



CDHO COUNCIL MEETING

Friday, June 10, 2022

9:00 a.m. – 4:30 p.m.

Location:

Hybrid Meeting

CDHO COUNCIL MEETING AGENDA

Friday, June 10, 2022

9:00 a.m. – 4:30 p.m.

Agenda Item	Topic and Relevant Council Policy	Action	Lead if not Chair	Verbal Report/ Attachment	Est. Time
1.0	CALL TO ORDER				9:00
1.1	Roll Call	Council Attendance	T. Strawn	TAB 1	9:00
1.2	Opening Remarks	Council Is Addressed	T. Strawn	--	9:02
1.3	Council Policy Manual Update	For Information	T. Strawn	TAB 2	9:08
1.4	Council Code of Conduct	For Information	T. Strawn	TAB 3	9:09
2.0	APPROVAL OF AGENDA				9:10
2.1	Review and Approval of Agenda	For Approval	T. Strawn	TAB 4	9:10
3.0	DECLARATIONS OF POTENTIAL CONFLICT OF INTEREST				9:12
3.1	Declarations of Conflict of Interest	Declare Conflicts	T. Strawn	TAB 5	9:12
4.0	CONSENT AGENDA				9:15
	CONSENT AGENDA ITEMS (4.1. – 4.1.1) A consent agenda is a bundle of items that is voted on, without discussion, as a package. It differentiates between routine matters not needing explanation and more complex issues needing examination. The Chair will ask if anyone wishes to remove an item from the consent agenda. Any Council member may request an item be removed so it can be discussed. To test whether an item should be included in the consent agenda, ask: <ol style="list-style-type: none"> 1. Is this item self-explanatory and uncontroversial? Or does it contain an issue that warrants board discussion? 2. Is this item for information only? Or is it needed for another meeting agenda issue? 				
4.1	<u>Council Meeting Minutes</u>				
4.1.1	Meeting Minutes – March 4, 2022	For Information and Approval	T. Strawn	TAB 6	9:15
5.	INFORMATION REQUESTED BY THE BOARD				
5.1	<u>Statutory Committee Reports</u>				
5.1.1	Executive Committee	For Information and Approval	T. Strawn	TAB 7	9:15
5.1.2	Discipline Committee	For Information and Approval	J. White	TAB 7	9:15
5.1.3	Fitness to Practise Committee	For Information and Approval	TBD	TAB 7	9:15

5.1.4	Inquiries, Complaints and Reports Committee	For Information and Approval	M. Atkinson	TAB 7	9:15
5.1.5	Patient Relations Committee	For Information and Approval	M. Leuprecht	TAB 7	9:15
5.1.6	Quality Assurance Committee	For Information and Approval	T. Strawn	TAB 7	9:15
5.1.7	Registration Committee	For Information and Approval	C. Lotz	TAB 7	9:15
5.2	<u>Non-Statutory Committee Reports</u>				
5.2.1	Examinations Committee	For Information and Approval	L. Voytek	TAB 7	9:15
5.3	<u>Incidental Briefing Reports</u>				
5.3.1	Council President's Report	For Information and Approval	T. Strawn	TAB 8	9:15
5.3.2	Registrar's Administrative Report	For Information and Approval	G. Pettifer	TBD	9:20
6.0	OWNERSHIP LINKAGE				9:30
6.1	Status of Ownership Linkage Activities <i>The Chair will provide a verbal update to Council on the committee's activities.</i>	For Information	C. Grbac	--	9:30
7.0	GOVERNANCE PROCESS ITEMS				9:35
7.1	2021 Draft Audited Financial Statements <i>Hilborn LLP will present the 2021 financial statements to the Council. Council will be asked to review and approve the statements.</i>	For Approval	Hilborn LLP	TAB 9	9:35
7.2	Recommendations from Hilborn LLP <i>Hilborn LLP will present some recommendations to Council regarding the use of CDHO's unrestricted funds.</i>	For Approval	Hilborn LLP	--	10:00
7.3	Appointment of Auditor for 2022 <i>Council will be asked to review the auditor assessment tool and appoint an auditor for 2022.</i>	For Approval	T. Strawn	TAB 10	10:15
7.4	President's Compensation <i>The Vice-President will provide Council with an update and options for providing the President fair, effective, and transparent compensation for work done in the President's role.</i>	For Approval	V. Pereira	TBD	10:45
	BREAK				10:20

7.5	CPMF Update <i>The Chair will provide a verbal update to Council on the committee's activities.</i>	For Information	M. Atkinson	--	10:50
7.6	Dissolution of CPMF Committee <i>Council will be asked to dissolve the CPMF Committee.</i>	For Approval	T. Strawn	TAB 12	11:00
7.7	Policy Amendment: Governance Committee Terms of Reference <i>Council will be asked to review and approve the terms of reference for the Governance Committee.</i>	For Approval	T. Strawn	TBD	11:10
7.8	Appointment of Governance Committee <i>Council will be asked to appoint members to the Governance Committee</i>	For Approval	T. Strawn	TBD	11:20
7.9	Bylaw 5 Revision Proposal: Stakeholder Feedback <i>Council is being asked to review the feedback from the stakeholder consultation and finalize any proposed amendments.</i>	For Approval	T. Strawn	TAB 15	11:30
LUNCH					12:00
7.10	Bylaw 5 Revision Proposal: Members of the Public Appointments to Working Groups <i>Council is being asked to review the proposed updates to Bylaw 5.</i>	For Approval	T. Strawn	TBD	1:00
7.11	Policy Content Review: GP 6.2 Ownership Linkage Committee Terms of Reference	For Consideration	T. Strawn	TAB 17	1:15
7.12	Policy Content Review: GP 11 Council Linkage with Ownership	For Consideration	T. Strawn	TAB 17	1:20
8.0	ENDS ITEMS FOR CONSIDERATION				1:25
8.1	Policy Content Review: Global End	For Consideration	T. Strawn	TAB 18	1:25
8.2	Policy Content Review: E-1	For Consideration	T. Strawn	TAB 18	1:25
8.3	Policy Content Review: E-2	For Consideration	T. Strawn	TAB 18	1:25
8.4	Policy Content Review: E-3	For Consideration	T. Strawn	TAB 18	1:25
8.5	Policy Content Review: E-4	For Consideration	T. Strawn	TAB 18	1:25
9.0	COUNCIL REGISTRAR DELEGATION ITEMS FOR CONSIDERATION				1:30
	There are no agenda items for this meeting.				1:30

10.0	EXECUTIVE LIMITATIONS ITEMS FOR CONSIDERATION				1:30
	There are no agenda items for this meeting.				1:30
11.0	REQUIRED APPROVALS AGENDA				1:45
	There are no agenda items at this meeting.				
12.0	MONITORING BOARD PERFORMANCE				1:45
12.1	GP 6.2 Ownership Linkage Committee Terms of Reference	For Approval	T. Strawn	TAB 19	1:45
12.2	GP 11 Council Linkage with Ownership	For Approval	T. Strawn	TAB 19	1:55
13.0	BOARD EDUCATION				2:00
13.1	Third-Party Assessment <i>Council is being asked to discuss and determine what Council effectiveness metrics need to be measured during its third-party assessment.</i>	Presentation and Discussion	D. Williams	--	2:00
13.2	Governance Effectiveness Proposal <i>Council is being asked to appoint a consultant to perform the third-party assessment in 2022.</i>	For Discussion and Approval	T. Strawn	--	3:15
13.3	CDHO Council Coaching Advisory	For Information	T. Strawn	TAB 20	3:25
--	COUNCIL MOVES IN CAMERA (ITEM 14.1) To discuss personnel matters. Monitoring Reports on Ends and Executive Limitations form part of the Registrar's Performance Evaluation				
14.0	MONITORING CEO PERFORMANCE				3:30
14.1	Internal Monitoring: EL 6 Investment	For Approval	G. Pettifer	TAB 21	3:40
--	COUNCIL MOVES OUT OF CAMERA				
15.0	SELF-EVALUATION OF GOVERNANCE PROCESS				3:45
15.1	Council Meeting Evaluation	For Evaluation and Discussion	T. Strawn	--	3:45
16.0	NEXT MEETING DATE — September 16, 2022				4:15
17.0	ADJOURNMENT			TAB 22	4:15

