



# 2016-2017 Annual Report

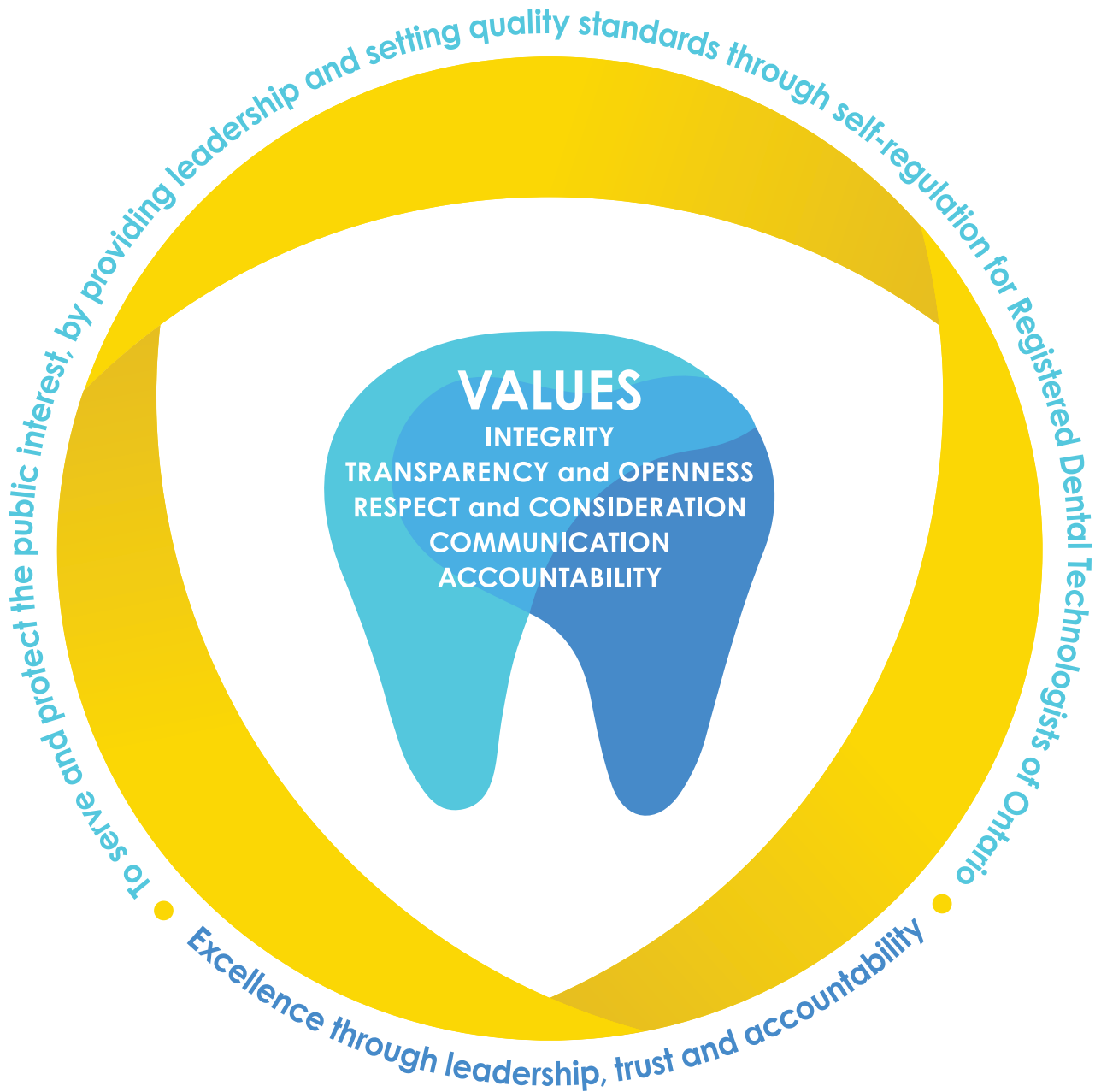


**College of Dental Technologists of Ontario**  
Ordre des Technologues Dentaires de l'Ontario

[cdto.ca](http://cdto.ca)

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# Mission



# Vision



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# Commonly Used Acronyms

ASF	Agreed Statement of Facts
CDTO	College of Dental Technologists of Ontario
DTA	Dental Technology Act, 1991
FHRCO	Federation of Health Regulatory Colleges of Ontario
FSCO	Financial Services Commission of Ontario
HPARB	Health Professions Appeal and Review Board
HPRAC	Health Professions Regulatory Advisory Council
HRTO	Human Rights Tribunal of Ontario
ICRC	Inquiries, Reports and Complaints Committee
MOHLTC	Ministry of Health and Long-Term Care
OFC	Office of the Fairness Commissioner
PPA	Peer and Practice Assessment
RHPA	Regulated Health Professions Act, 1991
QAC	Quality Assurance Committee

## The Dental Technology Act, 1991

In Ontario, Dental Technologists are regulated under the Regulated Health Professions Act, 1991, the Dental Technology Act, 1991, and the regulations made under these Acts.

The Acts established the College of Dental Technologists of Ontario (CDTO) as one of 26 regulatory health colleges in Ontario that are accountable to the Minister of Health and Long-Term Care. CDTO is tasked with regulating the practice of dental technology in the interest of the public.

Many key regulations, acts, policies, by-laws and publications can be found on the CDTO website: [www.cdto.ca](http://www.cdto.ca) and on the Ontario government's website: [www.e-laws.gov.on.ca](http://www.e-laws.gov.on.ca).



# About the College

The College of Dental Technologist of Ontario (CDTO) is the regulatory body established under the Regulated Health Professions Act, 1991, to ensure the competency and accountability of Dental Technologists practicing in the province of Ontario. The College's mission is a responsible and responsive system of effective regulation to act in the public interest and inspire public confidence and trust.

## About the College

The CDTO fulfils its mandate to serve and protect the public by ensuring individuals seeking registration to practise dental technology in Ontario meet standard qualifications in education and professional competencies. It establishes and enforces practice standards, promotes quality practice and encourages continuing competency and education in dental technology. In addition, the College holds all Dental Technologists in Ontario accountable for professional conduct and safe practice. Only those individuals registered with the CDTO are allowed to practise dental technology independently and use the title "Registered Dental Technologist" or "RDT".

The Council is the governing body of more than 560 RDTs in the province of Ontario. The CDTO Council is made up of seven elected professional members (Members) and five or six government appointed public members who are not Dental Technologists. Collectively, Council's role is to provide the right leadership, and promote and support good governance through their commitment to the principles of transparency, accessibility, openness and fairness. The Council sets the College's strategic direction and develops the policies and standards to ensure the College is meeting its mandate to protect and act in the best interest of the public.

# About Registered Dental Technologists

Registered Dental Technologists (RDTs) are regulated health care professionals whose scope of practice includes the design, construction, repair or alteration of dental prosthetic, restorative and orthodontic devices.

