policy – Selection and Appointment of the Auditor
5. By-Law Section 3 – Execution of Contracts and Other Documents
6. By-Law Section 4 – Banking and Finance
7. Board Policy – Signing Authority and Signing Authority Register

Effectiveness, type of Board education, and training initiatives implemented.

Training Initiatives Implemented:

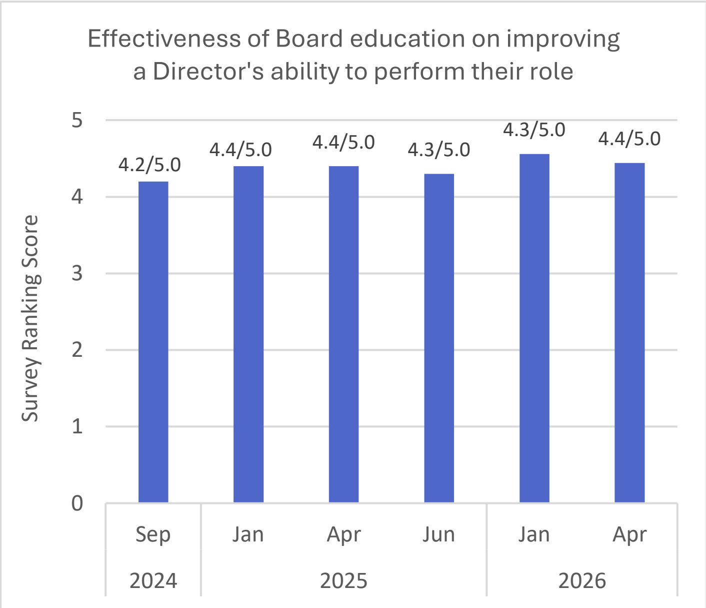


Type of Board Training:

Training and Education:

1. Governance and Bias Training – Julie Maciura, SML
2. By-Laws, Governance, Board and Operational Policies – Judy Rigby, CDTO
3. Health Professions Regulators of Ontario – Beth Ann Kenny, HPRO
4. National Indigenous Peoples Day – Judy Rigby, CDTO
5. Decolonizing Workplace Practices – Inclusivity and Len Pierre Consulting
6. Finance and Audit Training – Judith Rigby, CDTO
7. Dental Technology System Partnerships – Karim Sahil, ADTO President
8. Discipline Training – Nawaz Pirani, Discipline Committee Chair
9. CNAR – James Matera, CDTO Chair
10. Spectrum Day – Rose Far & Paola Bona, CDTO
11. Governance & Bias Training – Emily Graham, SML
12. Finance Training – Judy Rigby, CDTO Registrar
13. Indigenous Initiatives – Jessica Rumboldt, GBP
14. GBP Indigenous Pedagogy – Judy Rigby, CDTO
15. Parallel Processing Plans – Irwin Glasberg, Office of the Fairness Commissioner
16. Right Touch Regulation – Alan Clamp, Professional Standards Authority
17. Finance Training for the Board – Judith Rigby, CDTO

Board Education and Training Effectiveness:



KPI Report:

Emerging Issues

REGULATORY EXCELLENCE

Progress report on Emergency Class or Registration (ECR) readiness or implementation

Project Summary	Status
ECR Policy	
1) Research	Completed
2) Initial Draft Policy	Completed
3) Registration Committee Review	Completed
4) Policy Finalizing	Completed
5) Final Committee Review	Completed
6) Board Approval and Implementation	Completed
ECR Supervision Guideline	
1) Research	Completed
2) Initial Draft Guideline	Completed
3) Registration Committee Review	Completed
4) Policy Finalizing	Completed
5) Final Committee Review	Completed
6) Board Approval and Implementation	Completed

College of Dental Technologists of Ontario
Ordre des Technologues Dentaires de l'Ontario

Communications Update

June 19, 2026

Today’s Agenda

- Oral Health Month Campaign
- GBP Outreach Success
- Mentorship Program Update

Oral Health Month Campaign Objectives

- Increase awareness of dental technology
- Reinforce public-protection mandate
- Promote CDTO public resources
- Increase engagement with system partners

Audience Reach

- Campaign reached public audiences, registrants, oral health professionals, and system partners across digital channels.

