

ANNUAL REPORT

2024 - 2025



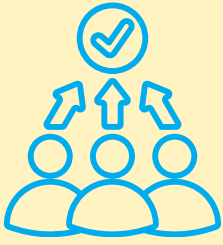
College of Dental Technologists of Ontario
Ordre des Technologues Dentaires de l'Ontario

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PURPOSE

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

VISION

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



VALUES

Fair

Our purpose is carried out with professionalism that promotes trust and confidence, and sets an example for the profession.

Respectful

We conduct business thoughtfully, fairly and with compassion in all interactions.

Responsive

We value open, honest and accessible communication.

Transparency

We deliver programs and activities in an open and interactive manner within the boundaries of privacy legislation and regulations.

Accountability

Our strategic goals are set and achieved through collective responsibilities and teamwork. CDTO assesses its operations and reinforces ongoing quality improvement.



ACRONYMS

ADT	Access to Dental Technology
CPMF	College Performance Measurement Framework
CADTR	Canadian Alliance of Dental Technology Regulators
CDTO	College of Dental Technologists of Ontario
HPARB	Health Professions Appeal and Review Board
ICRC	Inquiries, Complaints and Reports Committee
MOH	Ministry of Health
OFC	Office of the Fairness Commissioner
QA	Quality Assurance
RDT	Registered Dental Technologist
RHPA	Regulated Health Professions Act, 1991

LEGISLATIVE FRAMEWORK

In Ontario, Dental Technologists are regulated under the Regulated Health Professions Act, 1991 (RHPA), the Dental Technology Act, 1991, and the regulations made under these Acts. The RHPA established the CDTO as one of 26 regulatory health colleges in Ontario that are accountable to the Ministry of Health (MOH). 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 and on the Ontario government's website: www.e-laws.gov.on.ca.



ABOUT CDTO

The CDTO is a regulatory body dedicated to safeguarding the public interest by overseeing the dental technology profession. It regulates dental technologists, referred to as Registered Dental Technologists (RDTs), practicing in Ontario.

The College carries out its responsibilities by setting the requirements to become an RDT, ensuring ongoing competence of registrants, establishing minimum Standards of Practice for quality patient care, enforcing practice and conduct standards through disciplinary procedures, and maintaining a transparent public register of current and former CDTO registrants.

ABOUT REGISTRANTS

WHO ARE THEY?

RDTs are regulated health professionals who combine their technical skills and creative ability to design, create, and repair dental prostheses and orthodontic devices. RDTs use a combination of art and science to create custom dental devices that meet the specific needs and preferences of patients, as prescribed by dentists or other health professionals. Registration with the College is necessary to practice dental technology independently in Ontario.

WHAT DO THEY DO?

RDTs provide a full range of quality dental technology services in orthodontics, and dental prosthetics like crown and bridge, implants, dentures, and veneers, for both restorative and cosmetic treatment plans.

WHERE DO THEY WORK?

RDTs work in a variety of practice settings that may include dental laboratories, dentist offices, hospitals that offer dental technology services, and educational institutions such as universities and colleges.

BOARD OF DIRECTORS



James Matera
RDT (Chair)



William Van Evans
RDT (Vice-Chair)



Abena Buahene
Public



Shanice Fontaine
RDT



Asif Khan
Public



Melanie Liassides
RDT



Tayla McGuckin
Public



Mark Peters
RDT



Nawaz Pirani
Public



Jatinderpal Randhawa
Public



Rehan Siddiqui
Public



Vernu Sivakkolundu
Public



Clark Wilson
RDT



Adela Witko
RDT



Franz Yagin
RDT

The Board of Directors of the CDTO is the governing body for more than 492 registered practicing and non-practicing dental technologists in Ontario.

The Board's role is to direct, enable, and protect the College to fulfill its mandate of public protection. This includes ensuring effective governance, long-term financial stability, and adequate resources to achieve its strategic priorities.

COLLEGE COMMITTEES

EXECUTIVE

Chair - James Matera, RDT
Vice-Chair – William Van Evans, RDT
Abena Buahene (Public)
(To March 1, 2025)
Allison Malloy (Public)
(To January 31, 2025)
Nawaz Pirani (Public)
Dr. Rehan Siddiqui (Public)
Adela Witko, RDT

REGISTRATION

Chair – Melanie Liassides, RDT
(To January 31, 2025)
Chair – Shanice Fontaine, RDT
(To August 31, 2025)
Abena Buahene (Public)
(To March 1, 2025)
Jatinderpal Randhawa (Public)
(As of April 25, 2025)
Dr. Rehan Siddiqui (Public)
Adela Witko, RDT
Franz Yagin, RDT

RECRUITMENT

Chair – Abena Buahene (Public)
(To March 1, 2025)
Chair – Vernu Sivakkolundu (Public)
(As of June 20, 2025)
Shanice Fontaine, RDT
(To January 31, 2025)
Melanie Liassides, RDT
(To January 31, 2025)
Mark Peters, RDT
(As of January 31, 2025)
Franz Yagin, RDT

QUALITY ASSURANCE

Chair – William Van Evans, RDT
Shanice Fontaine, RDT
Melanie Liassides, RDT
Allison Malloy (Public)
(To January 31, 2025)
Mark Peters, RDT
(As of January 31, 2025)
Nawaz Pirani (Public)
Dr. Rehan Siddiqui (Public)

PATIENT RELATIONS

Chair – Nawaz Pirani (Public)
(To January 31, 2025)
Chair – Tayla McGukin (Public)
(As of January 31, 2025)
Asif Khan (Public)
(To February 16, 2025)
Vernu Sivakkolundu (Public)
(As of June 20, 2025)
Clark Wilson, RDT
(As of November 20, 2024)
Franz Yagin, RDT
(To January 31, 2025)

