



137th Board Meeting Minutes

Date: December 15, 2023, 9:00 AM – 3:00 PM (Virtual)

Board of Directors:

James Matera, RDT, Chair
Michael Sanders, RDT, Vice-Chair
Abena Buahene, Public
Jill Langford, RDT
Allison Malloy, Public
David Savioli, RDT
Rehan Siddiqui, Public
William (Bill) Van Evans, RDT
Franz Yagin, RDT

Regrets:

Asif Khan, Public
Melanie Liassides, RDT

Guest(s):

Wellie Chihaluca, CMLTO
John Tzountzouris, Registrar CMLTO
Blair MacKenzie, Hillborn LLP

Staff:

Judith Rigby, Registrar & CEO
Paola Bona, Registration
Leanne Cheng, Professional Practice,
Conduct and Regulatory Affairs
Rose Far, Policy and Strategic Projects
Jeganiyah Jayachandran, Minute taker

1. Call to Order

The Chair, J. Matera, called the 137th Board meeting to order at 9:04 am and welcomed Directors and staff to the meeting.

2. Land Acknowledgement

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

3. Roll Call

J. Rigby conducted the roll call, noted regrets, and informed the Chair that quorum was met.

4. Approval of Agenda

MOTION: THAT the agenda be approved as presented.

MOVED BY: J. Langford seconded by W. Van Evans

CARRIED

5. Conflict of Interest Declaration

None declared.

6. Consent Agenda

MOTION: THAT the consent agenda be approved as presented.

MOVED BY: A. Malloy seconded by W. Van Evans

CARRIED

7. Finance

7.1. Briefing Note – Financial and Management Report

J. Rigby provided an overview of the importance of the Boards core function for financial oversight and the public interest rationale that the College is a going concern to carry out its regulatory programs. The roles that the Executive Committee, Management, and the external auditors perform during the College's annual financial cycle were highlighted.

J. Rigby directed the Board to Section 7.1.1, Appendix 1: Management Report – Operating and Strategic Initiatives. In this section, the operating results and strategic initiative project spending against the corresponding budget for September 1, 2022, to August 31, 2023,



were presented, accompanied by explanations for any significant variances. The actual operating deficit of \$19,931 compared to the budget can be attributed to several factors. These include decreased revenues from fee proration, timing of new registrations, and low interest rates. Additionally, spending for human resources decreased due to vacancies and the optimization of employment funding programs. Spending increased for complaints and discipline, driven by the complexity and heightened sensitivity of cases. It was reported that approximately \$58,000 was spent on Strategic Initiative projects (SIP) such as EDI, unauthorized practice, and Registration Regulation amendments, from the amount of \$172,232 internally restricted for SIP.

Managing partner, B. MacKenzie, provided a summary of the work that was completed by Hilborn and presented to the Executive Committee as shown in 7.1.3 Post Audit Communication (Board package only). He walked the Board through the draft Audited Financial Statements for the fiscal year ended August 31, 2023, in 7.1.2 Appendix 2: 2022-2023, stating that the audit was conducted in accordance with the accounting standards as per CPA Canada with additional fieldwork conducted for CAS 15. He noted that the accompanying financial statements, financial position of the College for the fiscal year and its cash flows, are in accordance with Canadian accounting standards for non-profit organizations. B. MacKenzie shared that registration fees collected ahead of the term during which the services are rendered, are set up as a liability termed deferred registration fees. R. Siddiqui asked what note 3 was about in the Statement of Financial Position. B. MacKenzie explained that it referred to the callable bond with the Toronto Dominion Bank at 1.259% interest due July 25, 2024. J. Rigby explained that the interest rate was low at the time of purchase due to COVID and that selling the bond prior to maturity to purchase a high-interest bond is not recommended given the fees associated with breaking of the bond. There were questions regarding the change in the discipline costs. A Board member expressed that as a regulatory college, overspending the funds allocated for legal fees and disciplinary costs is not a concern, as it is a core component of what a regulatory body is intended for. A question arose regarding the \$40,000 CEBA loan. J. Rigby shared that there will be a debt forgiveness of 25% of the loan when the 75% or \$30,000 is paid back by January 18, 2024.

B. MacKenzie concluded the review stating that Hilborn has expressed a “clean opinion” of the College’s financial statements and that Management cooperated fully with the auditors and provided complete and error free documentation.

MOTION: THAT the Board receive and review the 2022-2023 financial monitoring report for the Operating and Strategic Initiatives budget and variance explanations of actuals to budget.

