



Annual Report

2014–2015

Towards Transformation



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

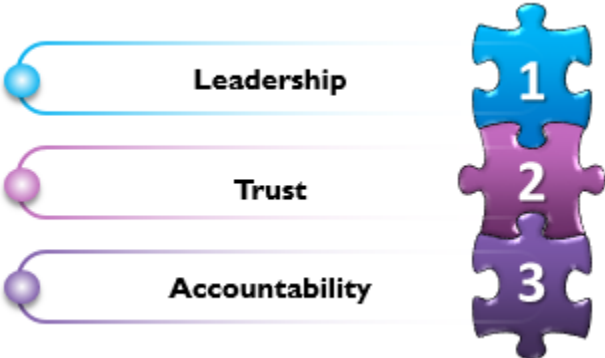
Mission, Vision and Values

Mission

To serve and protect the public interest, by providing leadership and setting quality standards through self-regulation for Registered Dental Technologists of Ontario (RDTs).

Vision

Excellence through:



Values

The College of Dental Technologists of Ontario (CDTO) is guided in its activities by these core values:



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About the College

The 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 inspire public confidence and trust.

The CDTO fulfils its mandate to serve and protect the public by ensuring individuals seeking registration to practise dental technology in Ontario meet specific education requirements and practice standards. 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".

As a board of directors, 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 the public.

The College continually works strategically to increase awareness of the profession through consultation, collaboration and communication with the Members, public, government and other stakeholders.

About our Members

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

Individually and collectively 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

Behind the smiles and behind the scenes, RDTs make the crowns, bridges, complete and partial dentures, orthodontics, implants and other dental appliances. RDTs usually work in dental laboratories, independent of dentists' offices, although some do work in dental offices or in institutions such as universities, colleges and 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
- 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

As practicing RDTs, usually we are shadows; if we do our job well, no one knows we have been there. When the opportunity to work with the patient is presented it is a profound reminder that there are human beings at the end of our efforts who rely on the special skills, knowledge and experience that RDTs possess. The results for the patient and the dental technologist can be life-changing.

I have also come to learn that if there are 560 RDTs then there are 560 ways of doing the same thing and in a variety of spaces: an enormous slick lab or one person working in a tiny space. It is a profound reminder that the role of the College as regulator is to set the “baseline” of knowledge, skills and experience, the standard below which professional practice must not fall.

It is in these intrinsic beauties and the uniqueness of dental technology that emerges the potential life-changing impact for the patient. This is the heart of self-regulation.

Over the last ten years as a practicing RDT and Council member I have seen significant changes in societal and professional expectations, a transformation in our healthcare system, and simultaneous advancements in dental laboratory technology that enhance patients’ health. Although the College has upheld its first responsibility to protect the public by carrying out its core regulatory functions, with this changing landscape comes an abundance of challenges.

I am proud to say that Council has embraced these challenges knowing that change is necessary to maintain the privilege of self-regulation. This is done through effective self-regulation as opposed to complacency or Albert Einstein’s definition for insanity: doing the same things over and over again while expecting a different result. In the fall of 2014, on the coattails of a year of reflection and reconnecting with our various stakeholders, our enthusiastic and thoughtful Council embraced its second responsibility: to inspire public confidence in the profession and professional regulation.

We viewed the October 4, 2014 letter from the Honourable Dr. Eric Hoskins, Minister of Health and Long-Term Care, asking us to consider the impact of enhanced transparency in the development of College initiatives to be timely. Through a facilitated planning session held in March 2015 Council gained a clear understanding of what “success” looks like when effective self-regulation is achieved and crystalized it in its Towards Transformation Action Plan (Action Plan). Success is:

- being clear about our regulatory purpose
- having clear, consistent strategic direction
- having balanced working relationships
- having adequate systems to support program delivery
- being transparent in its processes and outcomes
- providing access to information about RDTs that is relevant, timely, useful and accurate
- raising awareness of the profession and professional regulation (overcome invisibility)
- increasing inter-professional/ inter-sectoral collaboration (knowledge sharing)
- improving quality and safety by helping to ensure good things happen (performance assessment and a greater role in continuing professional development)

- being seen as accessible to Members by overcoming an image of “big brother” and inaccessibility

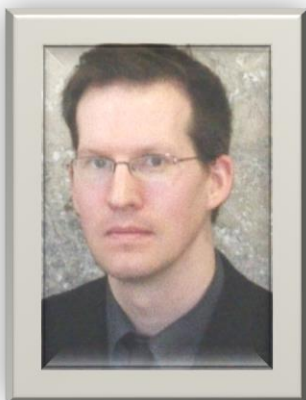
The Action Plan has been used as the roadmap by Council and Staff to begin and make progress on a number of critical new initiatives or significant redevelopment activities in governance, operations, communications, ensuring quality practice and program delivery. At the same time Council, Staff and a dedicated team of volunteer RDTs work diligently to ensure existing College activities in service of the public continue.