RDTs are committed to providing quality services to dentists, other regulated health practitioners and their patients in a safe, ethical and professional manner. They take great pride in producing dental appliances of high standards requiring technical knowledge, skill and artistic creativity.

RDTs in Ontario are fully responsible and accountable for the dental appliances that they produce or are produced under their supervision. Their work is highly technical in the application of their knowledge, and also creative in the aspects of colour and design.

## They are knowledgeable of:

- the anatomy and physiology of the oral and facial environment
- the physical and chemical characteristics of materials used for dental appliances
- the techniques and procedures necessary for the design, fabrication, modification and repair of dental prosthetic, restorative and orthodontic devices
- the physiological functioning of these devices in the mouth

RDTs are committed to providing quality services to dentists, other regulated health practitioners and their patients in a safe, ethical and professional manner.

Behind the smiles and behind the scenes, RDTs make the crowns, bridges, complete and partial dentures, orthodontics, implants, and other dental appliances. RDTs work in a variety of practice settings that may include dental laboratories, dentist offices, educational institutions such as universities, colleges, or hospitals that offer dental technology services.

Inter-professional collaboration is at the core of an RDT's work. Dentists and other regulated health professionals rely on the RDTs professional judgment in the filling of dental prescriptions including: interpretation of the design and technical specifics of prosthesis; joint consultation on changes that are beneficial to the patients; and, determination of the shape, contours, structure, materials and production processes.

The CDTO is dedicated to supporting RDTs in their delivery of high quality, safe and ethical care to the public of Ontario.

# Message from the President

I am pleased to report on the activities of the College Council for 2016-17. CDTO is one of the smaller Colleges in terms of membership, with a smaller staff and a smaller Council than most of the Colleges. But CDTO has all of the same legislated regulatory duties as all of the other Colleges. This means that both the staff and the Council must be hard-working and efficient in order to accomplish all that is required. I am happy to be able to say that both the Registrar and her staff, and the Council, continue to live up to the challenge. This year, in addition to the normal governance duties and committee work, Council has completed a new Strategic Plan for the College, and has begun work on collating, updating and formalizing Council governance policies.



Harold (Skip) Bassford

## Strategic Plan 2017-2021

The new five-year Strategic Plan is this year's major accomplishment. Its development was guided by our consultant, Erik Lockhart, Associate Director of the Queen's University Executive Decision Centre, whose innovative use of technology made it possible to have extensive consultations in a shorter than usual time, and at less than usual cost. Extensive consultation is always important for strategic planning, but it is especially important given the rapid changes taking place in dental technology, recent legislative changes and the increased governmental emphasis on transparency. In response to this need, the College undertook membership surveys and focus groups. We also conducted one-on-one interviews with the Ontario Ministry of Health and Long-Term Care, dental technology educators, students, and with other dental related regulatory Colleges. A Council sub-committee and several of the CDTO staff worked with the consultant throughout the process, and the entire Council and staff conducted a two-day retreat to formulate the draft plan, which was then formalized and approved at the end of summer. All of this planning required a lot of time and thought from Council and staff, from the College's members, and from other people interviewed.

The result is a plan with a revised mission, vision, and six major priorities with accompanying twelve-month action plans to get them started. It should be emphasized that the College is committed to make the Strategic Plan a working document, and not just something that is put on a wall and looked at in five years. Council is given a report of what has been accomplished at each Council meeting. Each year there will be a new twelve-month action plan, and a review of changes that may be required by new emerging challenges. I urge everyone to read what in my view is an excellent path forward for CDTO.

This new Strategic Plan was successfully developed only because of the significant participation of Council members, College staff, and many of the College's members. On behalf of the College, I sincerely thank all of you.

## Governance Policy Development

In recent years Council has developed new, updated College By-Laws which both respond to legislative changes and help make the Council more efficient and effective. This past year, Council has begun work on the policies and policy manual needed to accompany the By-Laws. This will ensure that Council decisions remain consistent and coherent with the policy governance model. The creation of the governance policy manual has involved

## Message from the President

Cont.

collating earlier policy decisions, beginning the process to review previous policies in light of new legislation and the new By-laws, and starting the development of new policies where there are gaps. This policy work is in line with the strategic priority to "Improve Governance Effectiveness", and is planned to be completed by December, 2018.

One example of the work completed is a "Registrar's Performance Review Policy," which was passed by Council in May, 2017. One of the important responsibilities of Council is to ensure that the organization has effective executive management, which requires that there be a positive working relationship between Council and the Registrar. Such a relationship is enhanced by a formal evaluation policy which ensures that Council and the Registrar have a clear consensus of the organization's goals, the Registrar's job expectations and performance measures. While the Council had conducted annual reviews of the Registrar, there was no clear policy governing how the reviews would be carried out. During the winter of 2017, the President and the

Registrar worked together to review the policies of several colleges and other organizations. Based on that the Council approved the performance review policy, which is now in use to the benefit of both the Registrar and the College.

### A Personal Note

I have valued my two years as President of CDTO, and my years as an appointed Council member. During that time, I have seen the College develop exponentially, both in the skill-sets of its Staff and in the governance ability of the Council. It is living up to its mandate, and serving the public very well.

My tasks as President have been able to be accomplished only because of the superb work done by our Registrar and her excellent staff, and because of a very dedicated Council. I give them my heart-felt thanks.

Harold (Skip) Bassford  
President of Council

College of Dental Technologists of Ontario



# Message from the Registrar

Over the course of the year, our Council, committee members, examination administrators, peer assessors and staff carry out prescribed activities to deliver high quality programs to our members with the goal of protecting the public. In our unwavering commitment to self-regulation guided by our mandate, we believe that the public places their trust in us *carte blanche* by knowing that they can receive safe, ethical, and competent healthcare from qualified health professionals. Over the past few years our beliefs have been challenged with recent developments in the press and by the Ontario Ministry of Health and Long-Term Care (MOHLTC).



Judith (Judy) Rigby, CPA, CGA

Trust starts with integrity. Today, we strive for and maintain public trust by demonstrating that we are doing the right thing in a reliable way. This in a nutshell is "integrity" which is a core value of the College. The College demands that its governing Council and RDT's alike, maintain high standards of integrity, as written in the Code of Conduct for Council and Committee members and the Code of Ethics for Registered Dental Technologists.

When we regulate with integrity through the eyes of the public lens, we employ three strategies to build trust and confidence in what we do: Consultation, Communication and Collaboration. We value public and professional opinions gained through open consultations. We communicate outwards in a clear and transparent way to keep the public and our membership apprised of our role and any current news and events. Consultation and communication increases public awareness. This has resulted in an increase in complaints and discipline matters, an indication that the public is aware of the existence of the College and that they have an opportunity to address their concerns through a formal reporting process.

Finally, our participation with FHRCO, Canadian Alliance of Dental Technology Regulators (CADTR), MOHLTC, and various other regulatory colleges

provides a broad appreciation for how we can best serve the public through interprofessional collaboration.