Oral Health Month Campaign Overview

2026 Campaign theme:
Safe Smiles Start with Safe Dental Technology

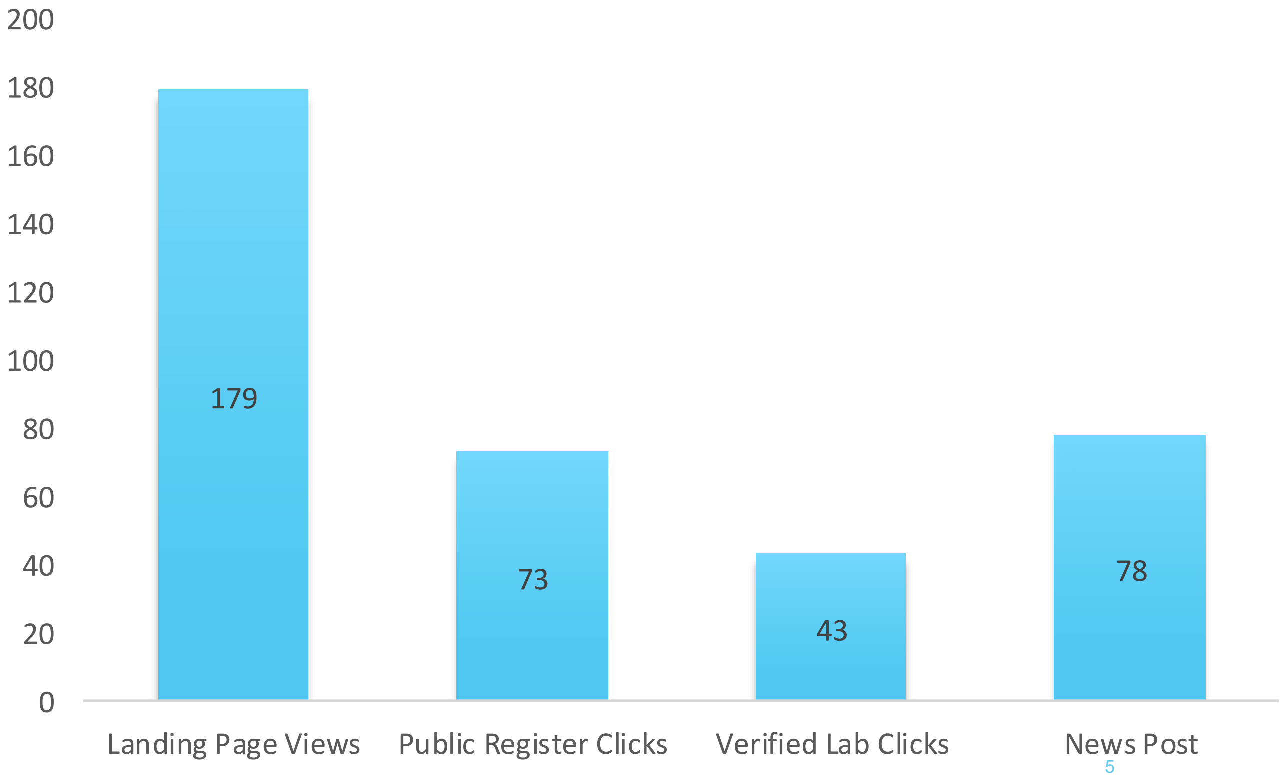
Communication Channels

- CDTO website Landing page
- Social media campaign
- Email outreach
- Public education resources