Highlights of our completed actions include: creating new By-laws to enhance good governance processes and public access to information about our RDTs; Council training and professional development; the development of a new Member database; rolling out a communications strategy to include rebranding – logo and website design and improved communication tools and methods; transparent financial and human resource planning; and increased inter-professional collaboration.

I am excited about working with all of our stakeholders as we make progress towards our goals and look forward to their active engagement with us over the year ahead. There are many exciting opportunities ahead and I want to thank everyone that dedicate their time and share their skills, expertise and talent with the College.

On a personal note I have been President of the CDTO since 2012, and I am coming to the end of my tenure. Although demanding, the experience has been equally rewarding. I have learned that what it means to be an RDT also applies to the College as a regulator: struggle, isolation, doubt, perseverance and adaptation.

The one thing that I was most interested in achieving as an elected member was to tap into the incredible pool of knowledge and expertise that our profession enjoys. No one should cringe or get nervous when they think about the CDTO. It is an organization that exists to help RDTs help people. As a fellow RDT, I invite you to enrich your colleagues and the residents of our province by phoning up the College and telling us all about your ideas. Success is forever clawing towards excellence — one bicuspid at a time.



Sean Hanrahan, RDT
President

Message from the Registrar

Poised and ready. Bringing collaborative efforts and visions to the table, our dynamic and experienced Council members set out to re-establish a foundation for public protection in governance, operational and communication strategy.

This momentum moves us forward as we continue to recognize the changing needs and requirements of our stakeholders. In the first six months, we assessed our current image and delivery model and took action to create a new way of doing business. With help from the best minds in regulation and the profession, we are transforming into a sustainable organization that is customer focused and capable of being market-oriented. The customers we speak of are our key and major stakeholders: governments, the public, RDTs and other professions. These are the people we are accountable to, whose needs and requirements we must identify and look to satisfy.

We are working hard towards improving performance by modernizing our systems and making the best use of available technologies. When we are responsive to our customers, we are able to provide them with the tools to help them succeed. Knowledge is power and the College is poised to enable good decision making by providing access to the right information.

We want to be seen as enablers and not just regulators. Where there are obstacles to providing or receiving ethical, competent, safe and high quality care, we want to support our customers in overcoming these. By working with other provincial and Canadian health regulators to identify and address system issues and gaps, we are poised to tackle non-compliance effectively.

The times of operating in a silo have ended. Last year, we started the process of building symbiotic, trusting relationships through openness, cooperation, communication and collaboration. This fostered a more positive perception of the CDTO from our customers and inspired us to better understand and deliver on their needs. Our goal is to create a continuous cycle of improvement — to inspire confidence by working on behalf of our Members and the public to ensure the profession delivers safe and efficient care.



Judith (Judy) Rigby, CPA CGA
Registrar

Year in Review

CDTO understands that self-regulation is a privilege granted to the profession of dental technology, and through its mission and core values puts the interests of the public at the forefront.

In October 2014, all regulatory health colleges in Ontario were tasked by the Ministry of Health and Long-Term Care (MOHLTC) to adopt new transparency initiatives providing relevant, accurate and timely information to the public. This initiative provided us with an opportunity to pause, reflect on and evaluate our efforts and achievements to:

- deliver excellence through leadership, accountability and trust
- ensure our approach is grounded by core values that form high standards of performance
- ensure that College Staff and Council are providing high quality services to our audiences, which include the public, Members, applicants, government, and stakeholders

This initiative formed the foundation for the Towards Transformation Action Plan that CDTO developed in the spring of 2015. The Action Plan focused on activities that provide the governance and operational foundations for future success, create tangible results that inspire public confidence and positively impact the Members and other stakeholders. The Action Plan outlined several key focus areas, as described below.

Governance Essentials

In response to the MOHLTC's request, the Advisory Group of Regulatory Excellence (AGRE) developed eight transparency principles to guide the ongoing decisions made by the regulatory health colleges in regard to publicly-available information. In 2015, Council embraced these principles in its intensive review of the College By-laws. The outcome was a brand new set of By-laws developed from the ground up, a legal document and roadmap for the College's actions which satisfies Council's goals of increased transparency on the Public Register, accessibility (plain language) and currency, and it addresses important governance processes such as elections, disqualifications and conflict of interest. The Office of the Fairness Commissioner (OFC)'s principles of transparency, objectivity, impartiality and fairness were also reflected in the updated Appeals Policy and Accommodation Policy. The policies were revised to allow for the appeal or request for accommodations for all examinations offered by the College.

In parallel with the above efforts, CDTO focused on accountability through professional development of Council and Committee members to ensure they were able to comply with their responsibilities. Training was provided at the spring planning session, as well as at the Council on Licensure, Enforcement and Regulation conference.

Operations Essentials

The College is committed to building a strong infrastructure supported by policies and processes that ensure efficient and accountable service in support of the College's mandate. This year it

was achieved through the reorganization of staffing resources and implementation of continuous process improvements in program delivery.