Regulating with integrity is the cornerstone of every initiative or project we embarked on in 2016-2017.

**Below are a few highlights I want to share:**

- Launched a completely redesigned website aimed to provide clear and frequent communications at our target audiences, providing up to date news and events and public consultations. The website is the gateway for the public to access relevant information about dental technologists, some of which was gleaned from consultations held with the MOHLTC and the implementation of Bill 87: Protecting Patients Act 2017.
- Completed our 2017-2021 Strategic Plan that sets out the priorities and objectives of the College that will span over the next five years. An extensive public consultation process provided us valuable insight on the current major drivers of change. We listened to what the public and membership had to say and have formulated a strategic plan that will lead us to become a regulatory leader of tomorrow and respond to advancements in technology.

## Message from the Registrar

Cont.

- Continued with the Standards of Practice Review to ensure relevancy and incorporate best practices.
- Initiated the Access to Dental Technology project with CADTR. The project aims to ensure that Canada has the educated and skilled workforce needed to support professional and economic growth by expediting the assessment and licensure processes of Internationally Educated Dental Technology Professionals (IEDTPs) to practise the profession of dental technology in Canada.

Each year brings new accomplishments and priorities. We have a very dedicated and hardworking Council, and our President, Mr. Skip Bassford (public appointee) has been the center piece of our Council's commitment to meet our mission and mandate; providing leadership,

setting quality standards and protecting the public. His leadership has guided our Council to make effective decisions which provide direction to the College. As staff we thank the Council for their continuing contributions and support of our work.

Lastly, I want to thank the hardworking staff for their continuing contributions and the tremendous dedication they have in implementing the objectives and priorities of Council. I am extremely fortunate to be able to lead such a devoted team that genuinely takes pride in the work that they are doing and the direction we are headed.

Please enjoy reading the College activities over the past year and what lies ahead.

Judith (Judy) Rigby, CGA, CPA  
Registrar and CEO



# Council Members

## September 2016– August 2017

### President

Harold (Skip) Bassford, Public Member

### Vice-President

Michael Karrandjas, RDT, District 1

### Council Members

Clark Wilson, RDT, District 3

Derrick Ostner, RDT, District 2

George Paraskevopoulos, RDT, District 1

Janet Faas, Public Member

Jason Chai, RDT, District 3

Jeff Donnelly, Public Member

Kathryn McAllister, Public Appointee  
(term began May 2017)

Keith Tarswell, Public Member

Nicole Rotsaert, RDT, District 2

Terrence Price, Public Member

Vincent Chan, RDT, District 1

### Non-Members of Council

Igor Kobierzycki, RDT

Harry Bang, RDT

Andreas Sommer, RDT

## Who are Public Members?

Public members are appointed by the Lieutenant Governor of Ontario. Public members along with professional members compose the College Council – its purpose is to uphold the College's mandate to serve and protect the public.

## Who are Professional Members?

Professional members are elected to Council by the membership through scheduled elections. The College is composed of three electoral districts that span across Ontario. Professional members bring a unique perspective to Council through their knowledge of the profession as all professional members are Registered Dental Technologists.

All members, elected professional RDT's and publicly appointed individuals serving on the Council of the College, are expected to make decisions and develop policies, guidelines, standards and regulations that are consistent with the legislative framework. This means that every Council member has a legal duty to act in the best interest of the public, not his/her personal interest or the interest of any organization with which he/she associates.



# Committee Reports

## Statutory & Non-Statutory Committees

Executive	Inquiries, Complaints and Reports
Registration	Discipline
Examinations	Fitness to Practice
Quality Assurance	Patient Relations
Strategic Planning Committee	

Statutory and standing committees carry out the regulatory functions of the College and support Council in meeting its mandate. These Committees are made up of members of Council and may include members of the profession who are not members of Council. The specific composition of each committee is set out in the College's By-laws and members are appointed at the first meeting of Council in each calendar year.

In addition, Council may establish and maintain non-statutory Committees necessary for the effective and efficient function of the College. Council may appoint persons who are neither Council Members nor members of the College to these Committees.

The College would like to thank the countless members who gave their time to support and assist the College by serving on various committees, panels, task forces, or by serving as an examinations marker or peer assessor. Your grateful acts of service cannot be thanked enough, and your continued support helps build a strong and professional profession.



# Executive Committee Reports

## September – December, 2016

### Chair

Harold Bassford

### Members

Clark Wilson

Derrick Ostner, RDT

Janet Faas

Michael Karrandjas, RDT

## January - August, 2017

Harold Bassford

Derrick Ostner, RDT

George Paraskevopoulos, RDT

Janet Faas

Michael Karrandjas, RDT

The Executive Committee works year-round in supporting the Council and the College with the responsibility of protecting the public. This includes inter-professional collaboration on joint initiatives with other regulatory health colleges, strengthening relationships with key stakeholders, and overseeing CDTO's operations in a fiscally responsible manner. The Committee has the authority to make decisions on matters that require immediate attention, in between Council meetings, and reports on its actions to Council.

### During 2016-2017, the Executive Committee:

- Convened 5 times, both in person and via teleconference.
- Continued work on good governance by developing a new process for the annual appointment of Committee members to enhance continuity and suitability. This ensures the Committee is able to carry out its duties and responsibilities in supporting the Council's strategic priorities in an effective manner.
- Recommended that Council support the intent and assumed goals of Bill 87 and the "Submissions of the Federation of Health Regulatory Colleges of Ontario on Bill 87", detailed in the FHRCO Surveys #1 and #2.
- Approved a budget of \$ 45,000 for the College's strategic planning development in light of strategic initiatives Council approved.
- Retained a consultant which was selected through open RFP to facilitate the College's strategic plan development.
- Recommended that Council adopt the Policy and Procedure on Registrar's Performance Evaluation.
- Conducted the Registrar's annual review.
- Recommended that Council approve the amendments to the employee benefits plan and the implementation of an employer sponsored Group Retirement Savings Plan with voluntary employee contributions.
- Continued leadership in financial monitoring of the College's assets and investment of funds to ensure financial sustainability and protection of the College's not-for-profit status.
- Recommended that Council reappoint Hilborn LLP as auditors for the 2016-2017 fiscal year.
- Recommended that Council approve the 2016-2017 audited Financial Statements and the 2017-2018 Operating Budget

# Registration Committee Reports

## September – December, 2016

## January - August, 2017

### Chair

Michael Karrandjas, RDT

Michael Karrandjas, RDT

### Members

George Paraskevopoulos, RDT

George Paraskevopoulos, RDT

Keith Tarswell

Jeff Donnelly

Nicole Rotsaert, RDT

Kathryn McAllister

Terence (Terry) Price

Nicole Rotsaert, RDT

Terence (Terry) Price

The Registration Committee is responsible for developing and implementing transparent, objective, impartial and fair policies and processes for registration with the College.