Roll Call

Council Meeting

Friday, June 10, 2022

Virtual Meeting

<input type="checkbox"/>	Michelle Atkinson	Elected
<input type="checkbox"/>	Loree Beniuk	Public
<input type="checkbox"/>	Erin Betts	Public
<input type="checkbox"/>	Maheen Cassim	Elected
<input type="checkbox"/>	Anne-Marie Conaghan	Academic
<input type="checkbox"/>	Jennifer Cooper	Academic
<input type="checkbox"/>	Pella Giabanis	Public
<input type="checkbox"/>	Carla Grbac	Elected
<input type="checkbox"/>	Alex Greco	Public
<input type="checkbox"/>	Farzana Hussain	Elected
<input type="checkbox"/>	Ehizele Martin Iyamabo	Public
<input type="checkbox"/>	Meghan Leuprecht	Public
<input type="checkbox"/>	Caroline Lotz	Elected
<input type="checkbox"/>	Angelica Palantzas	Public
<input type="checkbox"/>	Vanessa Pereira	Elected
<input type="checkbox"/>	Upneet (Sasha) Sidhu	Public
<input type="checkbox"/>	Terri Strawn	Elected
<input type="checkbox"/>	Margaret Wade	Public
<input type="checkbox"/>	Jacqueline White	Elected
<input type="checkbox"/>	Mary Yeomans	Elected
/20 total members		



College of
Dental Hygienists
of Ontario

Protecting your health and your smile

BRIEFING NOTE

To: Council

From: Chair

Date: June 10, 2022

Topic: Council Policy Manual Update

There were no policy updates at the March 4, 2022 Council Meeting.

COUNCIL CODE OF CONDUCT

4. GLOBAL GOVERNANCE PROCESS POLICY

The purpose of the Council, on behalf of the public of Ontario, is to see to it that the College of Dental Hygienists of Ontario achieves appropriate results for the appropriate people at an appropriate cost, as specified in Council's Ends policies, while avoiding unacceptable actions and situations.

GP-8 Code of Conduct

Council Members shall conduct themselves in accordance with the bylaws.

Excerpt from Bylaw 5

3.7 Council and Non-Council Committee Member Code of Conduct

- (1) This entire Code of Conduct, from sections 3.7 through to and including section 3.9, shall apply to Council Members and with necessary modifications, to Non-Council Committee Members. Any reference to Council Members shall be interpreted as also applying to Non-Council Committee Members as the circumstances may require.

Fiduciary Duties

- (2) Council Members shall act in the best interests of the College and of the public of Ontario. They shall perform their duties in accordance with the Act, the bylaw and any policies of the College.
- (3) Council Members shall conduct themselves in a manner which is ethical, business-like and lawful and upholds the reputation of the CDHO. This includes proper use of authority and appropriate decorum when acting as Council Members. Council Members shall treat one another and staff members with respect, co-operation and a willingness to deal openly on all matters.
- (4) Council Members must have loyalty to the College that supersedes any loyalties to staff, other organizations or any personal interest as a consumer.
- (5) Council Members are accountable to exercise the powers and discharge the duties of their office honestly and in good faith. Members shall exercise the degree of care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.
- (6) Council Members will not attempt to exercise individual authority over the organization.
- (7) When interacting with staff, Council Members must recognize that individual Council Members have no authority to instruct or evaluate employees, and no authority to insert themselves into employee operations.

- (8) Council Members shall recognize that the President or designate is the only person authorized to speak to the media on behalf of the Council. Council Members shall not presume to speak for the Council when interacting with the public. Council Members shall only report actual Council policy decisions when interacting with the public.
- (9) Council Members shall be familiar with the incorporating documents, relevant legislation and regulations, bylaws, and policies of the organization as well as the rules of procedure and proper conduct of a meeting so that any decision of the Council may be made in an efficient, knowledgeable and expeditious fashion.
- (10) Council Members will be properly prepared for, and actively participate in Council deliberation.
- (11) Council Members will support the legitimacy and authority of Council decisions, regardless of the member's personal position on the issue.
- (12) Council Members shall regularly take part in educational activities that will assist them in carrying out their responsibilities.
- (13) Council Members are expected to attend all meetings and to be punctual.
- (14) Council Members who are unable to attend a meeting shall inform the President and the Registrar/CEO of their expected absence and the reason for it.
- (15) Council Members shall be prepared **to serve on** committees and complete individual tasks as assigned by the Council from time to time.

Conflict of Interest

- (16) The terms "conflict of interest" and "appearance of bias" are often used interchangeably. The term "conflict of interest" generally applies to policy or administrative decisions while the term "appearance of bias" generally applies to an adjudicative type of decision. For the purpose of this bylaw, they mean the same thing.
- (17) Council Members must not carry out their duties when they are in a conflict of interest. A conflict of interest exists where a reasonable person could conclude that the personal interests of the individual or a related person or company could improperly influence the individual's judgment in performing his or her duties as a Council Member.
- (18) There must be no self-dealing or any conduct of private business or personal services between any Council Member and the organization, except as procedurally controlled to assure openness, competitive opportunity, and equal access to otherwise "inside" information. Council Members will annually disclose their involvements with other organizations, with vendors, or any associations that might be or might reasonably be seen as being a conflict.
- (19) Council Members may not accept an employment or administrative position with the College, including that of the Registrar, unless one year has passed since he or she was a Council Member or Non-Council Member.

- (20) Council Members will not use their Council or committee position to obtain employment in the organization for themselves, family members, or close associates. Should a Council Member wish to apply for employment, he or she must resign from the Council and not apply before a date twelve (12) months from the effective date of their resignation. Family members are spouse, life partner, child, parent, in-law, live-in grandparent or sibling.