AND THAT the Board review and approve the draft audited Financial Statements of The College of Dental Technologists for the fiscal year ended August 31, 2023.

AND THAT the Board authorize Staff to issue the final audited Financial Statements for the fiscal year ended August 31, 2023, upon receiving the Independent Auditors Report.

MOVED BY: A. Buahene and seconded by R. Siddiqui

CARRIED



7.2. Briefing Note – Annual Auditor Assessment

J. Rigby shared the results of the completion of an annual auditor assessment, approved by the Board in December 2022. The annual auditor assessment is conducted by the staff and the Executive Committee in four steps and evaluates the quality and professionalism of the external auditor. During the ongoing fiscal audit, both the audit staff and the Committee expressed concerns about the lack of communication regarding the substantial increase in audit work and fees, which were not conveyed well in advance of the pre-audit communication. Rigby shared the Executive Committee's recommendation that conducting a Comprehensive Assessment will enable the Committee to determine whether the College should re-appoint the current auditors or go to tender to select a new auditor. Directors echoed their concerns and understanding of the current environment regarding the time and expense for an audit that is not overly complex. It was recommended that the College should go out to tender since the College has retained Hilborn for well over 10 years. This would not preclude Hilborn and any other audit firm from responding to the RFP. The motion was amended.

MOTION: THAT that the Board receive the annual assessment for the 2022-2023 audit year that was conducted by the Executive Committee;

AND THAT the College go to tender to explore alternate vendor options.

AND THAT Staff be authorized and directed to do all things necessary to give effect to this resolution.

MOVED BY: A. Buahene and seconded by A. Malloy

CARRIED

F. Yagin joined the meeting at 10:26 am

8. GOVERNANCE

8.1. Board Meeting Evaluation – September 22, 2023

J. Matera presented the Board Meeting Evaluation from the 136th Board meeting. No questions or concerns were raised.

8.2. Board Annual Performance Evaluation Survey and Director Self-Assessment

J. Rigby shared that the Board meeting evaluation is one of several evaluations that support the Board in its core function of governance effectiveness. Although the Annual Board evaluation survey is mandatory and the Director Self-Assessment is voluntary, Board members are encouraged to complete both to support effective planning, education and training that benefits the director individually and the Board collectively.

8.3. Current Strategic Plan – Accomplishments

R. Far provided an update on the current strategic plan. It was noted that while the official end date was at the beginning of 2023, the College continues to actively work on strategic projects, including Standard of Practice, Regulatory Disruption, EDI, and Collaboration. Highlights of the CDTO Strategic Plan accomplishments over the past three years including COVID-19 guidelines, EDI, and Equity Impact Assessment were provided. J. Rigby shared that the College should focus on what can be done with its available resources and



commended the Board and the Executive Committee for its full participation in delivering a successful strategic plan.

8.4. 2024 Draft Strategic Plan

R. Far presented the development process and the proposed 2024-2027 Strategic Plan, comparing each proposed strategic element with the current one and providing the rationale for the proposed changes. The new strategic structure for the College is a 'House Model,' illustrating a top-down approach to achieving aspirational vision through strategic pillars and high-level goals. A notable addition is the Commitments section, ensuring the College's unwavering dedication to applying these principles and approaches across its operations to effectively meet its strategic goals. Another feature is the introduction of Project Domains, aiming to streamline the alignment and mapping of strategic projects and initiatives.

The Directors thanked R. Far for leading the strategic planning and referred to the extensive internal and external consultations that have already taken place, resulting in a robust and comprehensive plan. It was recommended that the Strategic Plan be approved without further external consultation and that staff circulate it and start creating Key Performance Indicators (KPIs) around the strategic plan. The motion was amended.

MOTION: THAT the Board approve the draft CDTO Strategic Plan 2024-2027, as presented.

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

CARRIED

8.5. Board Elections – District 2 By-Election

W. Chihaluca provided a presentation on the communications plan for the District 2 By-Elections. There were targeted communications to new RDTs looking to develop their skills and RDTs who are in the latter part of their career. The Recruitment Committee met with all candidates to learn more about them and provide information on the expectations and commitments of being a Board member.

J. Rigby invited the Recruitment Committee to speak to which A. Buahene added that the interview process is valid and it works given her experience using this as part of the nominations Committees for other Colleges. Recommendations for improvement will be considered for the next elections.