The Committee considers and renders decisions on applications of registration that have been referred by the Registrar. These decisions are made in an equitable, fair and consistent manner. The Registrar refers applications to the Committee when there are doubts that the applicant fulfills the requirements set out in the registration regulation. All decisions of the Registration Committee may be appealed to the Health Professions Appeal and Review Board ("the Board" or "HPARB") for a review or a hearing.

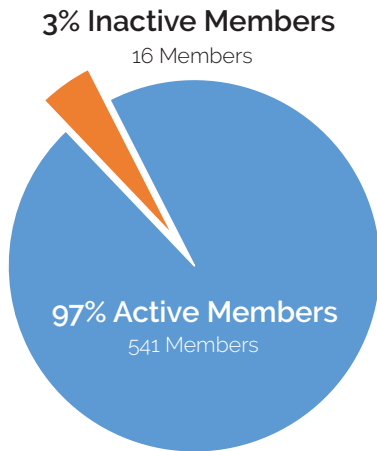
The Committee also advises Council and makes recommendations on matters relating to practice standards, registration regulations, and related matters. It addresses issues of reporting practices concerning OFC.

### During 2016-2017, the Registration Committee:

- Convened four meetings
- Reviewed and revised the Committee Terms of Reference
- Set Committee goals for 2017
- Reviewed one application referred to the Committee by the Registrar
- Participated in education and development sessions on the Committee's roles and responsibilities, and the OFC's roles, fair registration practices and future direction
- Developed and recommended to Council the two policies:
  - Upgrading/Remediation Policy (E04)
  - Time Limitation for Validity of Examination Results Policy (E06)
- Received regular updates on a file appealed to HPARB
- Submitted the 2016 Fair Registration Practices Report to the OFC
- Participated in the OFC's online learning modules

# Membership Statistics

as of August 31, 2017



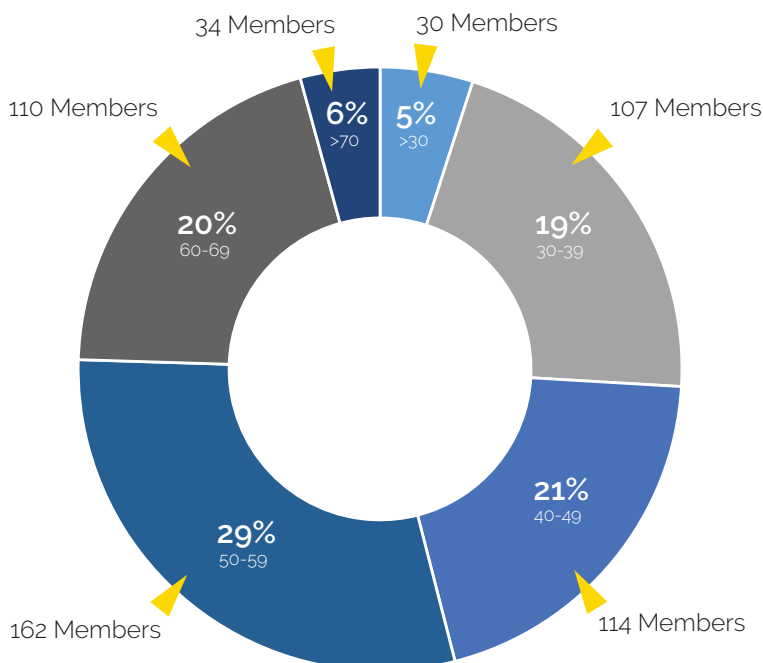
Members by Class of Registration	
General Certificate of Registration	541
Inactive Certificate of Registration	16
<b>Total Members</b>	<b>557</b>

## Membership Growth

New Members	14
Resigned, Retired, Deceased	12
Suspended	9
Reinstated	1
<b>Total Net Growth</b>	<b>-6</b>

## Net Rate of Membership Growth Year Over Year

	2012-13	2013-14	2014-15	2015-16	2016-17
<b>Net Rate of Growth (%)</b>	6.3%	1.1%	0.2%	-0.2%	-1.1%



**55%**  
of the membership is over the age of 50

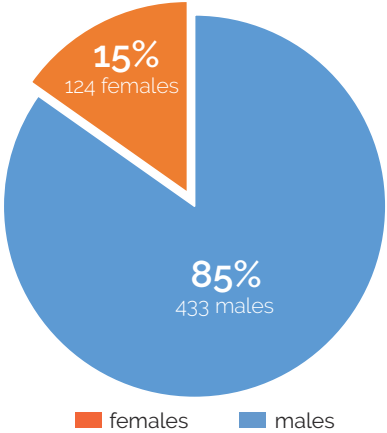
**5**  
Number of revocations in 2016-2017



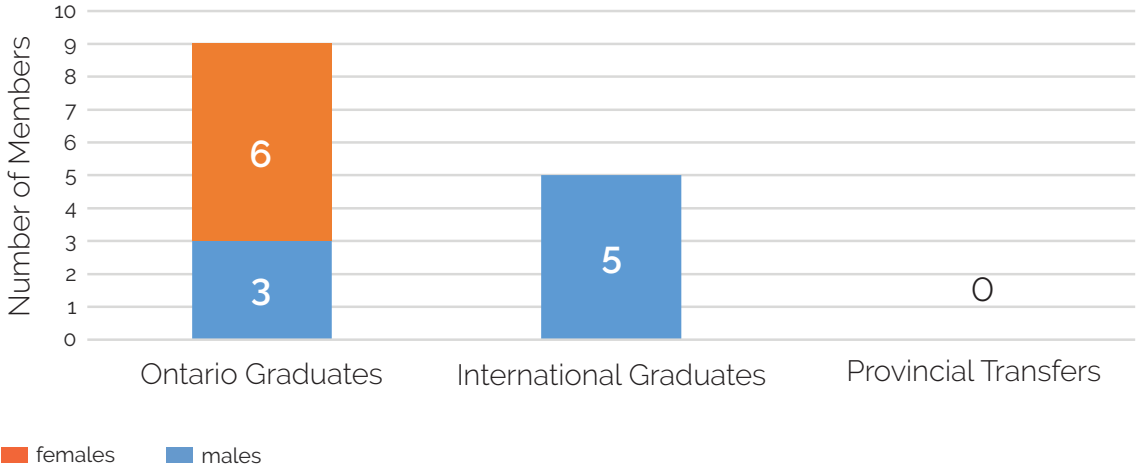
**62%**  
of the membership have been registered for over 10 years

**Double**  
Over the last 10 years, females entering the practice of dental technology has nearly doubled. For the 2016-2017 year, female Ontario graduates doubled the number of male graduates 2 to 1 entering the profession.

Number of New Members by Gender



Number of New Members by Intake and Gender





# Examinations Committee Report

## January - August 2017

### Chair

Vincent Chan, RDT

### Members

Harold Bassford

Igor Kobierzycki, RDT (non-Council)

To become a Member of the College, all applicants must successfully complete the Registration examinations (written and practical) offered once a year. Those licensed in a province eligible for Agreement on Internal Trade (AIT) status are exempt, however, must successfully complete the Jurisprudence & Ethics examination component of the registration exam offered four times a year.