Examples of Conflicts of Interest

- (21) Without limiting the usual and ordinary meaning of “conflict of interest” or “appearance of bias”, some examples of activities or circumstances that would usually constitute a conflict of interest or an appearance of bias for a Council or Non-Council Member include the following:
- (a) Where the decision could confer a more than trivial financial or other benefit or burden to the Council Member or their close relative or friend or affiliated entity;
 - (b) Where the Council Member or their close relative or friend or affiliated entity seeks or accepts more than a nominal gift from a person or entity connected to or affected by the College or its mandate or a gift which could reasonably be viewed as influencing the Council or Committee Member;
 - (c) Where the Council Member or their close relative or friend or affiliated entity uses the Council Member’s position with the College to advance their personal or financial interests;
 - (d) Where the Council Member takes action or counsels another to take action against the College, the reputation of the College or its staff;
 - (e) Where the Council Member is running for national or provincial public office and where the Council or Committee Member has not taken a leave of absence from all Council and committee positions at the College;
 - (f) Where the Council Member agrees to give or gives a presentation on an issue related to the College’s role or activities without prior College approval;
 - (g) Where the Council Member agrees to participate or participates in a committee, working group, task force or other group related to the College’s role or activities without prior College approval;
 - (h) Where the Council Member, who is not the official spokesperson for the College, is in communication with government officials, politicians or the media on any matter related to the College without prior College approval;
 - (i) Where the Council Member publishes, including a posting on social media, a statement that could impair the public’s confidence in the College or compromise the policy or public image of the College or the Council Member’s ability to make transparent, objective, impartial and fair decisions that are in the public interest;
 - (j) Where the Council Member appears to give preferential access to a person or entity that advances the interests of dental hygienists or that has policy-making responsibilities for dental hygienists or that oversees the regulation of dental hygienists without prior College approval;

- (k) Where the Council Member advises or assists anyone in their dealings with the College, including acting as a peer mentor unless the Council Member has prior College approval;
- (l) Where the Council Member demonstrates a closed mind on an issue that is coming up, or is likely to come up, before the College;
- (m) Where the Council Member is the subject of an inquiry or investigation by the College, the police or another authority that impairs the ability of the Council Member to participate in a decision or to continue to serve in his or her position or has the potential to jeopardize public trust in the member, the Council, the Committee or the College;
- (n) Where the Council Member applies for employment with the College without first resigning all Council and committee positions;
- (o) Where the Council Member has a connection with a person or issue to be determined that would reasonably be seen by those who know all of the circumstances as incompatible with his or her responsibilities as an impartial decision-maker; and
- (p) Where the Council Member or their close relative or friend or affiliated entity uses materials developed for the College for commercial purposes without prior College approval.

Preventing and Addressing Conflicts of Interest

- (22) Council Members shall avoid, where feasible, situations where they would have conflicting duties of confidentiality and disclosure between their role with the College and with another person or entity.
- (23) Where a Council Member is in doubt as to whether he or she has a conflict of interest, the Council Member shall consult with an appropriate person such as the Chair of the affected committee, the President, the Registrar, or independent legal counsel in a hearing.
- (24) If a Council Member believes that he or she has a conflict of interest in a particular matter, he or she shall,
 - (a) prior to any consideration of the matter, declare to the Council or the committee that he or she has a conflict of interest that prevents him or her from participating;
 - (b) not take part in the discussion of or vote on any question in respect of the matter;
 - (c) leave the room for the portion of the meeting relating to the matter even where the meeting is open to the public; and
 - (d) not attempt in any way to influence the voting or do anything which might be reasonably perceived as an attempt to influence other Council or Committee Members or the decision relating to that matter.
- (25) Where a Council Member declares a conflict of interest, that fact shall be recorded in the minutes of that meeting of Council or the committee.

- (26) Where a Council Member believes that another Council Member has a conflict of interest that has not been declared despite any appropriate informal communications with the other Council Member, the first Council Member shall advise an appropriate person such as the Chair of the affected committee, the President, the Registrar, or independent legal counsel in hearing matters. The person who is suggested as having a conflict of interest is entitled to address the matter before any decision is made regarding the issue under paragraph 28 of this Article.
- (27) Where a Council Member believes that another Council or Committee Member has already acted in a conflict of interest or is in an ongoing conflict of interest, he or she shall advise in writing an appropriate person such as the Chair of the affected committee, the President, the Registrar or independent legal counsel in hearing matters. The person who is suggested as having a conflict of interest is entitled to make submissions about the matter before any decision is made regarding the issue under paragraph 28 of this Article.
- (28) Where the Council or a Committee concludes that one of its members has a conflict of interest that has not been declared, it can, after allowing the affected member to make submissions regarding the issue, direct that the Council or Committee Member not participate in the discussion or decision, leave the room for that portion of the meeting and not try to or otherwise exert influence in the matter.

Declaration of Conflict of Interest by Council and Non-Council Members

- (29) Every Council Member shall declare, verbally, and where the Council deems it appropriate, in writing, if he or she has an actual or perceived conflict of interest pertaining to his or her duties as a Council or Committee Member. This declaration will take place at the first Council or Committee meeting at which he or she becomes aware of an actual or perceived conflict of interest and subsequently at the first Council meeting of each year.

Confidentiality

- (30) The purpose of this part of the bylaw is to provide helpful explanations as how to comply with the confidentiality provisions of the Code of Conduct. These provisions in no way limit the full extent of the duties set out in the Code of Conduct.
- (31) Council Members shall treat all information learned in the course of their duties, whether or not the information is related to an individual, as confidential and shall not disclose it unless a clearly identified exception applies.
- (32) Council Members shall review at least annually and when there are changes, the provisions in the *Regulated Health Professions Act* (especially section 36) and the Health Professions Procedural Code (especially sections 83 and 83.1), relating to confidentiality.
- (33) Council Members shall generally leave to College staff the disclosure of information under the legal exceptions to the duty of confidentiality. However, in appropriate circumstances, Council Members may disclose information directly when performing their duties, such as in rendering a decision and reasons on behalf of a committee, when appropriately discussing information that is public under the legislation and when consulting with their own legal counsel.

- (34) Even for communications within the College, Council Members shall only obtain or disclose information on a need-to-know basis.
- (35) Council Members will not share or post information on social media that compromises the organization or the Council's policy or public image.
- (36) Council Members shall take reasonable measures to safeguard College information including the safe management of paper documents and portable electronic devices and avoiding the use of unsecure electronic forms of communication or the use of social media for such communications.
- (37) Where a Council Member believes that there has been a breach of confidentiality by a Council or Committee Member, whether intentional or unintentional, he or she shall immediately advise the Registrar in writing providing all of the details. The Registrar shall notify the President as soon as possible of any breach of confidentiality by a Council or Committee Member.
- (38) Council Members will sign annually their agreement to abide by the Code of Conduct in its entirety.

3.8 Disqualification of Council and Non-Council Members

- (1) The Council shall disqualify a Registrant from sitting on Council or a Committee or serving as a Non-Council Member if the Registrant:
 - (a) is found by a panel of the Discipline Committee to have committed an act of professional misconduct or to be incompetent;
 - (b) is found by a panel of the Fitness to Practise Committee to be incapacitated;
 - (c) subject to the discretion of Council to excuse the absence, fails, without reasonable cause, to attend two consecutive meetings of the Council or fails, for any reason, to attend three consecutive meetings of the Council;
 - (d) subject to the discretion of Council to excuse the absence, fails to attend two consecutive meetings of a Committee without reasonable cause or fails, for any reason, to attend three consecutive meetings of a Committee of which she or he is a member;
 - (e) fails, without reasonable cause, to attend a hearing of a panel for which he or she has been selected;
 - (f) in the case of an Elected Member, ceases to qualify for election in the electoral district for which the Elected Member was Elected;
 - (g) in the case of an Academic Member, ceases to be Faculty;
 - (h) breaches section 36 of the Act which, in the opinion of Council, is of such a nature that warrants disqualification;
 - (i) ceases to be a Registrant;
 - (j) fails, in the opinion of the Council, to discharge properly or honestly any office to which he or she has been Elected, Selected or Appointed;