The College demonstrated sound financial management, not only delivering positively against the 2014-2015 Operating Budget, but also funding Council approved initiatives, to increase transparency in College processes, decision-making and information disclosure, from reserves and not current year membership fees. The 2015-2016 budget process addressed the challenge of delivering a balanced budget with reasonable fee increases for registration examinations and annual registration in response to increased operating expenditures resulting from economic pressures, building sustainable governance and operational models, and MOHLTC directives. The 2015-2016 Operating Budget includes service level enhancements and is aligned to support Council approved initiatives under the Action Plan.

The College is motivated to achieve customer satisfaction, and financial and environmental sustainability through its continuous process improvements. In August, 2015 a giant stride was taken when CDTO's first ever online registration renewal process was implemented. The launch was successful and garnered positive feedback on the efficiency, user friendliness and ease of payment in the new process. The movement away from this manual process reduced paper waste and opened capacity for Staff to tackle an ever increasing and complex workload. The College successfully implemented several initiatives in the fiscal period, including online receipt printing capability for Members, EFT (Electronic Fund Transfer) payments to vendors and direct deposit for honoraria and expenses.

Communications

The College is committed to creating public and professional awareness on the important role RDTs play in the qualified, ethical and safe care of their patients. A significant step forward came when CDTO designed a logo that creates public recognition and symbolizes transparency. Its design is informed by feedback from Council and Staff whom desire the College to be seen as professional, credible and firmly embedded within the oral health regulatory field by Members, stakeholders and the public. Together and separately each design element contributes to conveying these messages:

- The gold tone—a colour synonymous with quality.
- The shape of the circular band conveys the College's all — encompassing focus on excellence.
- The inner portion of the band, with its shield-like shape is symbolic of the College's public protection role.
- The blue shape has dual meaning. It is easily recognized as a tooth, the symbol for the profession the College regulates, but also three separate and centrally overlapping colour tones to communicate the critical principles of transparency and collaboration.
- The three shades of blue are vibrant and modern in tone, creating a unique and up to date identity for the College, while still retaining its history and association with the field of health regulation.

In addition to the new logo, CDTO is continuously considering methods for transforming communication with its Members. Eight core activity areas were identified in a new communication strategy. Two of these focused on improving transparency:

- CDTO expanded and enhanced electronic communication with Members using a user-friendly email software. It allowed more effective management and scheduling of e-newsletters.
- With the makeover of the website finalized, the College is looking forward to launching a fresh and easy-to-navigate version in 2016.

Ensuring Quality Practice

To promote the continued competence of its registrants, a review was conducted of the Continuing Education and Professional Development (CEPD) program and initiated for the Standards of Practice.

Collaboration

Maintaining the theme of “Building Relationships” from the previous year, CDTO strengthened existing relationships with stakeholders such as George Brown College (GBC), Canadian Alliance of Dental Technology Regulators (CADTR), Federation of Health Regulatory Colleges of Ontario (FHRCO), Ontario Fairness Commission (OFC), and reached out to new partners such as the Clinic Regulation Working Group. Examples of activities include:

- Delivered presentations to the GBC students to communicate the importance of becoming a licensed dental technologist and the College’s role.
- Participated on CADTR committees for importing dental prosthesis and building a funding proposal to develop a Canadian Recognition Program for Foreign Credentialing.
- Attended annual OFC meeting on expectations for continuous improvement and fair practice report.
- Participated in a multi-college initiative to explore the regulation of clinics in this province to provide greater protection to the public

Council

Although the College's annual reporting period is September 1st to August 31st, Council elected member terms are from January 1st to December 31st.

September–December 2014

President	Sean Hanrahan, RDT District 3
Vice-President	Harold Bassford, Public Member
Secretary-Treasurer	Christopher McIntosh, Public Member
Members	Hsiu Chin Chang, RDT District 1 Richard Diamond, Public Member (to Oct 22 nd , 2014) Jeff Donnelly, Public Member Janet Faas, Public Member Michael Karrandjas, RDT District 1 Melanie Liassides, RDT District 1 Derrick Ostner, RDT District 2 Keith Tarswell, Public Member (from Dec 10 th , 2014) Philip Tse, RDT District 2 (to Jan 22 nd , 2015) Clark Wilson, RDT District 3
Non-Council Members	Harry Bang, RDT Igor Kobierzycki, RDT Andreas Sommer, RDT

January–August 2015

President	Sean Hanrahan, RDT District 3
Vice-President	Harold Bassford, Public Member
Secretary-Treasurer	Christopher McIntosh, Public Member
Members	Hsiu Chin Chang, RDT District 1 Jeff Donnelly, Public Member Janet Faas, Public Member Michael Karrandjas, RDT District 1 Melanie Liassides, RDT District 1 Derrick Ostner, RDT District 2 Terence (Terry) Price, Public Member (from Jan 5 th , 2015) Nicole Rotsaert, RDT District 2 (from Jan 23 rd , 2015) Keith Tarswell, Public Member Clark Wilson, RDT District 3
Non-Council Members	Harry Bang, RDT Igor Kobierzycki, RDT Andreas Sommer, RDT