The Examinations Committee is responsible for the development and administration of all written and practical examinations offered as 2017; a responsibility previously held by the Registration Committee. The Examinations Committee appoints Examination Task Forces (Written and Practical) which are composed of Members (RDTs) to develop examinations that provide a reliable and valid measure of a candidate's knowledge, skills and ability to practise dental technology in Ontario. The Practical Examination Task Force is also responsible for the management of the entry-to-practice examination. Throughout the examination development process, each Task Force ensures that it adheres to transparent, objective, impartial and fair practices.

### The Committee is also responsible for:

- making recommendations to Council on any changes to the content and structure of examinations for registration
- reviewing and maintaining policies and procedures related to examinations, determining the eligibility of examination applicants referred by the Registrar where there are doubts, on reasonable grounds, about whether the applicant fulfils the examination application requirements
- ensuring that examination appeals are handled in a timely manner and that appeal policies and procedures are transparent, fair and consistently applied; through a panel selected by the Chair
- considering and making recommendations to Council for changes to applicable legislation, regulations, By-laws, policies, program, Rules of Procedure, standards and guidelines that fall within the scope and purpose of the Committee.

### During 2016-2017, the Examinations Committee:

- Convened four meetings
- Reviewed and confirmed the Committee Terms of Reference
- Set Committee Goals & Work Plan for 2017
- Participated in education and development sessions on the Committee's roles and responsibilities, and the role of the Office of the Fairness Commissioner (OFC) regarding fair registration practices
- Amended the Examination Appeals Procedures (E02-P01) to take effect immediately
- Revised and approved the 2017 Registration Examination Handbook for circulation
- Assessed and approved the 2017 Registration Examination (written and practical) presented by the Examination Task Forces to be administered at July 2017 examination session
- Approved the 2017 Registration Examination results for release to examination candidates
- Recommended to Council revisions to the Testing Accommodation for Examination Candidates Policy (E03)

# Examination Statistics of 2016-2017

Examination	Number of Candidates	Percent
First Time Candidate Members	30	58%
Repeat Candidates	22	42%
Total Candidates	52	100%

Examination Candidate Demographics	Number of Candidates	Percent
George Brown College	41	79%
Applicants under AIT*	5**	10%
International	6	11%
Total	52	100%

\*\*The number of AIT applicants over doubled from 2015-2016

Successful Candidates	Number of Candidates	Percent
George Brown College	20	83%
Applicants under AIT*	3	13%
International	1**	4%
Total	24	100%

\*Agreement on Internal Trade

\*\* One (1) of the six (6) who challenged the examination in 2016-2017 passed the Registration Examination while six (6) of the eight (8) International candidates passed in 2015-2016.

# Quality Assurance Committee Report

## September 2016 –August 2017

Chair	Members
Derrick Ostner, RDT	Harold Bassford
	Igor Kobierzycki, RDT (non-Council)
	Janet Faas
	Jason Chai, RDT
	Vincent Chan, RDT

The goal of the Quality Assurance Committee is to protect the public by mandating that members participate in ongoing professional development throughout their careers to ensure that their knowledge, skills and judgement continues to reflect the standards of the profession. Participating in ongoing continuing education not only addresses the needs of the present, but enhances the level of competency and professionalism of the profession.

### During 2016-2017, the QA Committee:

- Convened four meetings.
- Participated in education and development training on the Committee's roles and responsibilities.
- Approved updates to the College's Continuing Education and Professional Development (CEPD) program to better reflect the changing environment of the profession. A final version was presented at the December 2016 Council meeting. Implementation of the updated CEPD program took place on September 1, 2017.
- Oversaw the administration of the 2016-2017 Peer and Practice Assessments, the program recorded a 100% compliance success rate from the 11 members who were randomly selected.
- Oversaw the administration of the 2016-2017 Full Professional Development Portfolio submission process, the compliance and success rate of 100% was also recorded (11 members were randomly selected).
- Oversaw the administration of 2013-2016 (3-Year) Summary Professional Development Portfolio, a compliance and success rate of 93.6% was achieved.

## 2013 –2016 Summary Professional Development Profile Review

Members Required to Submit Profile	Number of Members	Percent
Total	125	100%
Complete Profiles	117	93.6%
Incomplete or Missing Profiles	6	4.8%
Members retired and did not submit	2	1.6%
QA Committee Decisions	Number of Members	Percent
Total (Incomplete or Missing Profiles)	6	100%
Accepted Late Submissions	5	83%
Waived Submissions	1	17%

# Inquiries, Complaints and Reports Committee (ICRC) Report

## September 2016 – August 2017

Chair	Members
Jeff Donnelly	Andreas Sommer, RDT (non-Council)
	Clark Wilson, RDT
	Keith Tarswell
	Michael Karrandjas, RDT

The Inquiries, Complaints and Reports Committee (ICRC), is responsible for reviewing all complaints made to the College about the practice or conduct of Dental Technologists, including concerns from the Quality Assurance (QA) Committee and reports made by the Registrar, and decides on what action, if any, is required. The ICRC may make referrals to the Fitness to Practice and Discipline Committees and in every case endeavours to dispose of each matter according to the timelines set out in the RHPA.

In 2016-2017, the ICRC convened four (4) meetings:

### Complaints

From September 1, 2016 – August 31, 2017, the College received five (5) new complaints. The ICRC also reviewed one (1) complaint that was carried over from the previous year. The ICRC issued three (3) decisions in 2016-2017. Two (2) were to take no further action, one (1) was the issuance of an oral caution. The remaining three (3) complaints will be reviewed by the ICRC in 2017-2018.

### Registrar's Reports

Where a Registrar has reasonable and probable grounds to believe that a Member has committed an act of professional misconduct or incompetence, he or she may request the ICRC to approve the appointment of an investigator to examine the conduct of the Member.

Four (4) Registrar's Inquiries were launched in 2017 and three (3) decisions were issued. One (1) decision was to take no further action, one (1) decision was to issue an oral caution, one (1) case remains under investigation and one (1) case was referred to the

Discipline Committee. The remaining complaint will be considered 2017-2018.

### Quality Assurance Committee Referral

The QA Committee may disclose the name of a Member and allegations against the Member to the ICRC if it is of the opinion that the Member may have committed an act of professional misconduct, or may be incompetent or incapacitated. The ICRC may then request the Registrar to appoint an investigator to determine whether the Member has committed an act of professional misconduct or is incompetent.

From September 1, 2017 – August 31, 2017, the Quality Assurance Committee did not refer any Members to the Inquiries Complaints and Reports Committee.

From September 1, 2016 – August 31, 2017, one decision was made on a matter referred from the QA committee to the ICRC in 2015-2016.

### Discipline Committee Referral

The ICRC referred one (1) new case to the Discipline Committee in 2016-2017.