INQUIRIES, COMPLAINTS, AND REPORTS

Chair - James Matera, RDT
(To January 31, 2025)
Chair - Adela Witko, RDT
(To January 31, 2025)
Asif Khan (Public)
(To February 16, 2025)
Jatinderpal Randhawa (Public)
(As of April 25, 2025)
Manijeh Rezaeizadeh, RDT
(non-Board Committee Member)
Dr. Rehan Siddiqui (Public)
(To January 31, 2025)
Clark Wilson, RDT
(As of November 20, 2024)

DISCIPLINE

Chair - Nawaz Pirani (Public)
All members of the Board
Ovidiu Lauric, RDT
(non-Board Committee Member)
Manijeh Rezaeizadeh, RDT
(non-Board Committee Member)

BY-LAWS AND POLICY REVIEW

Chair - Abena Buahene (Public)
(To March 1, 2025)
Asif Khan (Public)
(To February 16, 2025)
Nawaz Pirani (Public)
William Van Evans, RDT
Franz Yagin, RDT



CHAIR MESSAGE



James Matera, RDT

Chair

It is my privilege to present the Chair's Message for the 2024–2025 Annual Report, a year that reflected strong governance and sustained commitment to public protection. Guided by the Board's mandate and the 2024–2027 Strategic Plan, the Board of Directors worked collaboratively to ensure that CDTO's regulatory framework continues to evolve in support of safe, competent dental technology practice in Ontario.

This year, the Board deepened its focus on governance excellence, participating in evaluations, workshops, and ongoing competency development. These activities strengthened our collective capacity and reinforced our commitment to transparent, evidence-informed oversight. We also refined Board and committee frameworks to ensure that governance practices remain aligned with modern regulatory standards.

A significant area of Board attention was the modernization of regulatory tools and policies. The decision to retire the College-issued RDT Stamp and transition to updated identification requirements reflects a thoughtful commitment to contemporary regulatory needs and technological realities. Continued oversight of the development of updated professional standards further supports a regulatory system that is clear, accessible, and responsive to risk.

The Board demonstrated strong financial stewardship, approving a balanced 2024–2025 operating budget and monitoring financial performance throughout the year. These decisions allow the College to continue investing in priority initiatives including EDII efforts, strategic project work, and registration modernization, while maintaining fiscal accountability.

I would also like to acknowledge the professionalism and dedication demonstrated by CDTO's administrative associates, committees, registrants, and system partners. Their contributions enable the Board to fulfill its responsibilities with confidence and ensure that the College remains focused on its central purpose: protecting the public through effective regulation.

As we look ahead, the Board remains dedicated to continuous improvement, collaborative leadership, and strong oversight that supports a modern and effective regulatory environment. I extend my sincere thanks to my fellow Directors for their commitment and stewardship throughout the year.



REGISTRAR MESSAGE



Judith Rigby, CPA, CGA

Registrar & CEO

Looking back on the past twelve months, I am deeply impressed by the progress and achievements of the College on its ongoing journey as a right touch regulator. We have seized opportunities to build a strong governance model, modernize regulatory practice, expand access and equity in the profession and strengthen relationships.

This year marked sustained progress in implementing the College's 2024–2027 Strategic Plan. Through collaboration across committees, system partners, registrants and staff, we advanced initiatives that support professional excellence, regulatory excellence, and engagement all anchored in our obligation to protect the public interest. Building on the strategic foundation articulated in last year's report, we continued to embed Key Performance Indicators throughout our operational work, enhancing our ability to measure outcomes and drive accountability across the organization.

A key focus this year was continued modernization of governance and regulatory frameworks. Through dedicated efforts by the Board and its committees, significant work was undertaken to review and refine by-laws and policy frameworks to support more agile and transparent governance. These efforts align with modern health-regulation practice and serve to reinforce confidence in our regulatory oversight.

Enhancing equity, diversity, and inclusion remained a priority. We made measurable progress in operationalizing EDI principles, including delivering training, launching updated resources and advancing accountability mechanisms in policy and practice. These efforts strengthen our capacity to identify and address systemic barriers and support fairness in registration and regulatory processes.

We advanced registration initiatives that reduce barriers to practice while maintaining public protection. Working with provincial and national partners, CDTO continued progress on the externally funded Access to Dental Technology (ADT) Phase II Prior Learning Assessment and Recognition project, which supports fair pathways for internationally educated professionals.

We also maintained rigorous oversight through continued reporting against performance frameworks and accountability instruments, including the College Performance Measurement Framework, which further reinforces our commitment to regulatory excellence.

None of this progress would be possible without the dedication and expertise of our Board of Directors, statutory committees, staff, registrants and system partners. The collective energy, insight and stewardship demonstrated throughout the year have been indispensable to CDTO's success and to our shared goal of protecting Ontarians who rely on safe, competent dental technology services.