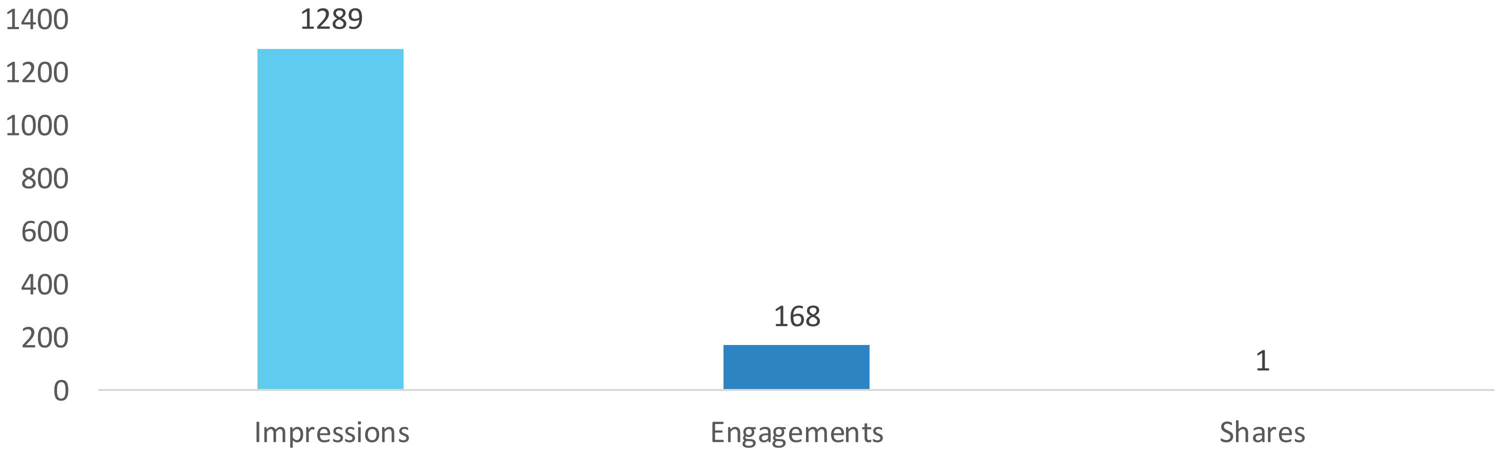
Content Themes

- Public Register awareness
- Verified lab list
- Dental technology education
- Accountability and identifiers guidance