# Discipline Committee Report

## September 2016 – August 2017

### Chair

Terence (Terry) Price

### Members

All Members of Council are members of the Discipline Committee.

Harry Bang, RDT (non-Council)

Igor Kobierzycki, RDT (non-Council)

Andreas Sommers, RDT (non-Council)

The Discipline Committee is responsible for determining whether members 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

Two matters were referred by the ICRC to the Discipline Committee from September 1, 2016 – August 31, 2017. One matter was heard during the reporting period.

## Summary of 2016-2017 Discipline Committee Decisions

### Name of Member: William Chan (#1048)

The case proceeded by way of an Agreed Statement of Facts and a Joint Submission on Penalty. The Panel acknowledged that Mr. William Chan co-operated with the College and, by admitting to the allegations, agreeing to the facts and a proposed penalty, has accepted responsibility.

### Background

- During the relevant period, the Member was registered with College in the "general" class and was required to complete the Summary of the Professional Development Profile ("Profile Summary")
- The Member was referred from the Quality Assurance Committee to the Inquiries, Complaints and Reports Committee for failure to complete the Profile Summary as required during the 2011 - 2014 cycle; and
- The Inquiries, Complaints and Reports Committee referred specified allegations to the Discipline Committee for a final decision to be made on the matter.

cont.

## Summary of 2016-2017 Discipline Committee Decisions

Cont.

### Failure to Complete the Summary Professional Development Profile

- The Member did not submit his Profile Summary by August 31, 2014. He was sent two reminders by the College to complete the Credits and submit the Profile Summary as soon as possible shortly following the deadline of August 31, 2014. The Member did not submit his Profile Summary in response to either letter;
- The Member's unsigned Profile Summary for the 2011-2014 Cycle was submitted on August 30, 2015. An unsigned Profile Summary is not valid;
- Despite being invalid, the Profile Summary was reviewed, and the College requested that certificates for the courses he claimed to have taken be provided to the College; and
- The certificates for the courses the Member claimed to have taken were never provided to the College.

### Admissions

- The Member admitted, and the Panel found, that the Member committed the following acts of professional misconduct:
- Failing to cooperate with the Quality Assurance Committee;
- Failing to obtain 90 credits in a three-year period;
- Failing to maintain and submit a record of continuing education and professional development as required;
- Failing to submit a declaration of the record of continuing education and professional development as required; and
- Engaging in conduct or performing an act, in

the course of practicing the profession that, having regard to all the circumstances, would reasonably be regarded by members as disgraceful, dishonourable or unprofessional.

### Penalty

- The College and the Member submitted the following Joint Submission on Penalty, which was accepted and ordered by the Panel:
- Requiring the Member to appear before the Panel to be reprimanded;
- Directing the Registrar to suspend the Member's certificate of registration for the latter of (1) nine months, or (2) until the Member has completed the Professional Development Activities and submitted the 3-year Summary PDP for the period September 1, 2011 to August 31, 2014 to the satisfaction of the Coordinator, Quality Assurance; and
- Directing the Member to pay the College's fixed cost in the amount of \$5,000.

The Panel found that the penalty satisfied the principles of specific and general deterrence, rehabilitation and remediation, and public protection. The penalty will serve as a general deterrent to the profession as it sends a clear message regarding the consequences of unprofessional and dishonourable behavior of a Registered Dental Technologists in Ontario. The Panel is also of the opinion that the rehabilitation and remediation of the Member is sufficiently addressed through the oral reprimand, a fine and the suspension of the Member's certificate. The Panel agreed that the penalty related to the fine, and the order for costs was appropriate in this case.

# Fitness to Practise Committee Report

## September 2016 – August 2017

### Chair

Nicole Rotsaert, RDT

### Members

Jason Chai, RDT

Janet Faas (term ended December, 2016)

Kathryn McAllister (term began December, 2016)

The Fitness to Practise Committee hears allegations relating to Members 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 practise safely and in the interest of the public. A panel of the Fitness to Practise Committee adjudicates whether the Member is, in fact, incapacitated and, if so, what

terms, conditions or limitations are to be placed on his or her certificate of registration, including whether the Member should be practicing at all.

There were no referrals to the Fitness to Practise Committee during the 2016-2017 year. The Committee continues to ensure it is adequately prepared should it receive a referral.



# Patient Relations Committee Report

## September 2016 – August 2017

Chair	Members
Terence Price	Jeff Donnelly
	Michael Karrantjas, RDT
	Jason Chai, RDT
	Kathryn McAllister (term began December, 2016)

The Patient Relations (PR) Committee is responsible for developing, establishing and maintaining a PR Program, including measures for preventing and/or dealing with sexual abuse of patients by members of the College. This includes member education, staff training, and guidelines for members' conduct with patients and public information. The Committee is also responsible for administering funding for therapy and counselling for patients who have been sexually abused by dental technologists.

During 2016-2017, the Patient Relations Committee convened three meetings and accomplished the following projects:

### 1. Public Engagement – Face Behind the Smile

The Committee decided to re-launch the bi-annual "Advisor" publication and re-name it as the "Bridge". The "Face Behind the Smile" brochure was slated for review at the meeting held on April 20, 2017. It will be approved by the Patient Relations Committee in 2017/2018.

### 2. Member Awareness Program

The surveys approved as part of the member awareness program approved by the Patient Relations Committee held on May 17, 2016 was examined. The Chair highlighted the following points

- Ninety-Eight (98) individuals responded out of a membership of 560, considerably low turn-out given that quality improvement credit points were awarded for participation;
- Seventeen (17) members do not have the supervision stamp;

The following areas were identified for possible options for improvement. They are:

- invoicing patients directly
- acceptable advertising
- professional conduct and sexual harassment policies in the workplace;
- Ongoing issues with illegal laboratories, infection control charging fees lower than that of the suggested fee guide by the Association of Dental Technologists of Ontario.

### 3. Terms of Reference and Committee Goals

The Committee reviewed the Terms of Reference and Committee Goals from 2015-2016 and agreed that they should remain unchanged for 2016-2017.

### 4. Member Engagement - Bridge

The second edition of the College's E-newsletter, the Bridge, was reviewed by the Patient Relations Committee and staff, and sent to the Membership as well as important key stakeholders on August 29, 2017.

The editorial line-up for the third edition of the Bridge will be reviewed by the Patient Relations Committee in early 2018.



# Strategic Planning Committee Report

## September 2016 – August 2017

Chair	Members
Harold Bassford	Clark Wilson
	Derrick Ostner, RDT
	Janet Faas
	Michael Karrandjas, RDT
	Terry (Terence) Price

In March 2015, our Council actioned its commitment to the Minister of Health and Long-Term Care by integrating transparency into key focus areas, with clear goals and strong and robust initiatives, under the auspice of the “Towards Transformation Action Plan”. Over the next eighteen months Council and Staff made progress on critical activities and created tangible results that positively impacted the public, members and other stakeholders. This groundwork built the foundation necessary for future success.