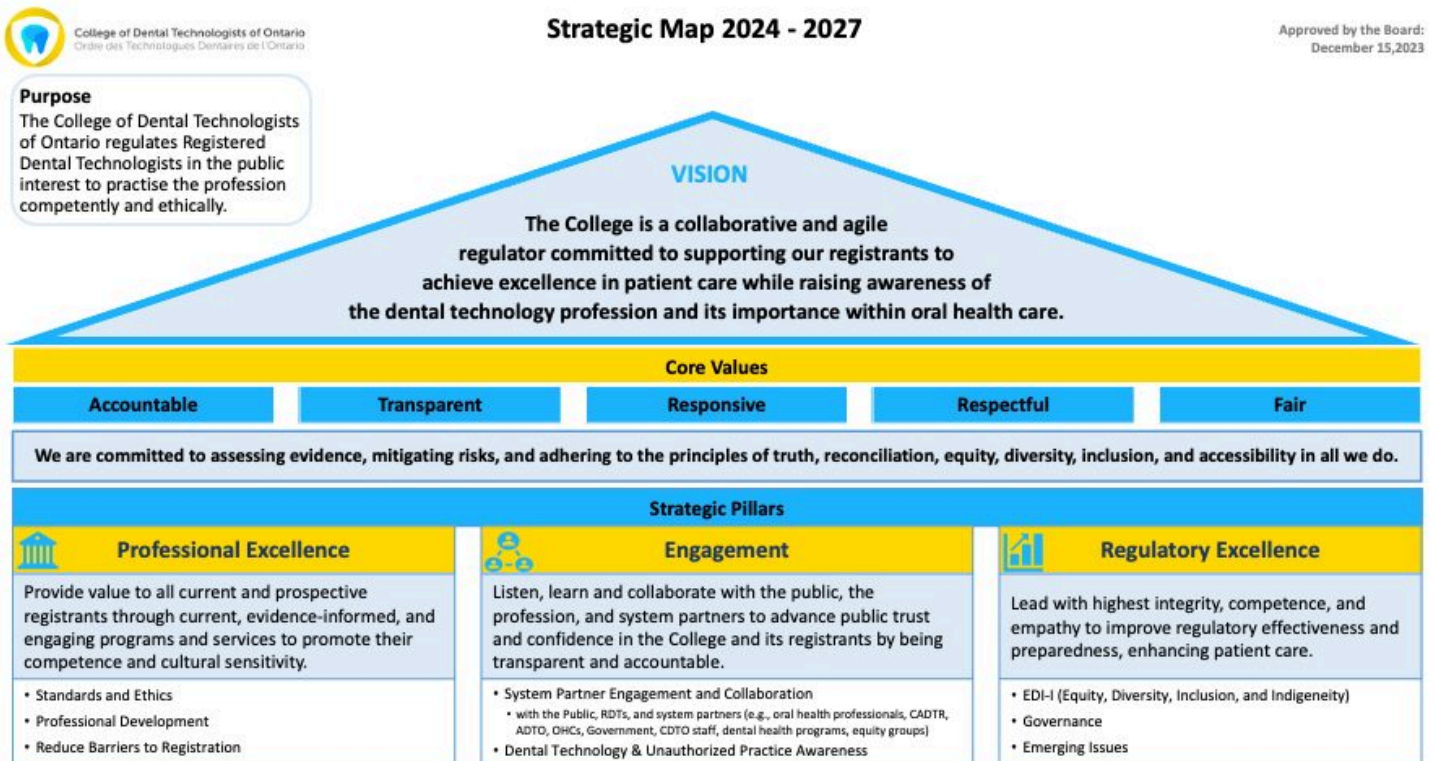
As we look ahead, we remain committed to strengthening our regulatory functions, deepening engagement with communities we serve, and driving continuous improvement that reflects our purpose and values. I'd like to thank everyone who contributed to a productive and impactful 2024–2025.

STRATEGIC PLAN

Strategic planning plays a vital role in how the College works towards accomplishing its goals and objectives. It is anchored by the College’s public protection mandate and purpose while helping the Board make informed choices and decisions to meet the College’s long-term goals.

Our Strategic Plan (2024–2027), shaped through consultations with system partners, RDTs, and the public, sets the direction for the coming years. To bring this vision to life and measure progress effectively, the College has developed a comprehensive Business Plan. This plan incorporates a robust set of Key Performance Indicators (KPIs) to promote accountability, monitor achievements, and drive continuous improvement, all in support of our public protection mandate.

STRATEGIC MAP 2024-2027



STRATEGIC PILLARS

Professional Excellence

STANDARDS AND ETHICS

- Conducted revisions to enhance the draft framework and ensure alignment with patient-centered principles and regulatory requirements.
- Administered a survey to RDTs to collect feedback and make evidence-informed revisions to the proposed standards.
- Designated QAC as the primary working group for standards evaluation and refinement, which completed its first review.

PROFESSIONAL DEVELOPMENT

- Developed a continuing education resource to support registrants to meet their obligations to maintain and improve professional competence.

REDUCING BARRIERS TO REGISTRATION

- Approved GBC's Jurisprudence & Professionalism Course as equivalent to CDTO's Jurisprudence and Ethics examination, exempting successful graduates from 2025 onwards of repeating this requirement and supporting a more efficient registration process.
- Reduced application and Jurisprudence & Ethics exam fees to \$150 each for the 2025–2026 fiscal year, addressing financial barriers and supporting access to registration.
- Completed the PLAR environmental scan and literature review, developing the PLAR tool and scoring rubric based on evidence-informed recommendations.
- Announced the launch of PLAR Pilot, which attracted 20 potential candidates.
- Retained consultants for the PLAR project to design and implement education upgrade tools and execute the outreach strategy.

Engagement

SYSTEM PARTNER ENGAGEMENT & COLLABORATION

- Collaborated with the RCDSO on a guidance article educating dentists about their responsibility to check the CDTO Public Register to verify RDT's Identifiers.
- Launched a Student Voluntary Register with George Brown College to engage future registrants early in their careers.
- Implemented a new Communications Strategy utilizing AI-driven video content to guide renewals and elections, enhancing transparency and improving registrant engagement.



DENTAL TECHNOLOGY & UNAUTHORIZED PRACTICE AWARENESS

- Published a maintained Verified List of commercial dental laboratories in Ontario with RDTs to raise awareness of oral health practitioners about the risks of using unauthorized labs. The information was disseminated by the ODA and ODHA.

Regulatory Excellence

EQUITY, DIVERSITY, INCLUSION AND INDEGIENITY (EDI-I)

- Approved an EDI organizational and Board policy to ensure EDI principles are integrated across all aspects of the College's work.
- Launched race-based data collection during the 2025 annual renewal cycle to evaluate representation, identify inequities and guide targeted action.
- Drafted an Equity Impact Assessment (EIA) tool to proactively support staff and committees in identifying and mitigating equity risks in policies, programs, and decision-making processes.
- Delivered and supported ongoing EDI education for the Board and Staff, including workshops, webinars, and conferences.
- Engaged in joint learning initiatives, including a screening of the documentary Working While Black, hosted by the RCDSO, to deepen awareness of systematic inequities.