Back row left to right: Michael Karrandjas, Terence (Terry) Price, Sean Hanrahan, Keith Tarswell, Christopher McIntosh
Front row left to right: Melanie Liassides, Harold Bassford, Judith (Judy) Rigby, Janet Faas, Clark Wilson

Staff

Judith (Judy) Rigby CPA CGA	Registrar & CEO
Paola Bona	Coordinator, Examinations
Elizabeth Johnston	Coordinator, Quality Assurance & Professional Conduct
Steven Wang	Coordinator, Finance & Administration
Salma Musa	Administration, Registration

Thanks

To all of our superheroes who gave their time to support and assist the College to meet fair registration practices and its regulatory responsibilities:

Adela Witko, RDT	Leo Allan Lambert, RDT
Alvaro Lino, RDT	Michael Lino, RDT
André Dagenais, RDT	Stanis Sim, RDT
Brian Gallman, RDT	Stephen Hu, RDT
Dieter Engelmann, RDT	Teresa Karolidis, RDT
Imre Gaspar, RDT	Wilhard Barth, RDT
Keito Endo, RDT	

Committee Reports

Executive

	September–December 2014	January–August 2015
Chair	Sean Hanrahan, RDT	Sean Hanrahan, RDT
Members	Harold Bassford Hsiu Chin Chang, RDT Jeff Donnelly Christopher McIntosh	Harold Bassford Melanie Liassides, RDT Christopher McIntosh Derrick Ostner, RDT

In between Council meetings, the Executive Committee has the authority to make decisions for matters that require immediate attention. However, the Executive Committee cannot make, amend, or revoke a regulation or By-law.

Throughout the fiscal year, the Executive Committee supported Council in advancing CDTO’s goals on several fronts: strengthening relationships with external stakeholders and seeking opportunities for inter-professional collaboration; supporting and participating in initiatives with other healthcare regulators; and overseeing CDTO’s day-to-day operations in a fiscally responsible manner. At all times, the College’s mandate to protect the public interest was upheld.

During 2014-2015 the Executive Committee:

- convened four meetings.
- recommended to Council to adopt the AGRE Transparency Principles.
- approved the Transparency Initiative Project to review the transparency, governance and develop a work plan for strategic priorities, embarking on a significant transformation process.
- reviewed the report submitted to MOHLTC on the College’s Patient Relations Program and measures to prevent sexual abuse.
- developed membership slates for all statutory committees.
- recommended the 2015-2016 Operating Budget for approval via an improved and more efficient process.
- approved the preliminary clinic regulation model for stakeholder consultation; recommended Council approve the Colleges participation as a formal partner in the Clinic Regulation Project and the Clinic Regulation Working Group’s recommendation to pursue the creation of new legislation for clinic regulation.
- discussed options and approved funding to address CDTO’s technology requirements and other technology-related initiatives such as the new website and Member database.
- conducted an intensive review of the By-laws focused on creating a sound legal framework for the College and enhancing transparency of Members on the Public Register.

Registration

	September–December 2014	January–August 2015
Chair	Hsiu Chin Chang, RDT	Michael Karrandjas, RDT
Members	Richard Diamond Jeff Donnelly Janet Faas Michael Karrandjas, RDT Clark Wilson, RDT	Hsiu Chin Chang, RDT Janet Faas Terence Price Keith Tarswell Clark Wilson, RDT

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.

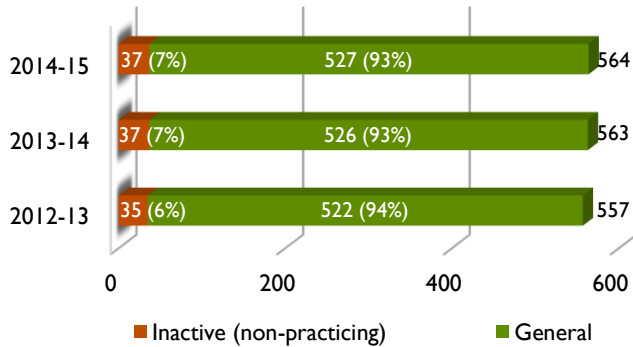
The Committee also advises Council and makes recommendations on matters relating to practice standards, registration regulations, and related matters. It addresses issues of reporting practices concerning OFC.

During 2014-2015 the Registration Committee:

- convened four meetings.
- reviewed four applications referred to the Committee by the Registrar.
- participated in education and development sessions on the Committee’s roles and responsibilities, the development and administration of the College’s registration examinations, and the OFC’s roles, fair registration practices and future direction.
- reviewed and updated Examination Appeals and Accommodations policies which Council approved in January 2015.
- commenced a review of the only approved program in Dental Technology, held by GBC to ensure currency, accuracy and alignment with the CDTO’s core competencies.
- submitted the 2014 Fair Registration Practices Report to the OFC
- completed several action items related to OFC recommendations.
- participated in the focus groups for the OFC’s online learning module on the fair access law and its practical applications.