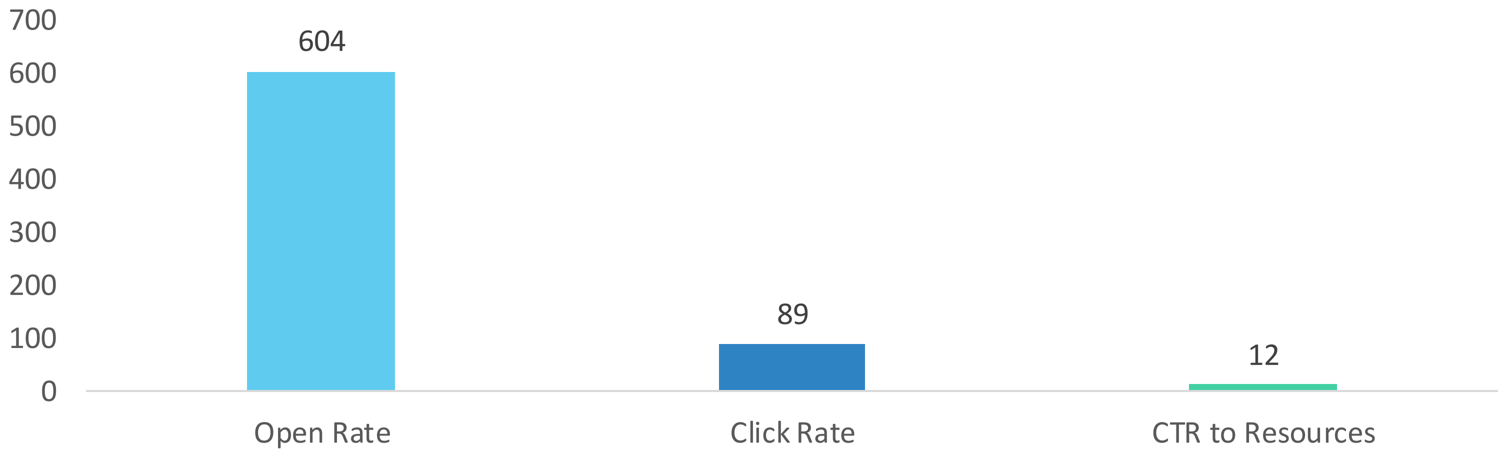
Website Analytics



Social Media Metrics



Email Performance



Oral Health Month Timeline

2023 — 2024 — 2025 — 2026

1 Related awareness

- Dental technology awareness continued through Media Planet.
- Oral Health 2023 article explained why dentists should work with RDTs.
- Page-views: **5237**
- Audience: **Female 59.3%/ / Male 40.7%**
- Geographic reach: **QC 32.6%, ON 30,4%, BC 7.3%, AB 4.6 %, other provinces 25.1%**

2 Recognition + social

- April 30 wrap-up recognized RDTs and oral-health professionals.
- Social posts ran through April to raise awareness of RDTs' role.
- LinkedIn and Twitter/X, with **36** link clicks, **431** impressions, **13** reactions, plus **141** impressions, **3** link clicks, **9.04%** engagement rate on another channel.

3 Broader outreach

- No public CDTO Oral Health Month 2025 page or campaign post found.
- Spring communications focused on PLAR, assessor recruitment, and regular updates.
- Useful comparison year: outreach continued, but not under a visible OHM banner.

4 Formal campaign hub

- April 1 launch: Oral Health Month 2026 Awareness Campaign.
- Website activity **179**
- Landing page views **78** news post
- Public Protection Actions: **73** Public Register clicks, **43** verified lab clicks
- Social Media Reach: **1289** impressions, **168** engagement, **1** Share
- Email Performance: **604** opens, **89** Clicks, **12** resource click-throughs

How Oral Health Month Improved: 2023-2026

- **2023:** Built foundational awareness through Media Planet and introduced RDTs to oral health audiences
- **2024:** Expanded recognition through Oral Health Month messaging and social media outreach
- **2025:** Maintained broader communications, but no dedicated Oral Health Month campaign identified
- **2026:** Shifted from awareness to action with a formal campaign hub and public-protection tools

Campaign Outcomes & Impact

- Drove traffic to campaign resources: **179 landing page views** and **78 news post views**
- Encouraged verification: **73 Public Register clicks** and **43 Verified Lab clicks**
- Expanded reach: **1,289 social impressions** and **168 engagements**
- Email engagement: **604 opens, 89 clicks**, and **12 resource click-throughs**
- Generated a tangible public-protection outcome: **1 unauthorized practice report** received during Oral Health Month
- Demonstrated that awareness efforts moved audiences toward action, verification, and reporting

Going Forward

- Expand public-facing educational resources
- Increase awareness of unauthorized practice

GBP Student Outreach Update – April 23, 2026

Purpose

Foster an ongoing relationship with dental technology students and strengthen system partnership with George Brown College.

The outreach successfully engaged 62 students including:

- 36 second-year students
- 26 third-year students

GBP Student Outreach Update – April 23, 2026

Engagement Outcomes

- Student feedback from last year showed strong interest in hearing from women RDTs
- This year, we responded by selecting a diverse group of speakers
- Speakers represented different backgrounds, lived experiences, and career pathways in dental technology
- Outreach helped students better understand the RDT profession, registration pathway, and career options
- Since last year, we have seen an increase in graduates applying to CADTR
- This suggests stronger student engagement and improved awareness of the pathway to registration

GBP Student Outreach Feedback

Area	Second Year	Third Year	Comparison / Insight
How they heard about CDTO	Class visit	Faculty / staff	Both school-based channels are working
Information clarity	Very clear	Very clear	Messaging is clear for both cohorts
Outreach helpfulness	Very helpful	Somewhat helpful	Second-year response showed stronger perceived value
Needs / interests addressed	Yes	Somewhat	Third-year students may need more targeted, practical support
Follow-up action	Plans to follow up	No follow-up action	Earlier engagement may encourage stronger next steps
Most useful part	Speaker experiences	Experiences from current professionals	Professional stories were the strongest shared theme
Future topics requested	Lab working	Placements	Students want practical workplace and career-readiness content
Would recommend CDTO support	Yes	Yes	Both students would recommend CDTO outreach
Additional comments	No	None	No concerns raised

Key takeaway: Both cohorts valued hearing from current professionals; future outreach should keep diverse speaker panels and add practical content on lab work, placements, and career pathways.