GOVERNANCE

- Modernized the governance framework by approving the Investment Policy, the External Auditor Selection and Appointment Policy, and updated Election By-laws, strengthening accountability and operational efficiency.
- Enhanced Board competency by continuing to provide education and training opportunities on key topics, including finance, governance, discipline, and EDI.
- Implemented the Committee Competency Framework pilot for the 2025 Committee Slate to ensure candidates meet defined competency criteria, improving governance effectiveness.

EMERGING ISSUES

- Approved the Emergency Class Policy and Supervision Guidelines, enabling rapid registration during public health crises to support continued access to care and patient safety.



COLLEGE PERFORMANCE MEASUREMENT FRAMEWORK

The CPMF was developed by the MOH to enable regulatory colleges to self-assess their performance against key attributes of an effective regulator. The framework is structured into seven domains, each further divided into standards and measures of best practices.

Regulatory health colleges assess their performance with the outlined criteria, selecting Yes, Partially, or No, and providing supporting documentation. The approval of CDTO's CPMF Report was delegated to the Executive Committee who approved it at their March 25, 2025 meeting.

BENCHMARKED EVIDENCE

The Ministry identified eight pieces of Benchmarked Evidence as attributes of an excellent regulator. Colleges should meet or provide an improvement plan towards meeting these benchmarks.

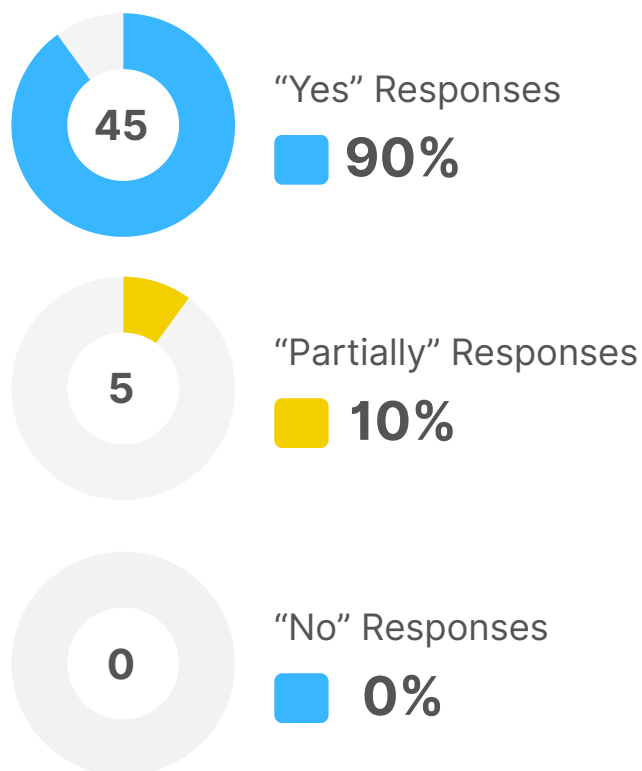
Of the eight Benchmarked Evidence, CDTO meets seven. The remaining area—ensuring Statutory Committee candidates meet predefined competency and suitability criteria—was partially met, with an improvement plan submitted to the Ministry.

SYSTEM PARTNERSHIPS & KEY INITIATIVES

- Student Mentorship Program – Collaboration between GBC, ADTO and CDTO to match a student with an experienced RDT for guidance.
- Student and Faculty Engagement Day – Engagement with over 110 students and faculty across the GBC Dental Technology Program.
- RDT Identifiers – Collaboration with RCDSO to update their Dispatch article to ensure that dentists were aware of the new changes.
- Access to Dental Technology Phase II Project – Collaboration with CADTR, CDTO was awarded \$687,000 in federal funding to develop a PLAR Program.
- Working While Black – a documentary screening presented by RCDSO and TAIBU Health Community Centre to share through lived experiences the challenges Black identifying populations face in the workplace.

2024 PERFORMANCE SUMMARY

CDTO assessed 50 pieces of evidence across six domains, reporting:



The Executive Committee works year-round to support the Board and the College in fulfilling its public protection mandate. Between Board meetings, the Executive Committee may exercise all powers of the Board with respect to matters requiring immediate attention, except for the authority to make, amend, or revoke regulations or By-laws. When the Executive Committee exercises Board authority, it reports its actions to the Board at the Board's next meeting.

During the 2024–2025 reporting year, the Executive Committee met seven times and made the following decisions and recommendations.

RECOMMENDATIONS TO THE BOARD

The Executive Committee's primary role is advisory. During the reporting period, the following items were approved by the Committee and recommended to the Board for approval.

RISK MANAGEMENT

CDTO maintains a Risk Register to identify, prioritize, and monitor potential risks and associated mitigation strategies affecting the organization, the public, and the profession. The Committee reviewed Staff's identification of risks to streamline CDTO's focus to five key risks and brought these discussions forward at a Board workshop.

FINANCIAL MONITORING

The Committee reviewed quarterly financial monitoring reports related to operating activities, strategic initiatives, investments, and cash flow to support oversight of the College's financial health and long-term sustainability, and to ensure compliance with policies such as the Investment Policy and Surplus Retention Policy.

FINANCIAL AUDIT

The Committee recommended the 2023–2024 audited financial statements, which received an unmodified audit opinion, following receipt and review of the external auditor's findings. The Committee satisfied itself that CDTO adhered to its financial policies and maintained sound financial practices.

The Committee also completed the Annual Auditor Assessment, including reviewing the scope and timing of the audit and meeting with the auditors to discuss pre-audit communications. At the conclusion of the audit, and after considering staff input, the Committee recommended to the Board that the auditor remain in office and that an Annual Auditor Assessment, rather than a Comprehensive Assessment, be conducted for 2024–2025.

2025-2026 BUDGET

The Committee recommended the 2025–2026 operating budget and fee schedule, including Registration Committee recommendations to reduce the Jurisprudence and Ethics examination and certificate of registration application fees to \$150.

CEO PERFORMANCE EVALUATION

The Committee conducted the CEO performance evaluation and agreed on the direction of the Registrar’s leadership. The Committee also reviewed the 2025 CEO performance evaluation criteria and recommended no changes.