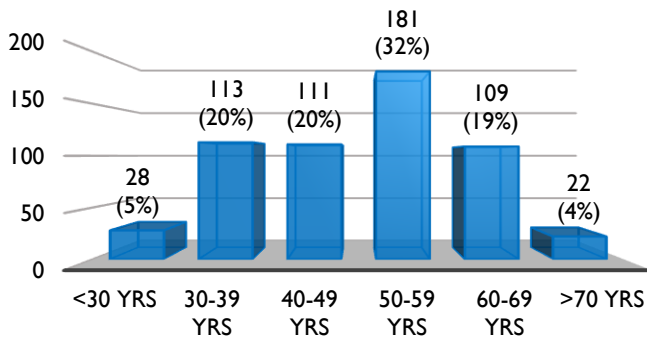
Member Overview 2014-2015

Number of Members by Class of Registration



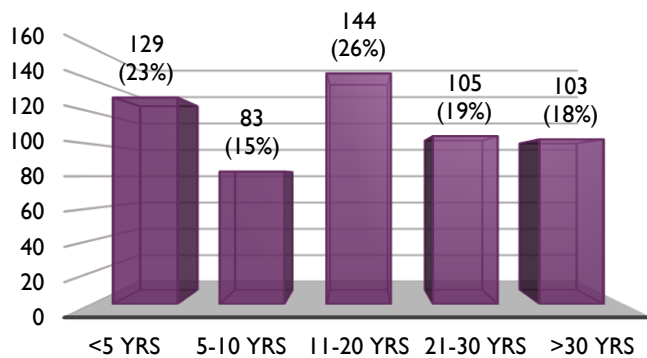
Since 2003-2004, there has been a 13% (59) increase in membership.

Number of Members by Age Group



55% of registrants are 50+ years old.

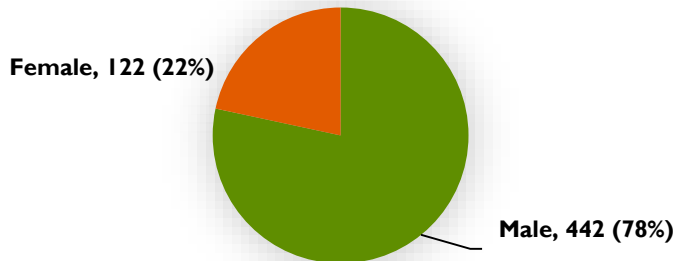
Number of Members by Years of Registration



64% of members have been registered with the College for 20 years or less.

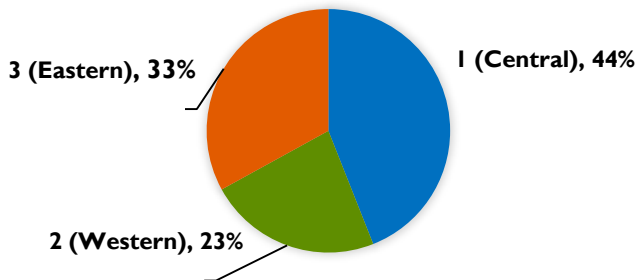
Member Overview 2014-2015

Number of Members by Gender



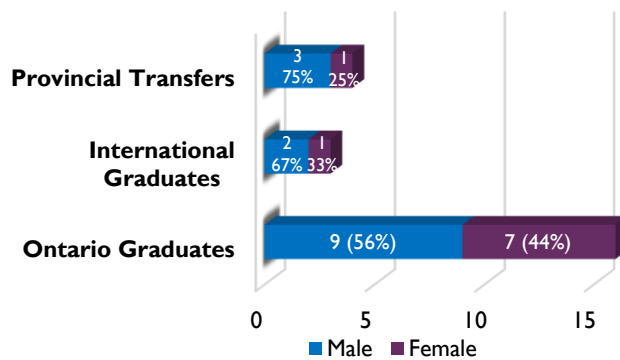
Females entering the practice of dental technology is on the rise. Since 2003-2004 the numbers have nearly doubled (65 to 122).

Percentage of Member by Electoral District



Percentage of females in each district is between 17 and 23%

Number of New Members by Intake and Gender



- In 2014-15, there were 23 new members of which 17 passed their exam in July 2014.
- 74% percent of new members received their training in Ontario at GBC (approved program).

Examinations

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 examinations. This examination was offered four times in 2014-2015.

The Examination Task Force, appointed by the Registration Committee and composed of Members (RDTs), develops examinations that provide a reliable and valid measure of a candidate's knowledge, skills and ability to practise dental technology in Ontario. They are also responsible for the management of the entry-to-practice examination. Throughout the examination development process, the Task Force ensures that it adheres to transparent, objective, impartial and fair practices.