8.6. Governance Policy Annual Review

R. Far provided an overview of the Governance Policy Manual. Within the manual, there is a policy review schedule approved by the Board to ensure that policies are aligned with current legislation, reflect governance modernization and system partner expectations, and do not expose the College to unnecessary risks. The terms of reference and roles and responsibility sections were reviewed and no changes proposed.

9. BOARD EDUCATION

9.1. A Regulators Journey to Licensing Lab Technicians and Assistants

The Chair welcomed J. Tzountzouris, Registrar & CEO of the College of Medical Laboratory Technologists of Ontario (CMLTO), to discuss the regulation of medical laboratory assistants and technicians. This has been a priority for CMLTO since 2008 and in 2015 they



implemented a voluntary roster. This involved the development of standards of practice and a code of ethics, and was a success because employers made the roster a preferred asset. J. Tzountzouris advised the Board to be strategic, consult with system partners and be prepared should the Ministry be open to its regulation changes. There were a few questions from the Directors to which J. Tzountzouris shared information about the association's role in advocacy to the government and how CMLTO does not have jurisdiction over laboratories. J. Rigby followed with insights from the Health Profession Regulators of Ontario regarding clinic regulation. J. Tzountzouris was thanked for shedding light on the topic.

10. REGULATORY PROGRAMS

10.1. Registration Regulation Amendments Emergency Class

P. Bona provided an update on amendments to the Registration Regulation, effective August 31st, introducing the Emergency Class of Registration. This temporary designation aims to expedite the registration of dental technologists during public health crises, ensuring continuous access to safe healthcare services. Staff has started developing standards for supervision, application, renewal, and transfer, along with By-Law amendments for professional liability insurance and fees. The drafted policy for initiating and concluding the emergency class of registration will undergo consideration by the Registration Committee before presentation to the Board in 2024.

11. REGISTRAR'S UPDATE

11.1. Registrar's Report

J. Rigby shared her report which highlighted governance, regulatory program, corporate and communications and stakeholder engagement activities since the September Board meeting. It was noted that the report will be added to the meeting materials on the website and Board portal following the meeting.

12. 2024 COMMITTEE SLATE

Information Regarding Board and Committees & 12.2 Committee Preference Surveys Online

J. Rigby informed the Board that an online Committee Preference survey will be circulated to collect their interest. The Directors are asked to review the Committee mandate and consider where they feel their knowledge, skills and judgement are best served.

13. RECOGNITION OF INCOMING, REAPPOINTED, AND OUTGOING BOARD MEMBERS

J. Rigby informed the Board that we are welcoming incoming elected members, Adela Witko and Shanice Fontaine to the Board starting in January 2024 and two new public members Tanya McGuckin and Nawaz Pirani, appointed by Orders in Council effective . December 8th and December 14th respectively (13.1 Order in Council). The reappointment of A. Buahene to the Board was also acknowledged. There will be an onboarding session for all new Directors in early January 2024. Outgoing members, David Savioli, Mike Sanders, Poonam Singh, and Asif Khan were acknowledged for their contributions.



MOTION: THAT the Board moves in-camera pursuant to Section 7(2)(b) of the Health Professions Procedural Code, Schedule 2 to the RHPA.

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

CARRIED

14. In-Camera Session

14.1. Pursuant to Section 7(2)(b) of the HPPC financial or personal or other matters may be disclosed of such a nature that the harm created by the disclosure would outweigh the desirability of adhering to the principle that meetings be open to the public.

Access to Dental Technology Phase II Project – Conditional approval by the Government of Canada

MOTION: THAT the Board moves out of in-camera and will rise and report at the next Board meeting.

MOVED BY: J. Langford and seconded by W. Van Evans.

CARRIED

15. Other Business

None

16. Next Meeting Dates

January 26th

April 25th – Workshop

April 26th

June 21st

September 26th – Workshop

September 27th

December 6th

17. Meeting Adjournment

MOTION: THAT the 137th Board meeting be adjourned at 2:45 p.m.

Moved by J. Matera and seconded by D. Savioli

CARRIED

Status Updates on Board Decisions

Board of Directors Meeting	Item	Action	Status
137 th Board Meeting December 8 th , 2023	Strategic Plan	Publish and circulate to Registrants and stakeholders. Develop the workplan and KPI's.	In progress
137 th Board Meeting December 8 th , 2023	Annual Auditor Assessment	Executive Committee to submit the completed annual assessment for the 2022-2023 audit year.	In progress
137 th Board Meeting December 8 th , 2023	Auditor Request for Proposal	Create a request for proposal to explore alternate vendor options.	In progress