- (k) has breached the Code of Conduct or conflict of interest provisions of this bylaw which, in the opinion of the Conduct Committee or its delegate, is of such a nature that warrants disqualification;
 - (l) becomes a member of a Council of any other College regulated under the Act;
 - (m) is found guilty of a criminal offence which, in the opinion of Council, is of such a nature that warrants disqualification;
 - (n) has not complied, within 30 days, or as otherwise specified, of being given notice of the failure, the College's requirements to pay fees, or the College's requirements for the provision of information;
 - (o) has a term, limit or condition imposed by the Quality Assurance Committee, the Discipline Committee or the Fitness to Practise Committee on his or her certificate of registration;
 - (p) is or becomes an officer, director or employee of a Professional Advocacy Association (however, a Council Member shall not be disqualified by reason of serving on an association or organization to which he or she has been appointed by the Council as a representative of the College);
 - (q) initiates, joins, continues or materially contributes to a legal proceeding against the College of any Committee or representatives of the College;
 - (r) has been directed by the Inquiries, Complaints and Reports Committee to complete a specified continuing education or remediation program and/or to appear before a panel of the Committee to be cautioned in the six years prior to the term of such Member, or during the term of such Member; or
 - (s) has given an undertaking to the College in response to a request by a panel of the Inquiries, Complaints and Reports Committee related to a complaint or for a matter in which an investigator is appointed under clause 75(1)(a) or clause 75(1)(b) of the Code, in the six years prior to the term of such Member, or during the term of such Member.
- (2) Jurisdiction for disqualifying a Public Member falls to the Lieutenant Governor in Council. The President on behalf of Council shall report to the Public Appointments Secretariat if a Public Member:
- (a) subject to the discretion of Council to excuse the absence, fails, without reasonable cause, to attend two consecutive regular meetings of the Council or fails, for any reason, to attend three consecutive meetings of the Council;
 - (b) subject to the discretion of Council to excuse the absence, fails, without reasonable cause, to attend two consecutive regular meetings of a Committee of which she or he is a member or fails, for any reason, to attend three consecutive meetings of a Committee of which she or he is a member;
 - (c) fails, without reasonable cause, to attend a hearing of a panel for which she or he has been selected;

- (d) breaches section 36 of the Act which, in the opinion of Council, is of such a nature that warrants disqualification;
 - (e) has breached the Code of Conduct or conflict of interest provisions of this bylaw which, in the opinion of the Conduct Committee or its delegate, is of such a nature that warrants disqualification;
 - (f) ceases to be a resident of Ontario;
 - (g) fails, in the opinion of the Council, to discharge properly or honestly any office to which he or she has been appointed;
 - (h) becomes a member of a Council of any other College regulated under the Act;
 - (i) is found guilty of a criminal offence which, in the opinion of Council, is of such a nature that warrants disqualification;
 - (j) is or becomes an officer, director or employee of a Professional Advocacy Association (however, a Public Member shall not be reported to the Public Appointments Secretariat by reason of serving on an association or organization to which he or she has been appointed by the Council as a representative of the College); or
 - (k) initiates, joins, continues or materially contributes to a legal proceeding against the College or any Committee or representatives of the College.
- (3) A person who has served as a Council or Non-Council Member may not become an employee of the College until one year has passed following the expiration of their term of office.
- (4) A Council Member who has been disqualified from sitting on the Council ceases to be a member of the Council and ceases to be a member of any Committees, including any panel, to which he or she had been Appointed.

Suggested Motion – Friday, June 10, 2022

2.1 ADOPTION OF AGENDA

MOTION: **THAT** Council moves to approve the June 10, 2022 Council meeting agenda as presented.

Moved:

Seconded:

VOTE:

Conflict of Interest Declaration 2022

Annual Conflict of Interest Declaration

Michelle Atkinson on Friday, 1/21/2022

1. Please type your full name:

Michelle Atkinson

2. I have read sections 3.7 to 3.9 of the CDHO Bylaw 5 and I understand that I am accountable as a member of Council to conduct myself in compliance with these bylaws.

Yes

3. I understand that I am obligated to declare a conflict of interest with my Council responsibilities, if and when one arises.

Yes

4. I also understand that I am obligated to report instances of another Council member's conflict of interest with Council responsibilities of which I become aware.

Yes

5. Having reviewed the examples of conflict of interest [sec 3.7(21), I am declaring:

that I currently have potential conflicts of interest in my role as member of Council.

6. I am declaring the following potential conflicts of interest in my role as a member of Council.

Full time faculty member - Algonquin College

Conflict of Interest Declaration 2022

Annual Conflict of Interest Declaration

Loree Beniuk on Wednesday, 1/26/2022

1. Please type your full name:

Loree Beniuk

2. I have read sections 3.7 to 3.9 of the CDHO Bylaw 5 and I understand that I am accountable as a member of Council to conduct myself in compliance with these bylaws.

Yes

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4. I also understand that I am obligated to report instances of another Council member's conflict of interest with Council responsibilities of which I become aware.

Yes

5. Having reviewed the examples of conflict of interest [sec 3.7(21), I am declaring:

that I currently have no conflicts of interest in my role as a member of Council.

6. I am declaring the following potential conflicts of interest in my role as a member of Council.

Conflict of Interest Declaration 2022

Annual Conflict of Interest Declaration

Erin Betts on Friday, 1/21/2022

1. Please type your full name:

erin betts

2. I have read sections 3.7 to 3.9 of the CDHO Bylaw 5 and I understand that I am accountable as a member of Council to conduct myself in compliance with these bylaws.

Yes

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that I currently have no conflicts of interest in my role as a member of Council.

6. I am declaring the following potential conflicts of interest in my role as a member of Council.

Conflict of Interest Declaration 2022

Annual Conflict of Interest Declaration

Maheen Cassim on Wednesday, 2/16/2022

1. Please type your full name:

Maheen Cassim

2. I have read sections 3.7 to 3.9 of the CDHO Bylaw 5 and I understand that I am accountable as a member of Council to conduct myself in compliance with these bylaws.

Yes

3. I understand that I am obligated to declare a conflict of interest with my Council responsibilities, if and when one arises.

Yes

4. I also understand that I am obligated to report instances of another Council member's conflict of interest with Council responsibilities of which I become aware.

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5. Having reviewed the examples of conflict of interest [sec 3.7(21), I am declaring:

that I currently have no conflicts of interest in my role as a member of Council.

6. I am declaring the following potential conflicts of interest in my role as a member of Council.

Part time faculty member at Confederation College, Thunder Bay.

Conflict of Interest Declaration 2022

Annual Conflict of Interest Declaration

Anne-Marie Conaghan on Sunday, 1/23/2022

1. Please type your full name:

Anne-Marie Conaghan

2. I have read sections 3.7 to 3.9 of the CDHO Bylaw 5 and I understand that I am accountable as a member of Council to conduct myself in compliance with these bylaws.

Yes

3. I understand that I am obligated to declare a conflict of interest with my Council responsibilities, if and when one arises.

Yes

4. I also understand that I am obligated to report instances of another Council member's conflict of interest with Council responsibilities of which I become aware.

Yes

5. Having reviewed the examples of conflict of interest [sec 3.7(21), I am declaring:

that I currently have potential conflicts of interest in my role as member of Council.

6. I am declaring the following potential conflicts of interest in my role as a member of Council.

Program Coordinator, Georgian College. Item-writer, National Dental Hygiene Certification Board. Site-surveyor, Commission on Dental Accreditation of Canada.

Conflict of Interest Declaration 2022

Annual Conflict of Interest Declaration

Jennifer Cooper on Sunday, 1/23/2022

1. Please type your full name:

Jennifer Cooper

2. I have read sections 3.7 to 3.9 of the CDHO Bylaw 5 and I understand that I am accountable as a member of Council to conduct myself in compliance with these bylaws.