Furthermore, the Task Force brings forward recommendations for continuous quality improvements. For example, the 2015 Examination Handbook provided candidates with additional information, including weighting of the written theory examination, candidate responsibilities, examination protocol and emergency guidelines.

Examination Statistics of 2014-2015

Examination	Number of Candidates	Percent
First Time Candidates	36	62%
Repeat Candidates	22	38%
Total Candidates	58	100%

Examination Candidate Demographics	Number of Candidates	Percent
George Brown College	40	69%
Applicants under AIT*	10	17%
International	8	14%
Total	58	100%

Successful Candidates	Number of Candidates	Percent
George Brown College	20	62.5%
Applicants under AIT*	8	25.0%
International	4	12.5%
Total	32	100%

* Agreement on Internal Trade

Quality Assurance

	September–December 2014	January–August 2015
Chair	Harold Bassford	Derrick Ostner, RDT
Members	Janet Faas Igor Kobierzycki, RDT Melanie Liassides, RDT Derrick Ostner, RDT Philip Tse, RDT	Harold Bassford Janet Faas Igor Kobierzycki, RDT Melanie Liassides, RDT

The Quality Assurance (QA) Committee promotes the continuing competence of dental technologists and assures the quality of professional practice.

The Committee reviews and maintains the Quality Assurance Program (QAP), which encourages our Members to continue their education.

During 2014-2015 the QA Committee:

- convened four meetings.
- participated in education and development sessions on the Committee's roles and responsibilities, and the Peer and Practice assessment program.
- established a decision-making framework for the review and update of the College's CEPD program, reflect the changing environment of the profession.
- recommended a full review of the College's Standards of Practice which set out the expectations for how Members will conduct themselves in their practice, provide benchmarks that can be used to measure Members' conduct in the course of investigating complaints, peer assessments and quality assurance reviews and provide the public with a clear understanding of the quality of care they should receive from a dental technologist. Council approved the review as a priority initiative in Action Plan.
- oversaw the administration of the 2014-2015 Peer and Practice Assessments. The first time compliance rate was 90% (9 of 10 were randomly selected). One re-assessment has been ordered by the Committee.
- deferred deadline for 2014-2015 Full Professional Development Portfolio submissions to October 2015.
- oversaw the administration of 2012-2014 (3-Year) Summary Professional Development Portfolio, the first time success rate was 94%. One Member was referred to the Inquiries, Complaints and Reports Committee (ICRC) by the Committee for non-compliance with the QA Program.

2012-2014 "Summary Professional Development Profile" Assessments

Members Required to Submit Profile	Number of Candidates	Percent
Total	202	100%
Complete Profiles	189	94%
Incomplete or Missing Profiles	13	6%

QA* Committee Decisions	Number of Candidates	Percent
Total (Incomplete or Missing Profiles)	13	100%
Accepted Submissions	11	84%
Accepted Re-Submission	1	8%
No Submission (Referred to ICRC [†])	1	8%

*Quality Assurance, [†]Inquiries, Complaints and Reports Committee

Inquiries, Complaints and Reports

	September–December 2014	January–August 2015
Chair	Philip Tse, RDT	Jeff Donnelly
Members	Christopher McIntosh Andreas Sommer, RDT Clark Wilson, RDT	Hsiu Chang, RDT Christopher McIntosh Clark Wilson, RDT Andreas Sommer, RDT

ICRC is responsible for reviewing all formal complaints made to the College regarding dental technologists and includes reports made by the Registrar. The Committee decides on what action, if any is required, and may make referrals to the Fitness to Practise and Discipline Committees. In every case, it endeavors to dispose of each matter according to the timelines and processes described in the Health Professions Procedural Code.

Complaints

In 2014-2015, the College received one new complaint. The ICRC reviewed two complaints that were carried over from previous years. The ICRC issued one decision in 2014-2015, which was to take no further action. The Committee ordered a further investigation into the remaining two complaints.

Registrar's Inquiries

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 order an investigation. The appointment of an investigator must be approved by the ICRC.

One Registrar's Inquiry matter was carried over from previous years. The Committee ordered a further investigation into the matter. No decisions were made on Registrar's Inquiries in 2014-2015.

Mandatory Reports

Members are required to report when they obtain reasonable grounds, during the course of practicing the profession, that a Member of the same or different College has sexually abused a patient. Facilities are required to report when there are reasonable grounds that a Member has sexually abused a patient, or is incompetent or incapacitated. Employers must report when a Member is terminated on reasons of professional misconduct, incompetence or incapacity. In 2014-2015, no mandatory reports were filed with the College.

During 2014-2015 the ICRC also:

- convened one meeting.
- reported in March 2015 to MOHLTC Task Force on the Prevention of Sexual Abuse of Patients that the Committee reviewed seventeen formal complaints, none of which were of a sexual abuse or boundary violation nature.
- reviewed the AGRE Risk Assessment Framework.