Observations and Lessons Learned

- Current RDT registration demographics are approximately 70% male / 30% female, while the classroom outreach audience was approx. 92% female, suggesting a growing pipeline of women students and potential future growth in female RDT representation
- Stronger participation from second-year students; third-year participation was lower
- Students valued hearing real experiences from RDTs and current professionals
- This year's outreach responded to feedback by including diverse speakers with different backgrounds and career paths
- Direct student access to the survey should increase participation and reduce reliance on faculty distribution.

What is the Mentorship Program

A professional development relationship that supports learning, knowledge sharing, career growth, and professional connection through guidance from experienced RDTs.

Benefits for Mentees

- Access to professional guidance and support
- Increased confidence and competence
- Expanded professional network
- Learn from real-world experience

Benefits for Mentors

- Share expertise and knowledge
- Develop leadership skills
- Support the profession
- Increase professional engagement

Program Goal: Foster professional connection, knowledge sharing, and ongoing professional growth within Ontario's dental technology community.

Mentorship Framework

PHASE 1: GROUP MENTORSHIP SESSIONS

- Ask questions and discuss professional practice topics
- Learn from experienced RDT mentors
- Share experiences through peer discussion
- Build professional connections and networks

CURRENT INTEREST
15 Mentors
28 Mentees

PHASE 2: OPTIONAL ONE-ON-ONE MENTORSHIP

- Available following participation in group sessions
- Based on mentee interest, topic area and mentor availability

Mentorship Pilot Structure

Welcome & Orientation
Program overview and introductions

Topic-Based Learning
Discussion based on participant interests

Group Discussion
Questions, answers and peer learning

Mentor Insights
Experience and professional perspectives

Next Steps
Feedback Survey and Optional 1:1

What Mentees Expect from the Program

Professional insight

Students want to hear directly from current professionals and better understand the profession, workplace expectations, and real-world experience in the field.

Career and transition support

Students are also asking for career guidance, networking opportunities, support moving from school to practice, and advice on registration and next steps.

First Topic: Career Readiness

Orientation Content

- Overview of the mentorship program, objectives, and participant expectations
- Introduction to the group mentorship model, including the roles of mentors, mentees, and facilitators.
- Review of session structure, participation guidelines, and group agreements.
- Best practices for effective mentorship conversations, peer learning, and professional networking.

Next Steps

- Finalize and approve mentorship program orientation materials
- Confirm pilot readiness, participant expectations, and session logistics
- Communicate program details and timelines to mentors and mentees
- Monitor participation levels and gather initial feedback

June 2026
CDTO & ADTO Meeting
Finalize Orientation Deck

Approval
Outreach Committee
Review & approve materials

Launch Window
Late Aug / Early Sept
Tentative pilot launch

Next Outreach
Session Planning
Confirm first meeting date

College of Dental Technologists of Ontario
Ordre des Technologues Dentaires de l'Ontario

Unauthorized Practice

Strategic Plan Update | June 19th 2026

Public Protection

How does the College protect the public against concerns about practitioners?

- Complaints
- Registrar's Report
- Mandatory Reporting
- Unauthorized Practice

Where does this information come from?

- The public/patient/employees
- RDTs
- Oral health professionals (e.g. Dentists; Denturists)
- Regulators (e.g. CDTO; RCDSO; CDO)

Authorized Practice

- In Ontario, individuals who fall under the following categories are authorized to practice dental technology:
  - Registrants of the CDTO in the General Class;
  - Registrants of the RCDSO;
  - Unregulated dental technology associates supervised by either of the above.

Strategic Plan – Business Plan

- GOAL 2 Elevate knowledge and awareness about unauthorized practice.
- ACTION 2.1 Enhance public, system partners, and profession knowledge on processes and measures set by the College against unauthorized practice to promote professional compliance and public trust.