Yes

3. I understand that I am obligated to declare a conflict of interest with my Council responsibilities, if and when one arises.

Yes

4. I also understand that I am obligated to report instances of another Council member's conflict of interest with Council responsibilities of which I become aware.

Yes

5. Having reviewed the examples of conflict of interest [sec 3.7(21), I am declaring:

that I currently have potential conflicts of interest in my role as member of Council.

6. I am declaring the following potential conflicts of interest in my role as a member of Council.

Faculty at Fanshawe College, CDAC Surveyor (Dental Assisting Programs - Out of Province)

Conflict of Interest Declaration 2022

Annual Conflict of Interest Declaration

Pella Giabanis on Tuesday, 1/25/2022

1. Please type your full name:

Pella Giabanis

2. I have read sections 3.7 to 3.9 of the CDHO Bylaw 5 and I understand that I am accountable as a member of Council to conduct myself in compliance with these bylaws.

Yes

3. I understand that I am obligated to declare a conflict of interest with my Council responsibilities, if and when one arises.

Yes

4. I also understand that I am obligated to report instances of another Council member's conflict of interest with Council responsibilities of which I become aware.

Yes

5. Having reviewed the examples of conflict of interest [sec 3.7(21), I am declaring:

that I currently have no conflicts of interest in my role as a member of Council.

6. I am declaring the following potential conflicts of interest in my role as a member of Council.

Conflict of Interest Declaration 2022

Annual Conflict of Interest Declaration

Carla Grbac on Sunday, 1/23/2022

1. Please type your full name:

Carla Grbac

2. I have read sections 3.7 to 3.9 of the CDHO Bylaw 5 and I understand that I am accountable as a member of Council to conduct myself in compliance with these bylaws.

Yes

3. I understand that I am obligated to declare a conflict of interest with my Council responsibilities, if and when one arises.

Yes

4. I also understand that I am obligated to report instances of another Council member's conflict of interest with Council responsibilities of which I become aware.

Yes

5. Having reviewed the examples of conflict of interest [sec 3.7(21), I am declaring:

that I currently have no conflicts of interest in my role as a member of Council.

6. I am declaring the following potential conflicts of interest in my role as a member of Council.

Conflict of Interest Declaration 2022

Annual Conflict of Interest Declaration

Alessandro Greco on Friday, 2/4/2022

1. Please type your full name:

Alex Greco

2. I have read sections 3.7 to 3.9 of the CDHO Bylaw 5 and I understand that I am accountable as a member of Council to conduct myself in compliance with these bylaws.

Yes

3. I understand that I am obligated to declare a conflict of interest with my Council responsibilities, if and when one arises.

Yes

4. I also understand that I am obligated to report instances of another Council member's conflict of interest with Council responsibilities of which I become aware.

Yes

5. Having reviewed the examples of conflict of interest [sec 3.7(21), I am declaring:

that I currently have no conflicts of interest in my role as a member of Council.

6. I am declaring the following potential conflicts of interest in my role as a member of Council.

Conflict of Interest Declaration 2022

Annual Conflict of Interest Declaration

Farzana Hussain on Sunday, 1/23/2022

1. Please type your full name:

Farzana Hussain

2. I have read sections 3.7 to 3.9 of the CDHO Bylaw 5 and I understand that I am accountable as a member of Council to conduct myself in compliance with these bylaws.

Yes

3. I understand that I am obligated to declare a conflict of interest with my Council responsibilities, if and when one arises.

Yes

4. I also understand that I am obligated to report instances of another Council member's conflict of interest with Council responsibilities of which I become aware.

Yes

5. Having reviewed the examples of conflict of interest [sec 3.7(21), I am declaring:

that I currently have no conflicts of interest in my role as a member of Council.

6. I am declaring the following potential conflicts of interest in my role as a member of Council.

Conflict of Interest Declaration 2022

Annual Conflict of Interest Declaration

Ehizele Martin Iyamabo on Saturday, 1/22/2022

1. Please type your full name:

Martin Iyamabo

2. I have read sections 3.7 to 3.9 of the CDHO Bylaw 5 and I understand that I am accountable as a member of Council to conduct myself in compliance with these bylaws.

Yes

3. I understand that I am obligated to declare a conflict of interest with my Council responsibilities, if and when one arises.

Yes

4. I also understand that I am obligated to report instances of another Council member's conflict of interest with Council responsibilities of which I become aware.

Yes

5. Having reviewed the examples of conflict of interest [sec 3.7(21), I am declaring:

that I currently have no conflicts of interest in my role as a member of Council.

6. I am declaring the following potential conflicts of interest in my role as a member of Council.

Conflict of Interest Declaration 2022

Annual Conflict of Interest Declaration

Meghan Leuprecht on Sunday, 1/30/2022

1. Please type your full name:

Meghan Leuprecht

2. I have read sections 3.7 to 3.9 of the CDHO Bylaw 5 and I understand that I am accountable as a member of Council to conduct myself in compliance with these bylaws.

Yes

3. I understand that I am obligated to declare a conflict of interest with my Council responsibilities, if and when one arises.

Yes

4. I also understand that I am obligated to report instances of another Council member's conflict of interest with Council responsibilities of which I become aware.

Yes

5. Having reviewed the examples of conflict of interest [sec 3.7(21), I am declaring:

that I currently have potential conflicts of interest in my role as member of Council.

6. I am declaring the following potential conflicts of interest in my role as a member of Council.

Member of OCSWSSW

Conflict of Interest Declaration 2022

Annual Conflict of Interest Declaration

Caroline Lotz on Friday, 1/21/2022

1. Please type your full name:

Caroline Lotz

2. I have read sections 3.7 to 3.9 of the CDHO Bylaw 5 and I understand that I am accountable as a member of Council to conduct myself in compliance with these bylaws.

Yes

3. I understand that I am obligated to declare a conflict of interest with my Council responsibilities, if and when one arises.

Yes

4. I also understand that I am obligated to report instances of another Council member's conflict of interest with Council responsibilities of which I become aware.

Yes

5. Having reviewed the examples of conflict of interest [sec 3.7(21), I am declaring:

that I currently have no conflicts of interest in my role as a member of Council.

6. I am declaring the following potential conflicts of interest in my role as a member of Council.

Educator - Faculty of DH Program - Fanshawe College

Conflict of Interest Declaration 2022

Annual Conflict of Interest Declaration

Angelica Palantzas on Monday, 1/31/2022

1. Please type your full name:

Angelica Palantzas

2. I have read sections 3.7 to 3.9 of the CDHO Bylaw 5 and I understand that I am accountable as a member of Council to conduct myself in compliance with these bylaws.

Yes

3. I understand that I am obligated to declare a conflict of interest with my Council responsibilities, if and when one arises.

Yes

4. I also understand that I am obligated to report instances of another Council member's conflict of interest with Council responsibilities of which I become aware.

Yes

5. Having reviewed the examples of conflict of interest [sec 3.7(21), I am declaring:

that I currently have no conflicts of interest in my role as a member of Council.

6. I am declaring the following potential conflicts of interest in my role as a member of Council.

N/A

Conflict of Interest Declaration 2022

Annual Conflict of Interest Declaration

Vanessa Pereira on Friday, 1/21/2022

1. Please type your full name:

Vanessa Pereira

2. I have read sections 3.7 to 3.9 of the CDHO Bylaw 5 and I understand that I am accountable as a member of Council to conduct myself in compliance with these bylaws.