POLICIES

The Committee recommended amendments to the Investment Policy to clarify risk tolerance, asset mix, and roles, and introduced a Selection and Appointment of Auditor Policy to formalize the process.

DECISIONS BY THE EXECUTIVE COMMITTEE

The Executive Committee also exercised decision-making authority within its mandate on the following matters.

GOVERNANCE

As part of its oversight responsibilities, the Committee reviewed Statutory Committee meeting evaluations to gain insight into committee effectiveness and to identify potential emerging issues within and across committees.

TERMS OF REFERENCE

The Committee conducted its annual review of its Terms of Reference and approved amendments to reflect its responsibilities related to risk oversight, investment portfolio monitoring, and oversight of reports involving fraudulent or dishonest conduct.

ACCOUNTABILITY REPORT

The Committee approved the 2024 CPMF Report for publication on CDTO’s website and submission to the Ministry by March 25, 2025. The CPMF outlines best practices of effective regulation and demonstrates the College’s commitment to continuous improvement.

SYSTEM PARTNER ENGAGEMENT

The Committee approved CDTO’s response to an invitation from the Royal College of Dental Surgeons of Ontario to provide feedback on its draft Foundations in Professionalism document. The Committee also drafted a letter to the Ministry highlighting CDTO’s significant achievements and ongoing initiatives aimed at reducing barriers to registration, as directed by the Board. This letter will support the Ministry’s consideration of CDTO’s Registration Regulation submissions from May 2023.



The Registration Committee develops and implements transparent, objective, impartial, and fair registration policies and processes. It oversees third-party service providers to ensure they meet the College's performance and accountability standards. The Committee reviews and decides on applications the Registrar refers when an applicant's eligibility is unclear, ensuring decisions are equitable and consistent. All Registration Committee decisions may be appealed to the HPARB.

KEY ACTIVITIES IN 2024-2025

TRAINING AND DEVELOPMENT

On its mandate, fair registration, Good Character, RHPA requirements, and EDI, with key learnings shared from an Office of the Fairness Commissioner (OFC) webinar.

TERMS OF REFERENCE

Reviewed its Terms of Reference in accordance with the Governance Policy Manual and determined that no revisions were required.

APPLICATIONS FOR REGISTRATION

Approved one Labour Mobility applicant's request to extend the deadline for submitting their General Certificate of Registration application, and reviewed three reinstatement applications and directed the Registrar to proceed once requirements were met.

POLICY REVIEW

Agreed to develop registration, examination, and accommodation policies informed by EIA and EDI principles.

EXAMINATIONS TRANSITION PLANNING

Reviewed the proposed post-registration transition of the JE Examination and directed development of new modules.

BOARD-APPROVED MOTIONS (JUNE 23, 2025)

Advanced Board-approved motions to exempt 2025 GBC graduates from the JE Examination and reduce related registration fees.

ACCOUNTABILITY REPORTS

COLLEGE PERFORMANCE MEASUREMENT FRAMEWORK (CPMF)	The Committee oversaw Domain 6 – Suitability to Practice within the CPMF, ensuring fair and transparent registration practices and implementing OFC audit recommendations.
2024 OFC FAIR REGISTRATION PRACTICES REPORT (FRPR)	This report outlines the College’s progress in meeting fair-access requirements and is submitted annually and publicly posted on the College’s website.
OFC’S RISK-INFORMED COMPLIANCE FRAMEWORK (RICF)	The framework assessed the College across five fair registration risk factors and rated it low risk for April 1, 2024 to March 31, 2026.
2024 HEALTH PROFESSION DATABASE (HPDB) REPORT	This report provides a snapshot to the Ministry using demographic, geographic, education, and employment data from the health regulatory colleges.
MINISTRY OF HEALTH (MOH) QUARTERLY REPORTING	The Ministry collects registration data from the College on a quarterly to understand where additional work to reducing barriers may be required.
CANADIAN ALLIANCE OF DENTAL TECHNOLOGY REGULATORS (CADTR)	The Committee reviews CADTR reports to monitor credentialing performance under the MOU.

RECEIVED INFORMATION AND UPDATES ON

- 2024–2025 annual renewals and projected application volumes.
- The ongoing engagement with George Brown College Dental Technology students.
- As of Right regulatory changes and their impact on Labour Mobility applicants.
- CADTR credentialing, application and assessments statistics.
- ADT Project II – PLAR progress report outlining key milestones achieved in the PLAR pilot.
- Strategic Plan progress updates on the Applicant Satisfaction Survey, the Jurisprudence & Ethics Program, and webinars/e-learning initiatives.



BY THE NUMBERS

Gender Insight (Sex at Birth)



70%

Male

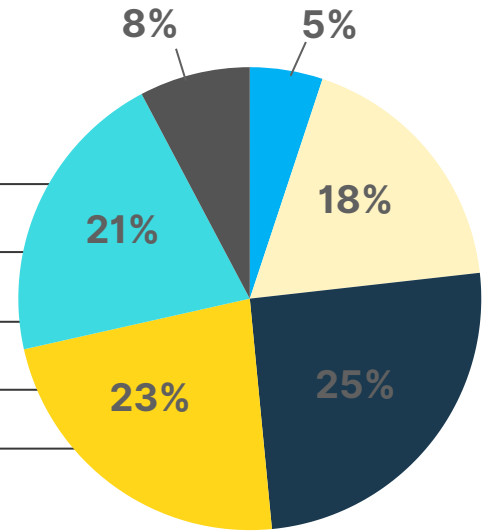


30%

Female

Age Insight

● <30	25
● Age 30-39	89
● Age 40-49	124
● Age 50-59	113
● Age 60-69	102
● >70	38



Registrants Demographics

General Certificate

95%

Inactive Certificate

5%

■ General Certificate of Registration: 468

■ Inactive Certificate of Registration: 24

Registrant Growth

New	8	▲	23%
Retired/Resigned	-26	▼	16%
Suspended	-1	▼	11%

New Registrants Pathways

Pathway	Number of RDTs	% of Total
*Ontario Graduates	4	50%
Outside of Ontario	0	0%
*International Graduates	3	37.50%
Provincial Transfers	1	12.50%
Total New RDTs	8	

*Eligible applicants for the General Certificate of Registration were issued a Certificate of Completion (CoC) by CADTR. As of 2021, CADTR has served as the national organization overseeing credentialing services and administering competency assessments.