Proactive

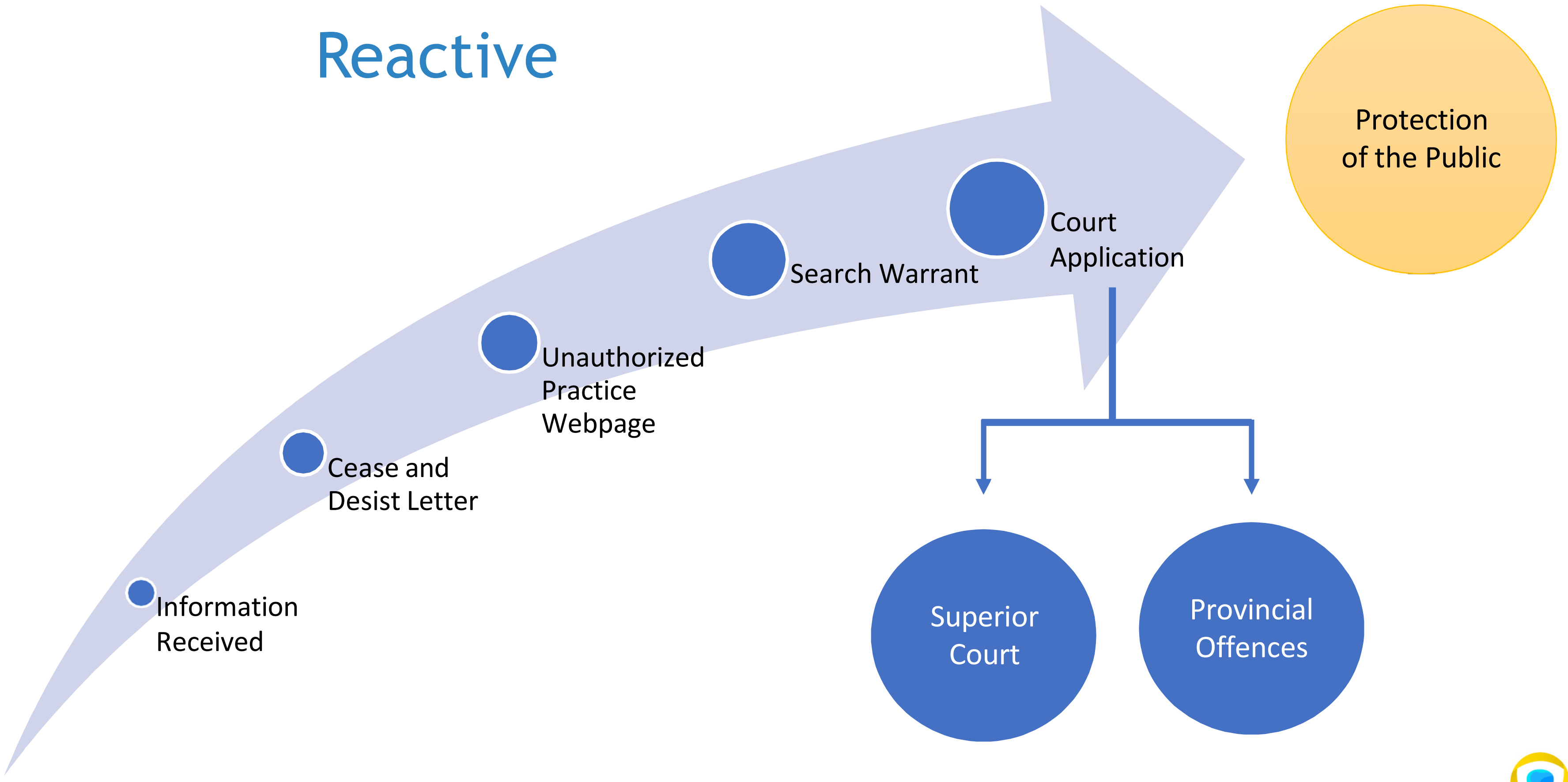
Education and Communication

- Awareness campaigns:
  - Oral Health Month
  - Know the Scope Practice Series
- Communication:
  - To Registrants
  - Website
  - The Bridge