Yes

3. I understand that I am obligated to declare a conflict of interest with my Council responsibilities, if and when one arises.

Yes

4. I also understand that I am obligated to report instances of another Council member's conflict of interest with Council responsibilities of which I become aware.

Yes

5. Having reviewed the examples of conflict of interest [sec 3.7(21), I am declaring:

that I currently have no conflicts of interest in my role as a member of Council.

6. I am declaring the following potential conflicts of interest in my role as a member of Council.

Council Member Declaration

I Upneet Singh Sidhu (please print name):

- ☒ Have read sections 3.7 to 3.9 of the CDHO Bylaw 5 and I understand that I am accountable as a member of Council to conduct myself in compliance with these bylaws.
- ☒ I understand that I am obligated to declare a conflict of interest with my Council responsibilities, if and when one arises.
- ☒ I also understand that I am obligated to report instances of another Council member's conflict of interest with Council responsibilities of which I become aware.
- ☒ Having reviewed the examples of conflict of interest [sec. 3.7(21)], I am declaring that I currently have no conflicts of interest in my role as a member of Council.

OR

- ☐ I am declaring the following potential conflicts of interest in my role as a member of Council.

Organization, Associate, Vendor, Business, Person(s)	Description of Relationship, Role or Involvement

U. Singh
Signature

3 / 15 / 2022
Date

Conflict of Interest Declaration 2022

Annual Conflict of Interest Declaration

Terri Strawn on Friday, 1/21/2022

1. Please type your full name:

Terri Strawn

2. I have read sections 3.7 to 3.9 of the CDHO Bylaw 5 and I understand that I am accountable as a member of Council to conduct myself in compliance with these bylaws.

Yes

3. I understand that I am obligated to declare a conflict of interest with my Council responsibilities, if and when one arises.

Yes

4. I also understand that I am obligated to report instances of another Council member's conflict of interest with Council responsibilities of which I become aware.

Yes

5. Having reviewed the examples of conflict of interest [sec 3.7(21), I am declaring:

that I currently have potential conflicts of interest in my role as member of Council.

6. I am declaring the following potential conflicts of interest in my role as a member of Council.

Durham College - partial load faculty, Algonquin College - Part time faculty (depending on the semester), CDAC - periodic site surveyor, NDHCB - item writer, exam committee member

Conflict of Interest Declaration 2022

Annual Conflict of Interest Declaration

Margaret Wade on Saturday, 1/22/2022

1. Please type your full name:

Margaret Wade

2. I have read sections 3.7 to 3.9 of the CDHO Bylaw 5 and I understand that I am accountable as a member of Council to conduct myself in compliance with these bylaws.

Yes

3. I understand that I am obligated to declare a conflict of interest with my Council responsibilities, if and when one arises.

Yes

4. I also understand that I am obligated to report instances of another Council member's conflict of interest with Council responsibilities of which I become aware.

Yes

5. Having reviewed the examples of conflict of interest [sec 3.7(21), I am declaring:

that I currently have no conflicts of interest in my role as a member of Council.

6. I am declaring the following potential conflicts of interest in my role as a member of Council.

Conflict of Interest Declaration 2022

Annual Conflict of Interest Declaration

Jacqueline White on Saturday, 1/22/2022

1. Please type your full name:

Jacqueline White

2. I have read sections 3.7 to 3.9 of the CDHO Bylaw 5 and I understand that I am accountable as a member of Council to conduct myself in compliance with these bylaws.

Yes

3. I understand that I am obligated to declare a conflict of interest with my Council responsibilities, if and when one arises.

Yes

4. I also understand that I am obligated to report instances of another Council member's conflict of interest with Council responsibilities of which I become aware.

Yes

5. Having reviewed the examples of conflict of interest [sec 3.7(21), I am declaring:

that I currently have no conflicts of interest in my role as a member of Council.

6. I am declaring the following potential conflicts of interest in my role as a member of Council.

Conflict of Interest Declaration 2022

Annual Conflict of Interest Declaration

Mary Yeomans on Tuesday, 2/8/2022

1. Please type your full name:

Mary Yeomans

2. I have read sections 3.7 to 3.9 of the CDHO Bylaw 5 and I understand that I am accountable as a member of Council to conduct myself in compliance with these bylaws.

Yes

3. I understand that I am obligated to declare a conflict of interest with my Council responsibilities, if and when one arises.

Yes

4. I also understand that I am obligated to report instances of another Council member's conflict of interest with Council responsibilities of which I become aware.

Yes

5. Having reviewed the examples of conflict of interest [sec 3.7(21), I am declaring:

that I currently have potential conflicts of interest in my role as member of Council.

6. I am declaring the following potential conflicts of interest in my role as a member of Council.

Cambrian College educator - items/students in relation to Cambrian College will be a conflict

Suggested Motion – Friday, June 10, 2022

4.0 CONSENT AGENDA ITEMS (4.1. – 4.1.1)

A consent agenda is a bundle of items that is voted on, without discussion, as a package. It differentiates between routine matters not needing explanation and more complex issues needing examination. The Chair will ask if anyone wishes to remove an item from the consent agenda. Any Council member may request an item be removed so it can be discussed.

MOTION: **THAT** Council moves to approve the consent agenda.

Moved:

Seconded:

VOTE:

COUNCIL MEETING MINUTES

Virtual Zoom Meeting

Livestreamed to the CDHO YouTube Channel

Friday, March 4, 2022

9:00 a.m. – 2:30 p.m.

COUNCIL MEMBERS PRESENT:

Terri Strawn, Professional Member, President
Michelle Atkinson, Professional Member
Loree Beniuk, Public Member
Erin Betts, Public Member
Maheen Cassim, Professional Member
Anne-Marie Conaghan, Academic Member
Jennifer Cooper, Academic Member
Carla Grbac, Professional Member
Farzana Hussain, Professional Member
Meghan Leuprecht, Public Member
Caroline Lotz, Professional Member
Angelica Palantzas, Public Member
Vanessa Pereira, Professional Member, Vice-President
Margaret Wade, Public Member
Jacqueline White, Professional Member
Mary Yeomans, Professional Member

REGRETS:

Pella Giabanis, Public Member
Alessandro Greco, Public Member
Ehizele Martin Iyamabo, Public Member

ADMINISTRATION:

Dr. Glenn Pettifer, Registrar and CEO
Jane Keir, Deputy Registrar and Director of
Professional Practice
Suzanne Fox, Director, Corporate Services
Eric Bruce, Director, Professional Conduct
Veronica Douglas, Executive Administrator
Melanie Warnock, Executive Administrator

GUESTS:

Julie Maciura, SML, CDHO Legal Counsel
Rebecca Durcan, SML (12:45 p.m.- 1:45 p.m.)

1.0 CALL TO ORDER

1.1 Roll Call

The Chair, Terri Strawn, called the meeting to order at 9:01 a.m.

1.2 Opening Remarks

Terri Strawn welcomed Council and guests to the March Council meeting. It was acknowledged that the CDHO office is located on the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat people and is now home to many diverse First Nations, Inuit and Métis people. It was also acknowledged that Toronto is covered by Treaty 13 with the Mississaugas of the Credit.

The Chair of the Discipline Committee, Jacqueline White, provided an update to Council on the Discipline Committee's activities. She advised that the application for leave to appeal to the Supreme Court of Canada from the decision of the Ontario Court of Appeal from the registrant in *CDHO v. Alexandru Tanase* was rejected and upheld the Discipline Committee's decision. As such, the registrant's certificate of registration was revoked on February 25, 2022. In addition, written reasons for decision for the *CDHO v. Elizabeth Diego* matter have been posted on the CDHO website.