Discipline

The Discipline Committee is responsible for hearing allegations of professional misconduct and/or incompetence involving dental technologists, as referred by the ICRC.

There were no Discipline hearings held at the College during the 2014-2015 fiscal year.

Fitness to Practise

	September–December 2014	January–August 2015
Chair	Melanie Liassides, RDT	Nicole Rotsaert, RDT
Members	Richard Diamond Derrick Ostner, RDT	Jeff Donnelly Michael Karrandjas, RDT Terence (Terry) Price

The Fitness to Practise Committee is responsible for holding fair hearings of any matter referred by ICRC on alleged cases of incapacity or on reinstatement applications referred to it by the Registrar.

There were no Fitness to Practise hearings held at the College during the 2014-2015 fiscal year.

Patient Relations

	September–December 2014	January–August 2015
Chair	Michael Karrandjas	Terence (Terry) Price
Members	Richard Diamond Janet Faas Christopher McIntosh Derrick Ostner, RDT	Jeff Donnelly Michael Karrandjas, RDT Nicole Rotsaert, RDT Keith Tarswell

The Patient Relations Committee is responsible for developing, establishing and maintaining a Patient Relations Program, including measures for preventing and/or dealing with sexual abuse of patients by Members of the College. The program is designed to provide:

- education for Members
- training for Staff
- guidelines for the conduct of Members with their patients, clients and co-workers
- information to the public

The Committee is also responsible for administering funding for therapy and counselling for patients who have been sexually abused by its Members.

To date, the College has not received any complaints regarding sexual abuse by a Member or requests for funding for therapy and counselling.

During 2014-2015 the Patient Relations Committee:

- convened one meeting.
- participated in training, education and development sessions on the Committee's roles and responsibilities and the Patient Relations Program.
- reviewed the College's response to the letters received from MOHLTC and the Task Force on the Prevention of Sexual Abuse of Patients and initiated a work plan to ensure the College's programs reflect its commitment to a zero tolerance approach to sexual abuse.
- commenced a review of the Committee's Terms of Reference, the College's Patient Relations Program, and policy on Sexual Abuse, Harassment and Workplace Violence to ensure accuracy, currency and understandability.
- conducted research on surveying Member's to assess the effectiveness of the CDTO Patient Relations Program.

Financial Statements

To protect the public and inspire public confidence in the profession and professional regulation, the College strives to increase its accountability by:

1. controlling the use of Member fees, using the tools of auditing, budgeting, and accounting, to reflect continuous improvement and achieve Council's strategic priorities (Financial)
2. supporting improved service delivery by demonstrating and accounting for results in light of agreed-upon performance targets (Performance)
3. building trust amongst all stakeholders by acting in accordance with agreed-upon standards of respect, ethics, integrity, equity, transparency, openness, responsiveness and professional responsibility (Public)

The 2014-2015 audited financial results demonstrate that the College is financially accountable, working within a sound financial management framework to provide and enhance core regulatory programs and services while achieving financial sustainability.

During the year several strategic projects were initiated under the Action Plan for which \$240,000 of surplus funds accumulated from prior years were allocated. The unspent balance is shown as Internally Restricted for Strategic Initiatives on the Summary Statement of Financial Position. These projects fall under the three categories:

- governance (i.e. By-laws and an enhanced Public Register)
- operations (i.e. new database)
- communications (i.e. new website)

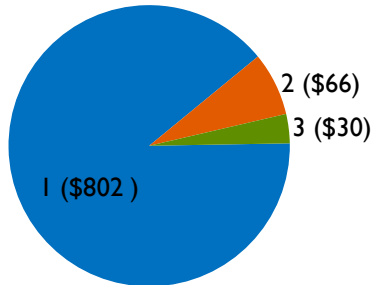
Member registration fees for the 2014-2015 programs were not increased to support these initiatives.

A surplus of \$22,960 from operations, excluding strategic initiative projects, has been realized this year. The direction of Council was to set aside the surplus to fund expenditures related to complaints, investigations and hearings beyond the annual budget.

Information on the 2014-2015 revenues, expenses, program costs (excluding human resources and professional development), and strategic initiatives and projects is provided to add clarity to the Summary Statement of Operations.

