



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

Governance Education Modules

MODULE 3: BOARD AND COMMITTEES

Note: Terminology Changes

- ▶ On December 16, 2022, CDTO's Board changed its By-Laws to update its terminology to clarify the role of the regulator and its governance structure.
- ▶ Previous terminology is still seen in the legislation and may be seen in older documents. Whenever there is a reference to any of these terms, they shall mean the same:

Previous Terminology	New Terminology
Council	Board of Directors
Council Member	Director
Elected Member	Elected Director
Public Member	Public Director
President	Chair
Vice-President	Vice-Chair
Member	Registrant



LEARNING OBJECTIVES

Completion of Module 3 will provide you with an understanding of:

- The structure of the Board of Directors
- Principles of Board governance
- Names & descriptions of the statutory Committees
- Code of conduct, confidentiality and privacy obligations



Board of Directors

The Board of Directors oversees the fulfillment of the College of Dental Technologists of Ontario's (CDTO) regulatory mandate and duties, and sets its strategic direction



Board Composition

Board composition is set out in the *Dental Technology Act, 1991* as:

▶ Elected Directors

- At least seven persons who are registrants (RDTs) elected in accordance with the by-laws

▶ Public Directors

- At least five and no more than six persons appointed by the Lieutenant Governor in Council



Elected Directors

- ▶ The practice of dental technology in Ontario is self-regulating, RDTs provide their professional expertise while upholding the duty to act in the public interest
- ▶ RDTs who want to participate in the work of the College must meet pre-defined competency and suitability criteria and are elected by their peers
- ▶ A term for an Elected Director is three years, with a maximum of three consecutive terms (nine years)



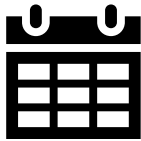
Public Directors

Public Directors of the Board are:

- ▶ Appointed through the Public Appointments Secretariat
- ▶ Active participants of the Board and its Committees
- ▶ Provide valuable perspective as non-practitioners to the regulatory discussions and decisions



Board Meetings



The Board meets approximately four times a year



Meeting are held virtually or in person



New Board members receive onboarding and orientation training before their first meeting



College Roles

The Board of Directors decides on overall strategy and budget, as well as makes major decisions but the day-to-day operations and the policies, programs, and financial details are delegated to the Registrar-CEO. These separated roles are:

Board of Directors

Chair of the Board

Registrar-Chief Executive Officer

College Staff



Governance Policies

- ▶ Governance policies focus attention and direction of the Board towards the accomplishment of the mission and mandate of CDTO, instead of its daily operations
- ▶ These policies fall under 3 categories:

Governance Processes

- Describes how the Board operates

Board and Registrar-CEO Linkage

- Delineates the way governance is linked to operational management

Registrar-CEO Expectations

- Sets the expectations for the Registrar to uphold the mandate of CDTO



Governance Principles



Chair of the Board

The Chair:

- ▶ Is elected by the Directors of the Board and can be a registrant or a public member
- ▶ Serves as Chair of the Board and the Executive Committee
- ▶ Ensures the integrity of the Board's processes and, where appropriate, represents the Board to outside parties



Registrar-Chief Executive Officer

The Registrar-CEO is:

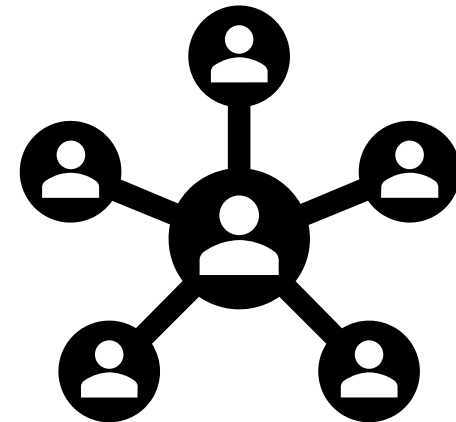
- ▶ The sole employee of the Board
- ▶ Leads the College in fulfilling its statutory responsibilities as set out in the RHPA
- ▶ Implements strategic goals as directed by the Board