The Registrar provided an update to Council on the Registrar's Administrative Report. He advised that the CDHO is in its final stages of providing a hybrid work plan for staff and that the financial audit is under way and the College remains in a strong financial position.

The President, Terri Strawn, provided an update to Council on the President's Report. She advised that additional meetings with the Registrar took place on February 11th, February 17th, and March 3rd and that the Executive Committee met on February 25, 2022.

MOTION: **THAT** Council moves to approve the Discipline Committee Report, the Registrar's Report, and the President's Report.

Moved: Carla Grbac

Seconded: Anne-Marie Conaghan

VOTE:

CARRIED

5.0 OWNERSHIP LINKAGE

5.1 Status of Ownership Linkage Activities

The Ownership Linkage Committee has not met since the last Council meeting.

6.0 ENDS ITEMS FOR DECISION

There were no agenda items for this meeting.

7.0 GOVERNANCE PROCESS ITEMS FOR DECISION

7.1 Competency Committee

Vanessa Pereira provided an overview of the committee's work and its goals for the year. The Competency Profile Committee was tasked with the development and implementation of a competency framework for Council and committee members. In 2021, Council approved the competency framework. The framework is meant to screen people in and identify gaps that can be filled through education or recruitment for the Council to best serve the public interest.

7.2 CPMF Committee

Michelle Atkinson provided an update regarding the College Performance Measurement Framework, reporting that it is due at the end of March. The committee met on January 13th and is on track to provide Council with the report prior to submitting the report on March 31st.

7.3 Amalgamation Transition Oversight Committee

Terri Strawn advised Council that the Executive Committee has decided to withdraw the CDHO from the Tri-College Memorandum of Understanding regarding amalgamation between the CDHO, College of Dental Technologists of Ontario (CDTO) and College of Denturists of Ontario (CDO). The Registrar provided notice to the CDTO and the CDO on March 1, 2022.

7.4 Governance Reform and Regulatory Modernization: Ministry of Health Consultation

The Registrar advised that Council was given the opportunity to provide feedback to the Ministry of Health on some proposed changes to how health profession regulatory colleges perform their functions. At their February 25th workshop, Council discussed the different aspects of governance reform and regulatory modernization and its potential impact to the CDHO. The recommendations and comments from Council were submitted to the Ministry on March 1, 2022.

7.5 Bylaw 5 Revision Proposal

MOTION: **WHEREAS** the Health Professions Procedural Code of the *Regulated Health Professions Act* provides Council with the authority to make Bylaws relating to the administrative affairs of the College and also requires that any Bylaws regarding Registrant registration fees be circulated to all Registrants and stakeholders for a consultation period of not less than 60 days; and

WHEREAS Council has received the information it requires to make a decision regarding the proposed amendments to the College's Registration fee amounts and operational matters related to the deadline date for Registration renewal; and

WHEREAS the Council values stakeholder input and gives due consideration to the potential effect Bylaw changes may have on stakeholders;

THEREFORE, BE IT RESOLVED THAT the proposed amendments to Bylaw No. 5 Article 16.2 (I), (2), and (3) be approved in principle and circulated to Registrants of the College and other stakeholders for

comment that will be brought back to Council for final consideration, including amendment, and/or approval.

MOVED: Vanessa Pereira
SECONDED: Michelle Atkinson
VOTE:

CARRIED

7.6 Dissolution of the Registrar Transition Committee

MOTION: **WHEREAS** the 2021 Executive Committee acted in their role as Registrar Transition Committee to support Council in its recruitment, selection, and orientation of a Registrar/CEO;

WHEREAS Council members Caroline Lotz (professional member), Pauline Leroux (professional member), Terri Strawn (professional member), Martin Iyamabo (public member) and Joshua Hollenberg (public member) served as the Registrar Transition Committee;

WHEREAS Alex Greco replaced Joshua Hollenberg when his appointment as a public member ended;

WHEREAS the Committee carried out its responsibilities in accordance with Governance Process policy 4.9, including presenting a select number of candidates for consideration and final selection by Council as a whole;

WHEREAS the Committee has now completed its responsibilities;

THEREFORE, BE IT RESOLVED THAT The Registrar Transition Committee be dissolved with the appreciation of Council to committee members for their work.

MOVED: Carla Grbac
SECONDED: Meghan Leuprecht
VOTE

8.0 COUNCIL-REGISTRAR DELEGATION ITEMS FOR DECISION

8.1 Policy Content Review CRD 4

CRD 4 was reviewed, and no updates were made.

8.2 Policy Content Review CRD 5

CRD 5 was reviewed, and no updates were made.

9.0 EXECUTIVE LIMITATIONS ITEMS FOR DECISION

9.1 Policy Content Review: EL

EL was reviewed, and no updates were made.

9.2 Policy Content Review: EL 3

EL 3 was reviewed, and no updates were made.

9.3 Policy Content Review: EL 7

EL 7 was reviewed, and no updates were made.

9.4 Policy Content Review: EL 8

EL 8 was reviewed, and no updates were made.

10.0 REQUIRED APPROVALS AGENDA

There were no agenda items for this meeting.

11.0 MONITORING BOARD PERFORMANCE

There were no agenda items for this meeting.

12.0 BOARD EDUCATION

12.1 Risk-Based Regulation Presentation by Rebecca Durcan

Rebecca Durcan from Steinecke Maciura LeBlanc presented to Council about Risk-Based Regulation. She discussed risk management through identifying, assessing, treating and monitoring risks and its importance in the College's mandate of protecting the public.

13.0 MONITORING CEO PERFORMANCE

MOTION TO MOVE IN CAMERA

MOTION: **THAT** Council move in Camera as per RHPA, *Schedule 2, Section 7(2)(d)* at 10:35 a.m., for agenda items 13.1–13.4.

Moved: Michelle Atkinson

Seconded: Jacqueline White

VOTE:

CARRIED

13.1 EL 4(1)

MOTION: **THAT** Council has assessed the monitoring report for Executive Limitations Policy 4(1) and determined there is sufficient, verifiable evidence of a reasonable interpretation.

Moved: Caroline Lotz
Seconded: Jacqueline White
VOTE:

CARRIED

13.2 EL 7

MOTION: **THAT** Council has assessed the monitoring report for Executive Limitations Policy 7 and determined there is sufficient, verifiable evidence of a reasonable interpretation.

Moved: Maheen Cassim
Seconded: Mary Yeomans
VOTE:

CARRIED

13.3 EL 10

MOTION 1: **THAT** Council has assessed the monitoring report for Executive Limitations Policy 10 and determined there is sufficient, verifiable evidence of a reasonable interpretation.

Moved: Meghan Leuprecht
Seconded: Michelle Atkinson
VOTE:

CARRIED

13.4 EL 11

MOTION 1: **THAT** Council has assessed the monitoring report for Executive Limitations Policy 11 and determined there is sufficient, verifiable evidence of a reasonable interpretation.

Moved: Jacqueline White
Seconded: Erin Betts
VOTE:

CARRIED

MOTION TO MOVE OUT OF CAMERA

MOTION: **THAT** Council move out of Camera as per RHPA, *Schedule 2, Section 7(2)(d)* at 11:20 a.m.