Quarterly Monitoring

- Changes in:
  - Registration Status
  - Practice Location
- Compliance Monitoring for Discipline Decisions
- Communication with System Partners:
  - Verified Labs List

Reactive


Information Received
Cease and Desist Letter
Unauthorized Practice Webpage
Search Warrant
Court Application
Protection of the Public
Superior Court
Provincial Offences

Information Received

Information Received by CDTO - phone, email, mail

- May be anonymous

Initial Checks Conducted

- Check the CDTO Public Register
- General internet and property searches
- Perform a corporate ownership search
- Consult with other oral health colleges

Cease & Desist Letter

Cease and Desist Letter Issued via signature acceptance

- Outlines concerns with evidence: e.g., register printout
- Contains undertaking form with response deadline: 10 days

Enforcement & Transparency

- Non-response: details posted on CDTO's Unauthorized Practice webpage and investigation initiated
- Confirmation: Continued monitoring of the practice

Investigation & Search Warrant

Investigator Actions

- Site visit: photos, surveillance, undercover entry, audio/photo documentation
- Initial investigation report created

Search Warrant Process

- Investigator & legal counsel present report to Justice of the Peace
- If approved, search warrant executed (possibly with police support)
- Seizure of evidence (e.g., equipment, patient files)

Unauthorized Practice Statistics

Since 2018

11	7	4
Reviewed Matters: • RDT or dentist identified • Forwarded to another regulator	Cease and Desist Letter	Third-Party Managed • Undercover investigations • Seize Dental Technology Equipment through Search Warrant • Pursue Superior Court Application

College of Dental Technologists of Ontario
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Equity, Diversity and Inclusion Education Modules

June 19, 2026

CDTO Commitment to EDI

- CDTO has developed a set of EDI training modules to support learning, reflection and consistent understanding across key audiences.
- The modules are intended to be practical, accessible and appropriate for both internal use and public access once finalized.

1 **Develop shared language and awareness**
Create a common foundation for EDI topics and expectations.

2 **Validate content with expertise**
Engage an EDI consultant to review and strengthen the modules.

3 **Prepare for broad use**
Finalize for staff, Board, RDTs and public website access.

Five EDI Training Modules Developed

1	**CDTO commitment to EDI**	Sets the organizational context and why this learning matters for CDTO.
2	**Unconscious Bias & Bias Awareness**	Builds awareness of how bias can appear in decisions, interactions and systems.
3	**Intersectionality & Allyship**	Explores overlapping identities and practical ways to support inclusion.
4	**Truth and Reconciliation**	Supports understanding of reconciliation principles and respectful engagement.
5	**Anti-Racism in Healthcare**	Connects anti-racism principles to health care and regulatory environments.

Design principle: concise, useful, reviewable content before broader release.

Review and Quality Assurance Pathway

External expertise will strengthen the modules before staff review and finalization

Modules developed	EDI consultant engaged	Consultant feedback	Feedback implemented	Staff review & finalization
Complete	**In contact**	**Next**	**Next**	**Final step**

Current status

CDTO has already emailed and is in contact with potential EDI consultants to support review and feedback.

Review intent

Feedback from the consultant will be implemented before staff review and before the modules are finalized.

Intended Audience and Distribution

Staff
Internal learning and common foundation for day-to-day work.

Board
Governance awareness and shared understanding of EDI themes.

RDTs

Accessible education for registrants and the profession.

Public website

Public-facing access for transparency and broader learning.

Distribution: accessible through the CDTO website.

Next steps towards Finalization

Near-term work will focus on expert review, revisions and readiness for use

1	**Confirm EDI consultant**	Select consultant and scope module review.
2	**Consultant review**	Obtain expert feedback on content, tone and completeness.
3	**Implement feedback**	Revise modules based on the review.
4	**Staff review**	Have staff review the revised modules before final approval.
5	**Finalize and publish**	Prepare modules for staff, Board, RDTs and website access.