By developing a clearly articulated, well understood and functional governance structure, the College moved forward with increased transparency of compliance processes, decision-making and information disclosure. Some key work included newly revised By-laws, the creation of essential governance policies and enhanced Council training.

The ground work was laid for the strategic planning process to take place in 2016-2017 which would result in a 5-year Strategic Plan. In September 2016, the Strategic Planning Committee was formed to initiate a full strategic planning exercise. The Committee sought to retain a consultant to facilitate a process which would meet the established criteria: future thinking, transparency, member and stakeholder engagement, collaboration, committee work done to date and best use of staff resources.

### Strategic Planning Process

Erik Lockhart, an Associate Director of the Queen's Executive Decision Centre was retained by the College to facilitate the development of the strategic plan. Over a period of three months, commencing in April 2017, stakeholder interviews, focus group

and Member and public consultations were held to identify the major drivers of change in the external environment that are likely to have an impact on the College's strategy into the future.

From the environmental scan, the following key themes emerged: 1. The need to increase value and relevance of Quality Assurance, 2. Technological changes in the profession, 3. Declining & ageing membership, 4. Government focus on internationally educated professional, 5. Lack of awareness of the profession, 6. Increased costs for the College and decreasing revenues, 7. Action on illegal laboratories

A strategic planning meeting was held with Council in June 2017 to consider the key themes, gaps and risks to the College and the public. Council worked extensively to formulate the future direction of the College setting its mission, vision, core values and key priorities that would span the years 2017-2021.

From there, the Strategic Planning Committee and staff reviewed the draft strategic plan document and provided revisions that will be presented to Council in September 2017.

## 2017-2021 Strategic Plan

The Council of CDTO embarked on an in-depth strategic planning process in 2016-2017, its goal was to set out the priorities and objectives of the College that will span over the next five years. A three-month consultation process was undertaken seeking to identify the major drivers of change in the external environment and to listen to the feedback of the Membership and other relevant stakeholders. From the consultation process, key themes emerged, and Council worked extensively to formulate a strategy that will lead the College into 2021. The 5-year strategic plan was borne and unanimously approved by Council at its September 2017 meeting.

### Mission

To protect the public interest by providing leadership and by setting and enforcing the ethical and professional standards of its members, the Registered Dental Technologists of Ontario

### Vision

The CDTO is known as a regulatory leader of tomorrow and RDTs are viewed as integral members of the oral health care team, inspiring public trust and confidence.

### Six Priorities in 2017-2021



Redesigned College website to improve transparency and communications



Complete standards of practices review



Implement a best practice redesigned QA program supported by changes to QA regulations



Conduct research on the present state of the dental technology profession



Improve governance effectiveness



Increase membership enrolment to ensure Ontarians have access to RDTs`

# Financial Overview 2016-2017

Public trust in the regulator to protect their interests on an ongoing basis requires the College to demonstrate financial responsibility. We do this by ensuring that the financial reports we present informs all stakeholders on how we use the Member fees to carry out our mandate and mission.

At the CDTO, our goal is to maintain a sound financial management framework to provide financial sustainability by supporting day to day operations and to address future risks and opportunities. Our aim is to manage and report the College's finances with integrity so that internal and external stakeholders can readily access and understand them.

## We do this through:

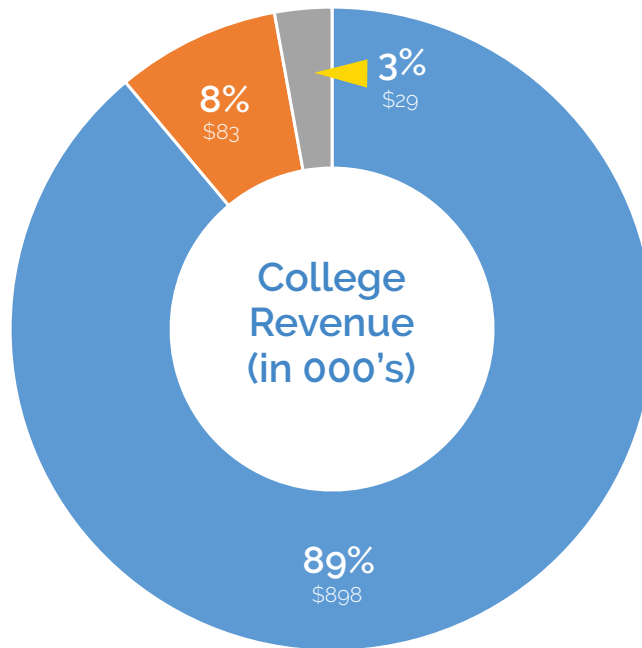
- Collaboration and communication between finance, program staff, Council and Committees to create meaningful budgets, report accurately on revenues and expenses, manage forecasts and understand cash flow needs.
- Establishing proper oversight through a structure of segmented responsibilities, documented processes and strong oversight.
- Maximizing technology to make financial reporting quicker, more efficient, more accurate and more informative to answer important questions from internal as well as external audiences.
- Leveraging professional expertise through our auditor to provide an independent assessment of the integrity of our financial statements and to make ongoing improvements to our financial systems.

- Involving and inviting the Executive Committee and Council to dig deeply into the numbers and to understand what our financial reports are saying about the organization as a whole.
- Financial integrity is an organization-wide responsibility, encompassing everything including managing risks and is critical for the College to carry out its mandate and mission. Ensuring financial integrity through a sound financial management framework is the responsibility of staff with oversight and direction from the Executive Committee.

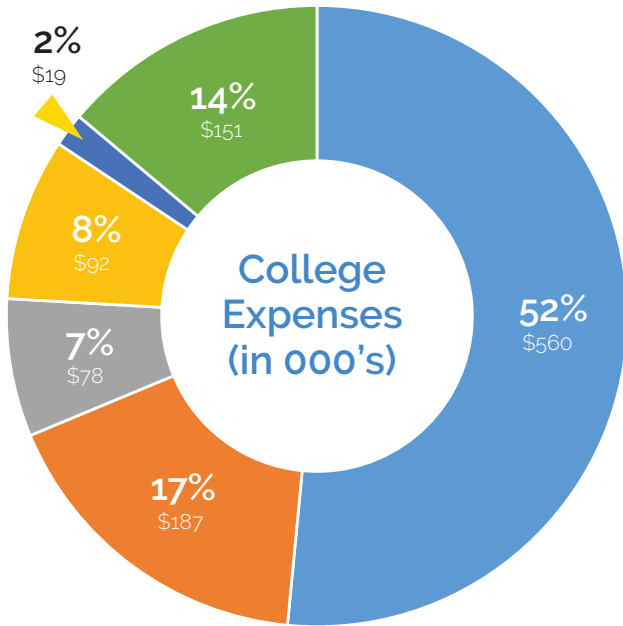
The 2016-2017 audited financial results demonstrate that the College is in a healthy financial position. During the year, the College spent approximately \$78,000 on strategic projects approved under the Towards Transformation Action Plan. The strategic projects are funded solely from prior years' accumulated surplus and not from Members current year fees. The balance of funds available at year-end, approximately \$118,000 in "Internally Restricted for Strategic Initiatives" on the Statement of Financial Position, will be used to strengthen the College's ability to respond to the increasing needs and expectations of the public and government.