RECRUITMENT



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.

KEY ACTIVITIES IN 2024-2025

ORIENTATION

The Committee participated in an orientation covering the Committee's mandate, work plan, conflict of interest declarations, confidentiality provisions, and competency assessment processes.

TERMS OF REFERENCE

The Committee reviewed its Terms of Reference and confirmed that no changes were required.

PRE-ELECTION COMPETENCY ASSESSMENT

The Committee conducted the candidate interviews for the District 3 elections, assessing candidates against pre-defined competency and suitability criteria. As required under the College's By-Laws, completion of this process is mandatory to be eligible for election.

COMMITTEE COMPETENCY FRAMEWORK

The Committee reviewed the results of the Committee Competency Framework pilot to inform the development of the 2025 Committee slate. The Framework meets a best practice of the College Performance Measurement Framework by ensuring that Statutory Committee candidates meet pre-defined suitability and competency criteria.

The Committee also developed an evaluation tool to assess the effectiveness of the Committee Competency Framework pilot and determine whether any refinements are required prior to long-term implementation.






INQUIRIES, COMPLAINTS, AND REPORTS

The ICRC, is responsible for reviewing concerns about the practice or conduct of RDTs in the pathways described below and determining what action, if any, is required. The ICRC may make referrals to the Fitness to Practice and Discipline Committees and in every case endeavors to dispose of each matter according to the timelines set out in the Regulated Health Professions Act, 1991.

Complaints: Any member of the public, including a registrant, may file a formal complaint under the RHPA if they believe an RDT has engaged in professional misconduct.

Registrar's Inquiries: Where a Registrar has reasonable and probable grounds to believe that a registrant has committed an act of professional misconduct or incompetence, they may request the ICRC to approve the appointment of an investigator to examine the conduct of the registrant.

QA Referrals to ICRC: The QA Committee may disclose the name of a registrant and allegations against the registrant to the ICRC if it is of the opinion that the registrant may have committed an act of professional misconduct

	New Cases September 1, 2024 - August 31, 2025	Carried Over Cases Carried from previous period
 Complaints	0	0
 Registrar's Inquiries	0	0
 QA Referrals to ICRC	0	1

DECISIONS OF THE INQUIRIES, COMPLAINTS AND REPORTS COMMITTEE

1 Total Decisions	0 Referral to Fitness to Practise committee	0 Specified Continuing Education & Remediation Program (SCERP)	0 No further action
1 Referral to the Discipline Committee	0 Withdrawn no further action	0 Oral Caution	0 Frivolous and vexatious

QUALITY ASSURANCE



The goal of the QA Committee is to protect the public by ensuring that registrants engage in continuous professional development throughout their careers. This commitment helps registrants maintain their knowledge, skills, and judgment, ensuring they consistently meet the standards of the profession. Ongoing continuing education not only addresses current needs but also enhances the overall competency and professionalism of the profession.

KEY ACTIVITIES IN 2024-2025

ORIENTATION AND TRAINING

The Committee received training on its roles and responsibilities, the QA Program, governing legislation, the College Performance Measurement Framework, and the Committee toolkit to ensure members were equipped to carry out their mandate.

QA PROGRAM MODERNIZATION

The Committee engaged in a discussion on modernizing the Program to better support new, returning, and tenured RDTs while upholding the College's commitment to professional excellence. Staff presented a proposed model focused on reducing administrative burden and strengthening educational and engagement opportunities for registrants.

QA RESOURCES

A new resource, Spectrum Day 2024 – credits for technical program 1, was introduced to provide guidance and examples of how registrants can earn credits at Spectrum Day.

SUMMARY PROFESSIONAL DEVELOPMENT PROFILE (SPDP) PROGRAM

The Committee continued its oversight of the SPDP program for the 2022-2025 cycle with 130 registrants required to submit their SPDP documents by the deadline of August 31, 2025.

RANDOM SELECTION FOR QA ACTIVITIES

The Committee approved the random selection of 2% of registrants in the General Class to participate in a Professional Development Profile audits and another 2% in a Peer and Practice Assessment.

STANDARDS AND ETHICS PROJECT

The Committee advanced development of the Standards Framework, focusing on the Ethical Principles and Professional Standards components. Input from registrants and the Board informed the Committee's review, with survey findings and feedback guiding the next phase of completing and refining these components.



BY-LAWS AND POLICY REVIEW

 **1**
Meetings
Convened

The By-Laws and Policy Review 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.

KEY ACTIVITIES IN 2024-2025

ELECTION OF OFFICERS AND EXECUTIVE COMMITTEE MEMBERS

The Committee brought to the Board for approval proposed changes to the By-laws and policies to improve the elections process for Officers and Executive Committee members and ensure that the procedure is transparent and clear.



The Discipline Committee is responsible for adjudicating professional discipline matters referred by the ICRC to determine whether registrants of the profession have committed acts of professional misconduct and/or are incompetent. The Discipline Committee conducts hearings through panels selected by the Chair. In fulfilling the mandate of the Discipline Committee, Discipline panels weigh evidence submitted by the registrant and the College to determine a reasonable and fair disposition that is in the public interest.