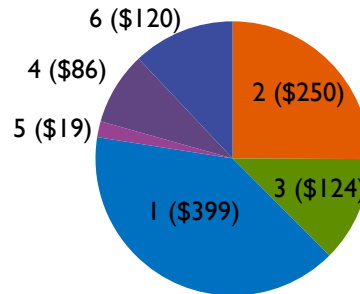
Financial Overview 2014-2015

Revenue
(in 000's)



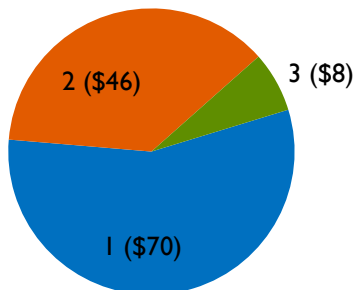
	%
1 Registration, Laboratory supervision fees	89.3
2 Examination fees	7.3
3 Investment income and other revenues	3.4
Total	100%

Expenses
(in 000's)



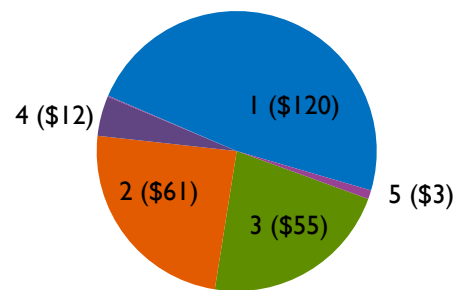
	%
1 Human resources	40.0
2 Programs	25.1
3 Strategic Initiatives and Projects	12.4
4 Occupancy costs	8.6
5 Council	1.9
6 Operations (incl. depreciation)	12.0
Total	100%

Strategic Initiatives and Projects
(in 000's)



	%
1 Governance	56.1
2 Operations	37.1
3 Communications	6.8
Total	100%

Programs
(in 000's)



	%
1 Complaints and Discipline, and Patient Relations	48.2
2 Examination	24.2
3 Registration, Laboratory supervision	22.0
4 Quality Assurance	4.6
5 Publications	1.0
Total	100%

Independent Auditor's Report

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, 2015 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, 2015. We expressed an unmodified audit opinion on those financial statements in our report dated January 18, 2016.

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, 2015 are a fair summary of those financial statements, on the basis described in the note to the summary financial statements.



Toronto, Ontario
January 18, 2016

Chartered Professional Accountants
Licensed Public Accountants

COLLEGE OF DENTAL TECHNOLOGISTS OF ONTARIO

Summary Statement of Financial Position

August 31	2015 \$	2014 \$
ASSETS		
Current assets		
Cash and cash equivalents	663,888	1,233,065
Prepaid expenses	21,880	19,600
	685,768	1,252,665
Investments	1,556,146	771,180
Capital assets	3,433	6,997
	1,559,579	778,177
	2,245,347	2,030,842
LIABILITIES		
Current liabilities		
Accounts payable and accrued liabilities	170,992	34,836
Deferred registration and laboratory supervision fees	782,230	603,601
	953,222	638,437
NET ASSETS		
Invested in capital assets	3,433	6,997
Internally restricted for complaints and discipline	150,000	60,000
Internally restricted for abuse therapy	20,000	20,000
Internally restricted for strategic initiatives	115,760	-
Unrestricted	1,002,932	1,305,408
	1,292,125	1,392,405
	2,245,347	2,030,842

COLLEGE OF DENTAL TECHNOLOGISTS OF ONTARIO

Summary Statement of Operations

Year ended August 31	2015 \$	2014 \$
Revenues		
Registration	766,725	722,808
Examination	65,551	57,733
Laboratory supervision fees	35,280	35,380
Investment income	29,578	31,906
Administration	572	2,265
	897,706	850,092
Expenses		
Registration	27,512	15,102
Examination	60,712	71,603
Laboratory supervision fees	27,458	22,298
Quality assurance	11,568	17,751
Complaints and discipline	120,358	4,703
Patient relations	297	-
Administration	224,865	224,253
Strategic initiatives	124,240	-
Human resources	399,174	475,499
Publications	2,552	4,573
	998,736	835,782
Excess of revenues over expenses (expenses over revenues) before the following	(101,030)	14,310
Recovery of misappropriated funds	750	3,250
Excess of revenues over expenses (expenses over revenues) for year	(100,280)	17,560

COLLEGE OF DENTAL TECHNOLOGISTS OF ONTARIO

Note to Summary Financial Statements

August 31, 2015

1. 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, 2015, 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.

Looking Forward

Transformation to create a modern, effective, efficient and customer service oriented College that the public and our RDT's need and deserve, will continue to command our attention in the year ahead

Numerous projects will continue and new projects will be launched to further the Action Plan. Highlighted projects include the new website and Member database, continued delivery of our communication strategy, enhancement of the Public Register, and the development of a policy framework and a long-term strategic plan.

Collaboration with CADTR on a pan-Canadian approach for international dental technology graduates, the Clinic Regulation Working Group on addressing possible gaps in the practice setting will and GBC on educational requirements will continue to inform Council decisions.

Stakeholders are an integral part of enhancing the College's commitment to the public interest. All are encouraged to stay involved through participation in Council meetings, committees and elections, website updates and other engagement opportunities

The background features a dark blue gradient with vertical columns of binary code (0s and 1s) in a lighter blue, semi-transparent font. A prominent, glowing blue curve starts from the bottom left and sweeps upwards and to the right, ending near the top right corner. The overall aesthetic is high-tech and digital.

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