# Financial Overview 2016-2017

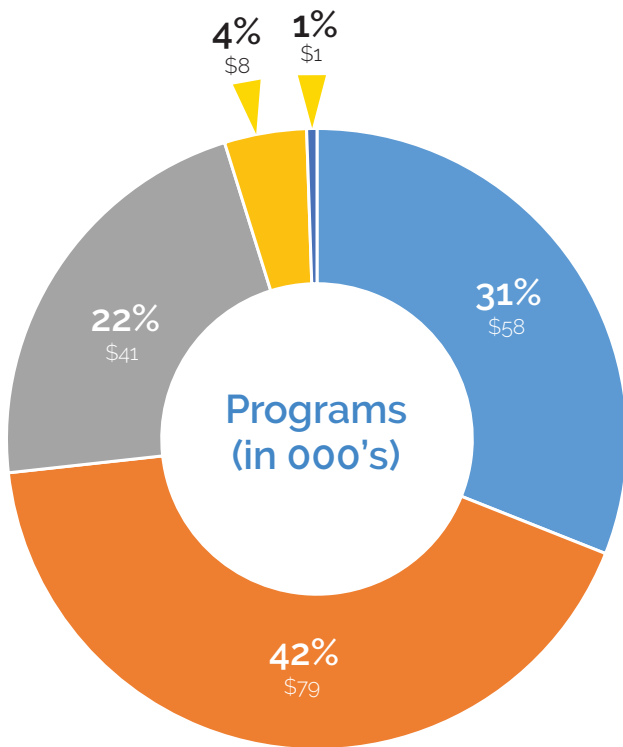
The following information is provided to add clarity to the Summarized Statement of Operations.



Revenue	\$ (In 000's)	%
Registration, Laboratory and Supervision Fees	\$898	89%
Investment Income	\$29	3%
Examination Fees	\$83	8%
<b>Total Operating Revenue</b>	<b>\$1010</b>	<b>100%</b>



Expenses	\$ (In 000's)	%
Human Resources	\$560	52%
Programs	\$187	17%
Strategic Initiatives and Projects	\$78	7%
Occupancy costs	\$92	8%
Council	\$19	2%
Operations (Incl. depreciation)	\$151	14%
<b>Total Expenses</b>	<b>\$1087</b>	<b>100%</b>



Programs	\$ (In 000's)	%
Complaints, Discipline and Patient Relations	\$58	31%
Examination	\$79	42%
Registration, Laboratory Supervision	\$41	22%
Quality Assurance	\$8	4%
Publications	\$1	1%
<b>Total</b>	<b>\$187</b>	<b>100%</b>

# HILBORN<sub>LLP</sub>

## Report of the Independent Auditor on the Summary Financial Statements

To the Council of the  
**College of Dental Technologists of Ontario**

The accompanying summary financial statements, which comprise the summary statement of financial position as at August 31, 2017, and the summary statement of operations for the year then ended, and related note, are derived from the audited financial statements of the College of Dental Technologists of Ontario for the year ended August 31, 2017. We expressed an unmodified audit opinion on those financial statements in our report dated December 8, 2017.

The summary financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of the College of Dental Technologists of Ontario.

### *Management's Responsibility for the Summary Financial Statements*

Management is responsible for the preparation of a summary of the audited financial statements on the basis described in the note to the summary financial statements.

### *Auditor's Responsibility*

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, "Engagements to Report on Summary Financial Statements".

### *Opinion*

In our opinion, the summary financial statements derived from the audited financial statements of the College of Dental Technologists of Ontario for the year ended August 31, 2017 are a fair summary of those financial statements, on the basis described in the note to the summary financial statements.

Toronto, Ontario  
December 8, 2017

Chartered Professional Accountants  
Licensed Public Accountants

## COLLEGE OF DENTAL TECHNOLOGISTS OF ONTARIO

### Summary Statement of Financial Position

August 31	2017 \$	2016 \$
<b>ASSETS</b>		
Current assets		
Cash	999,517	1,060,811
Investments	429,208	-
Accounts receivable	10,760	16,391
Prepaid expenses	12,793	12,918
	<b>1,452,278</b>	1,090,120
Investments	744,233	1,146,550
Capital assets	6,362	7,450
	<b>750,595</b>	1,154,000
	<b>2,202,873</b>	2,244,120
<b>LIABILITIES</b>		
Current liabilities		
Accounts payable and accrued liabilities	130,247	111,243
Deferred registration and laboratory supervision fees	840,158	823,811
	<b>970,405</b>	935,054
<b>NET ASSETS</b>		
Invested in capital assets	6,362	7,450
Internally restricted for complaints and discipline	150,000	150,000
Internally restricted for abuse therapy	20,000	20,000
Internally restricted for strategic initiatives	118,693	154,009
Unrestricted	937,413	977,607
	<b>1,232,468</b>	1,309,066
	<b>2,202,873</b>	2,244,120

The accompanying notes are an integral part of these financial statements

## Summary Statement of Operations

Year ended August 31	2017 \$	2016 \$
<b>Revenues</b>		
Registration	<b>857,501</b>	838,690
Examination	<b>83,404</b>	81,428
Laboratory supervision fees	<b>39,783</b>	39,498
Investment income	<b>29,351</b>	95,265
	<b>1,010,039</b>	1,054,881
<b>Expenses</b>		
Registration	<b>12,548</b>	8,662
Examination	<b>79,114</b>	78,190
Laboratory supervision fees	<b>28,295</b>	28,911
Quality assurance	<b>7,579</b>	9,054
Complaints and discipline	<b>56,869</b>	21,258
Patient relations	<b>899</b>	609
Administration	<b>262,320</b>	323,227
Strategic initiatives	<b>78,022</b>	108,510
Human resources	<b>559,630</b>	456,199
Publications	<b>1,361</b>	3,320
	<b>1,086,637</b>	1,037,940
Excess of revenues over expenses (expenses over revenues) for year	<b>(76,598)</b>	16,941

The accompanying notes are an integral part of these financial statements



## COLLEGE OF DENTAL TECHNOLOGISTS OF ONTARIO

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### Note to Summary Financial Statements

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August 31, 2017

#### **Basis of presentation**

These summary financial statements have been prepared from the audited financial statements of the College of Dental Technologists of Ontario (the "College") for the year ended August 31, 2017, on a basis that is consistent, in all material respects, with the audited financial statements of the College except that the information presented in respect of changes in net assets and cash flows has not been presented and information disclosed in the notes to the financial statements has been reduced.

Complete audited financial statements are available to members upon request from the College.



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## CONTACT US

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Ordre des Technologues Dentaires de l'Ontario