POSSIBLE PENALTIES

The possible penalties that the panel can impose on a registrant who is found to have committed an act of professional misconduct are defined in the Regulated Health Professions Act, 1991, and can include:

- 1 Directing the Registrar to revoke the registrant's Certificate of Registration;
- 2 Directing the Registrar to suspend the registrant's Certificate of Registration for a specified period of time;
- 3 Directing the Registrar to impose specified terms, conditions and limitations on the registrant's certificate of registration for a specified or indefinite period of time;
- 4 Requiring the registrant to appear before the panel to be reprimanded;
- 5 Requiring the registrant to pay a fine of not more than \$35,000 to the Minister of Finance of Ontario.
- 6 Requiring the registrant to pay all or part of the College's legal, investigation or hearing costs or expenses.

*During this reporting period, the Discipline Committee held a hearing for **Kevin Arcillas on February 6, 2025** and **Mohamed Al-Zu'bi on June 6, 2025**. All Discipline decisions can be read on the **College's website**.*

The Patient Relations Committee is responsible for developing, implementing, and maintaining a comprehensive patient relations program that upholds the highest standards of professionalism, ethics, and patient-centered care. This includes establishing measures to prevent and address instances of sexual abuse of patients by registrants of the College. The Committee’s mandate also includes advancing equity, diversity, inclusion, and accessibility within the health system through education, collaboration, and public awareness initiatives. The Committee is additionally responsible for overseeing the administration of funding for therapy and counseling for patients who have experienced sexual abuse by dental technologists, ensuring access to support and resources for well-being and recovery.

KEY ACTIVITIES IN 2024-2025

TERMS OF REFERENCE

The Committee reviewed its Terms of Reference and confirmed no changes were needed.

COMMUNICATIONS STRATEGY & PUBLIC ENGAGEMENT

The Committee confirmed a standalone Communications Strategy (branding and partner engagement) supported by a separate tactical work plan and risk mitigation priorities. It reaffirmed a three-year refresh cycle with interim updates as needed.

EDI-I

The Committee reviewed Module 1 as an onboarding resource and recommended edits to improve accessibility and clarity, supporting phased development of 13 short regulatory-focused micro-modules aligned with the 2024–2027 Strategic Map and EDI Action Plan.

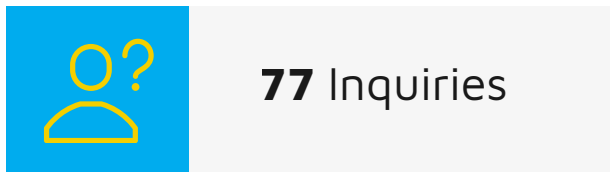
MENTORSHIP PROGRAM & PLAR SUPPORTS

The Committee identified ways to strengthen mentorship through better matching, clearer expectations, a progression pathway for future mentors, and regional coordination via an online platform. They confirmed next steps to create “Mentorship 101,” improve screening/coordination, and test the PLAR/CADTR application experience from a new-user perspective.

PRACTICE ADVISORY

CDTO offers a free, confidential practice advisory service for anyone seeking guidance on its professional practice, ethics, and standards. This fiscal year, we saw meaningful engagement from a diverse group, including RDTs, patients, oral health professionals, employers, internationally trained individuals, dental/dental technology associations and regulatory bodies. Our goal is to support dental technologists in delivering safe, competent, and ethical care while helping the public better understand their rights as patients.

2024-2025 INQUIRIES

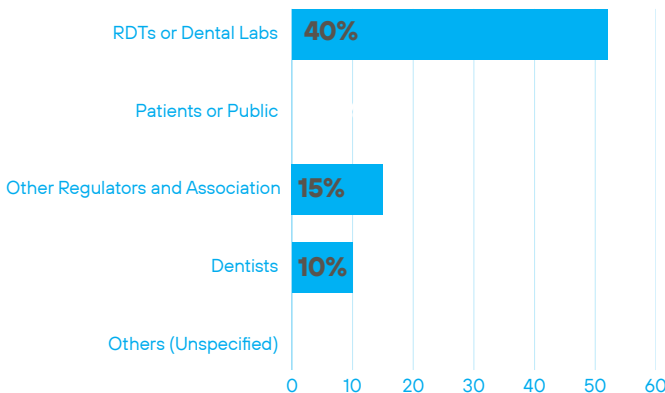


The College received practice advice inquiries by phone and email.

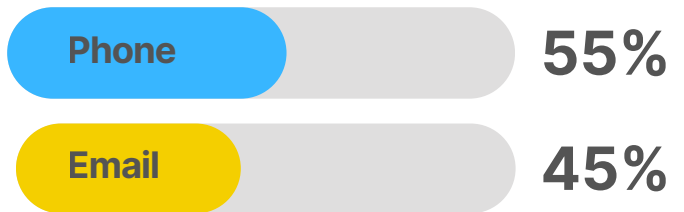
COMMON INQUIRY TOPICS

- 1** Dental Laboratory Supervision
- 2** RDT Identifiers
- 3** Record Keeping

WHO CONTACTED US



METHODS OF CONTACT



FINANCIAL REPORT

The College effectively manages its financial resources to meet its statutory objectives and regulatory mandate. Maintaining financial integrity is a shared responsibility across the organization and is essential to safeguard the interests of the public and our registrants. We are committed to ensuring transparency and accountability in all financial matters.

The College's fiscal year runs from September 1 to August 31. It begins with the Board-approved Operating and Strategic Initiative Projects budgets, which outline the College's plans for the coming year. On a quarterly basis, financial reports are reviewed by the Executive Committee and Board measuring the College's progress against annual and strategic goals.

Following the end of the fiscal year, the College presents the Independent Auditor's Report, and the Annual Report. This package provides vital information to registrants about the alignment of the organization's strategic plan and budget, as well as adherence to financial policies.

At the CDTO, financial integrity is achieved through:

Collaboration and communication between finance, program staff, the Board, and Committees to create meaningful budgets, report accurately on revenues and expenses, manage forecasts, and understand cash flow needs.

Strong oversight through a structure of clear responsibilities and documented processes, guided by the Executive Committee and the Board.

Use of technology and software to promote the accuracy and informativeness of financial reporting, helping to answer key questions from both internal and external audiences.