College Staff

College staff:

- ▶ Includes employees, consultants, contract workers, and employees
- ▶ Manage and support the operations of the College to implement the Board's directives
- ▶ Report and are accountable to the Registrar-CEO for their performance



College Committees

- ▶ Schedule 2 of the RHPA (the “Code”) establishes that each regulatory health college has seven statutory Committees with specific regulatory tasks and powers
- ▶ These Committees perform focused functions to fulfill mandates authorized by the RHPA
- ▶ Additional standing or sub-Committees and working groups can be formed to serve additional regulatory functions of the College



Statutory Committees

Executive

- Oversight and responsibility pertains to issues of governance, financial affairs, and risk oversight

Registration

- Sets policies for entry-to-practice requirements
- Can issue, revoke, refuse or apply, terms, conditions, and limitations on applications for registration

Inquiries, Complaints, and Reports

- Investigates concerns and complaints, reports submitted by the Registrar and mandatory reports regarding a dental technologist's professional conduct or competence

Discipline

- Holds hearings for referrals of professional misconduct or incompetence from the Inquiries, Complaints and Reports Committee



Statutory Committees (cont'd)

Quality Assurance

- Oversight and implementation of the Quality Assurance Program to promote continuing competence and assure the quality of professional practice

Patient Relations

- Responsible for the Patient Relations Program which includes measures for preventing and/or dealing with sexual abuse of patients by registrant

Fitness to Practice

- Appoints panels to hear and determine allegations of incapacity
- Hearings are not open to the public



Non-Board Committee Members

- ▶ Individuals who are not members of the Board, both professional and public, may be eligible for appointment to a College Committee
- ▶ Non-Board Committee members allow for a diverse range of expertise, experiences, and perspectives to be included in the decision-making that happens at the Committee level



Code of Conduct

Schedule 3 of CDTO's By-Laws sets out a Code of Conduct for Board and Committee members. These expectations include the requirements to:

- ▶ Maintain high standards of integrity, honesty and loyalty when discharging their College duties
- ▶ Participate in all deliberations in a respectful and courteous manner, recognizing the diverse background, skills and experience of the Board and Committee members
- ▶ Actively and diligently serve in the Committee's work



Fiduciary Duty

- ▶ Board and Committee members have the duty of undivided loyalty and diligence to the College and its public interest mandate. This includes:
 - Avoidance of conflict of interest and bias
 - Confidentiality and privacy obligations
 - Behave ethically and respectfully
 - Act honestly and in good faith



Conflict of Interest & Bias

A conflict of interest may be real or perceived, actual or potential, direct or indirect



As a Board or Committee member, there is an obligation to **not let personal or other interests compete with one's duty to the College**



Confidentiality & Privacy

ALL information obtained by individuals in the course of their duties is presumed confidential.

- ▶ Includes personal and administrative information (e.g., policy proposals, health records under review by panels)
- ▶ Applies to Board and Committee members, staff and individuals retained to conduct College business

Section 36 of the RHPA outlines the rules regarding confidentiality



Speaking with a Unified Voice

- ▶ The individual perspectives of Board and Committee members are welcome during the decision-making process
- ▶ Once a decision is made, the collective voice of the Board takes precedence. All members must uphold the decisions passed by the Board and its Committees, regardless of the level of prior individual disagreement
- ▶ Speaking with a unified voice ensures communications regarding the Board's decisions and activities are clear, consistent, and coordinated



Media Contacts

- ▶ All media contacts shall be channeled and coordinated through the Registrar's office
- ▶ The Chair of the Board and Registrar-CEO are considered the only spokespeople of the College
- ▶ Board and Committee members must not represent themselves in any unofficial capacity to external media or on social media platforms



End of Module 3

Great! You completed Module 3 of 3 of our Governance Education Modules.

Next Step:

1. Complete the [Module 3 Quiz](#)

- The quiz will take approximately 10 minutes. Results will automatically be sent to CDTO. This component is an eligibility requirement for elections to the Board of Directors.

Thank you for your participation!