Relying on professional expertise from our auditors to assess the integrity of our financial statements and to make continuous improvements to our financial systems.





171,528
OPERATING SURPLUS

This surplus was driven by cost savings due to increased efficiencies within cash flows and operations. The College streamlined operations, carried out initiatives using existing resources, and brought its investment policies up to date.

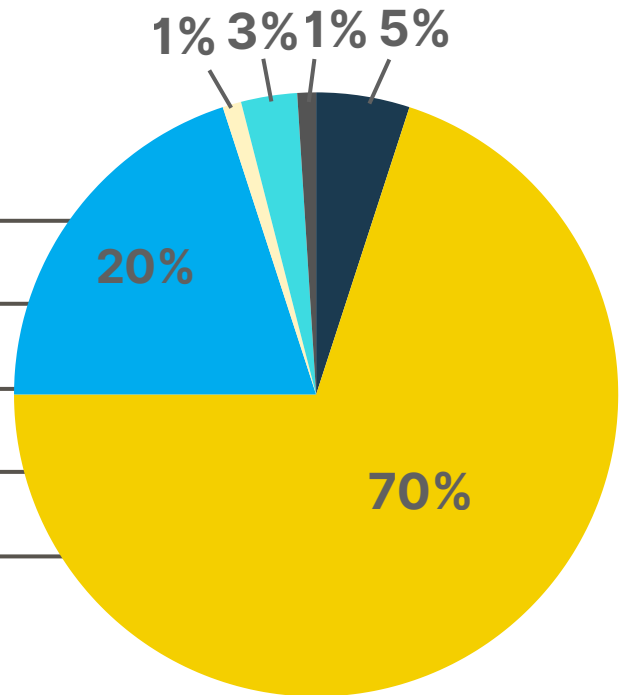


1.4 M
NET ASSETS

The College continues to demonstrate financial resilience with reserve funds dedicated to carrying out legislative requirements, extraordinary one-time expenses, revenue fluctuations, and advancing effectiveness through strategic projects.

FEE BREAKDOWN

●	Corporate Services	20%
●	Regulatory excellence	1%
●	Board	5%
●	Office of the Registrar	70%
●	Professional excellence	3%
●	Public Protection	1%



COLLEGE OF DENTAL TECHNOLOGISTS OF ONTARIO

SUMMARY FINANCIAL STATEMENTS

AUGUST 31, 2025



INDEPENDENT AUDITOR'S REPORT

To the Board of
College of Dental Technologists of Ontario

Report on the Audit of the Summary Financial Statements

Opinion The summary financial statements, which comprise the summary statement of financial position as at August 31, 2025, 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 (the "College") for the year ended August 31, 2025.

In our opinion, the accompanying summary financial statements are a fair summary of the audited financial statements, in accordance with the criteria described in the note to the summary financial statements.

Summary Financial Statements

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 and the auditor's report thereon, therefore, is not a substitute for reading the audited financial statements of the College and the auditor's report thereon.

The Audited Financial Statements and Our Report Thereon

We expressed an unmodified audit opinion on the audited financial statements in our report dated December 5, 2025.

Auditor's Responsibility

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

KRIENS~LAROSE, LLP

KRIENS~LAROSE, LLP

***Chartered Professional Accountants
Licensed Public Accountants***

Toronto, Ontario
December 5, 2025

COLLEGE OF DENTAL TECHNOLOGISTS OF ONTARIO
SUMMARY STATEMENT OF FINANCIAL POSITION
AS AT AUGUST 31, 2025

	2025	2024
	\$	\$
ASSETS		
CURRENT		
Cash	1,129,906	898,904
Investments	100,000	1,329,797
Accounts receivable	30,008	40,254
Prepaid expenses	15,653	14,539
	1,275,567	2,283,494
CAPITAL ASSETS	3,738	2,159
INVESTMENTS	1,148,180	-
	2,427,485	2,285,653
LIABILITIES		
CURRENT		
Accounts payable and accrued liabilities	85,868	83,265
Accrued liabilities – complaints and discipline	18,986	60,877
Deferred registration fees	913,213	903,621
	1,018,067	1,047,763
NET ASSETS		
Unrestricted net assets	1,118,926	925,539
Invested in capital assets	3,738	2,159
Internally restricted for complaints and discipline	150,000	150,000
Internally restricted for abuse therapy	20,000	20,000
Internally restricted for strategic initiatives	116,754	140,192
	1,409,418	1,237,890
	2,427,485	2,285,653

COLLEGE OF DENTAL TECHNOLOGISTS OF ONTARIO
SUMMARY STATEMENT OF OPERATIONS
 FOR THE YEAR ENDED AUGUST 31, 2025

	2025	2024
	\$	\$
REVENUES		
Registration	982,778	1,016,689
Investment income	57,719	29,969
Unrealized gains on investments	16,909	-
Examination	1,902	7,392
Government assistance	-	10,000
	1,059,308	1,064,050
EXPENSES		
Human resources	655,538	645,773
Administration	136,411	173,096
Governance	35,023	-
Strategic initiatives	23,438	23,339
Examination	15,599	5,075
Legislation and policies	7,255	1,537
Registration	6,834	2,490
Publications	6,765	3,929
Quality assurance	5,666	4,294
Unauthorized practice	951	211
Patient relations	150	300
Complaints and discipline (recovery)	(5,850)	101,649
	887,780	961,693
EXCESS OF REVENUES OVER EXPENSES FOR THE YEAR	171,528	102,357

BASIS OF PRESENTATION

These summary financial statements are derived from the audited financial statements of the College of Dental Technologists of Ontario (the "College") for the year ended August 31, 2025, which were prepared in accordance with Canadian accounting standards for not-for-profit organizations.

Management prepared these summary financial statements using the following criteria:

- the summary financial statements include a statement for each statement included in the audited financial statements, except for the statements of changes in net assets and cash flows;
- information in the summary financial statements agrees with the related information in the audited financial statements; and
- major subtotals, totals and comparative information from the audited financial statements are included.

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