Moved: Jacqueline White
Seconded: Margaret Wade
VOTE:

CARRIED

14.0 SELF-EVALUATION OF GOVERNANCE PROCESS

14.1 Council Meeting Evaluation

The Council Feedback Survey was sent to Council members to be completed electronically. Council reviewed the results in the meeting.

15.0 NEXT MEETING DATE

The next Council meeting is June 10, 2022.

16.0 ADJOURNMENT

MOTION: **THAT** the Council meeting be adjourned at 1:56 p.m.

Moved: Carla Grbac

Seconded: Margaret Wade

VOTE:

CARRIED

Approved by:

Signature of Chair, Terri Strawn

Date _____

EXECUTIVE COMMITTEE REPORT

June 10, 2022

COMMITTEE MEMBERS

Professional Members

Terri Strawn, President

Vanessa Pereira, Vice-President

Michelle Atkinson

Public Members

Alex Greco

Margaret Wade

Mandate of the Committee: Except as provided by the Act, the Executive Committee may exercise all the powers and duties of the Council with respect to any matter that, in the opinion of the Executive Committee, requires attention between meetings of the Council.

INTRODUCTION

Since its last report to Council, the Executive Committee met through videoconference on March 25, April 22 and May 6, 2022. Approved Executive Committee meeting minutes are available to Council via Board Effect in the 'Library'.

ITEMS FOR INFORMATION

CDHO Governance

The Executive planned the agendas for the June 9 Council workshop and the June 10 Council meeting.

The Executive Committee reviewed the CDHO's Q1 Financial Report and no issues were raised.

The Executive Committee hosted a meeting with the ODHA Executive Director and Board of Directors on April 22, 2022. A variety of common interest items were discussed. A Joint Communication will be posted on the CDHO website.

The Executive Committee directed the Registrar to hire a consultant to perform a full comparison of the Council Policy Manual to the CPMF report to identify redundancies in monitoring and provide recommendations.

Public Member Appointments

Sasha Sidhu was appointed to Council on March 4, 2022, for a three-year term. His orientation is being scheduled.

Non-Council Appointments

The Investigations, Complaints and Reports Committee had a Non-Council Member vacancy. The Executive Committee appointed Tonia Peachman-Faust to the ICR Committee.

Auditor Assessment

The Executive held a virtual meeting with Blair MacKenzie and Usman Paracha from Hilborn LLP on March 6, 2022, for a post-audit discussion and review of the 2021 draft financial statements. The post-audit report will be presented to Council at the June Council meeting. Hilborn LLP will also bring some recommendations on the use of the CDHO's unrestricted funds to Council at the June meeting.

The Executive has included the Auditors Assessment tool in your meeting book. Council has not completed a comprehensive assessment of the auditors to date, and it is therefore recommended that for the 2022 CDHO audit a comprehensive audit assessment be completed.

CPMF Committee

The College Performance Measurement Framework Committee met on March 17, 2022, to assist Council in fulfilling its reporting responsibilities prior to the Ministry deadline. The committee will be providing an update to Council at the June Council meeting.

The CPMF Committee was tasked with completing Domain 1 of the CPMF as a part of the College Performance Management Framework report. With the report complete, submitted to the government and published on the CDHO website, the committee has fulfilled its responsibilities in this matter therefore, the Executive Committee is making the recommendation to disband the CPMF Committee. A briefing note has been included in the meeting book.

DISCIPLINE COMMITTEE REPORT

June 10, 2022

COMMITTEE MEMBERS

Chair: Jacqueline White, Professional Member

Vice-Chair: Carla Grbac, Professional Member

Professional Members (Council)

Michelle Atkinson
Maheen Cassim
Anne-Marie Conaghan
Jennifer Cooper
Farzana Hussain
Caroline Lotz
Vanessa Pereira
Terri Strawn
Mary Yeomans

Public Members (Council)

Loree Beniuk
Erin Betts
Pella Giabanis
Alessandro Greco
Ehizele Martin Iyamabo
Meghan Leuprecht
Angelica Palantzas
Upneet (Sasha) Sidhu
Margaret Wade

Professional Members (Non-Council)

Gillian Dunn
Paula Malcomson

Mandate of the Committee: To hear and decide on allegations of professional misconduct and/or incompetence made against registrants of the CDHO.

INTRODUCTION

Since its last report to Council in March 2022, the Discipline Committee has not held a plenary meeting.

ITEMS FOR INFORMATION – Related to Mandate

- *CDHO v. Jessie Kalvatis and Tara Jeffrey* were heard jointly by a panel on April 19, 2022. The matters proceeded as uncontested hearings with agreed statements of facts and joint submissions on penalty. The registrants were found to have engaged in professional misconduct, and reasons for decision in both cases were released on May 2, 2022.

- *CDHO v. Cynthia DeMarco* was heard by a panel on April 29, 2022. The matter proceeded as a contested hearing in absentia (i.e., the registrant was not in attendance at the hearing). The registrant was found to have engaged in professional misconduct. A penalty hearing is being scheduled.
- *CDHO v. Kelly Miranda Lourenco* is scheduled to be heard by a panel on June 16, 2022.

CONCLUSION

The Discipline Committee is continuing to ensure that all matters referred to it are dealt with in a fair, consistent, and timely manner.

FITNESS TO PRACTISE COMMITTEE REPORT

June 10, 2022

COMMITTEE MEMBERS

Chair: Vacant

Professional Members (Council)

Michelle Atkinson
Maheen Cassim
Anne-Marie Conaghan
Jennifer Cooper
Carla Grbac
Farzana Hussain
Caroline Lotz
Vanessa Pereira
Terri Strawn
Jacqueline White
Mary Yeomans

Public Members (Council)

Loree Beniuk
Erin Betts
Pella Giabanis
Alessandro Greco
Ehizele Martin Iyamabo
Meghan Leuprecht
Angelica Palantzas
Margaret Wade
Upneet (Sasha) Sidhu

Mandate of the Committee: To hear and determine allegations of incapacity made against registrants of the CDHO.

INTRODUCTION

The Fitness to Practise Committee conducts hearings to determine whether a registrant is suffering from a health condition or disorder that is affecting or may affect their ability to practise safely and effectively. Given the personal health information that is often at issue in such hearings, they are closed to the public; however, any finding by the Fitness to Practise Committee will be summarized on the College's public register. In addition, the College's bylaws permit information about any allegations of incapacity at issue in a hearing to be published. Further, when a finding of the Fitness to Practise Committee is under appeal, it will be noted on the public register.

ITEMS FOR INFORMATION – Related to Mandate

The Fitness to Practise Committee has not met and panels of the Committee have conducted no hearings since the last report to Council in March 2022.

INQUIRIES, COMPLAINTS AND REPORTS COMMITTEE REPORT

June 10, 2022

COMMITTEE MEMBERS

Panel A

Chair: Michelle Atkinson, Professional Member

Professional Members (Council)

Michelle Atkinson – Chair of Panel A
Jennifer Cooper

Public Members (Council)

Loree Beniuk
Erin Betts

Professional Members (Non-Council)

Larissa Voytek
Kim McNamara

Panel B

Chair: Caroline Lotz, Professional Member

Professional Members (Council)

Caroline Lotz – Chair of Panel B
Mary Yeomans

Public Members (Council)

Meghan Leuprecht
Margaret Wade

Professional Members (Non-Council)

Julie Farmer
Tonia Peachman-Faust

Mandate of the Committee: The ICRC is a statutory Committee created under the *Regulated Health Professions Act, 1991*. Its mandate is to review all complaints, reports and inquiries in a fair and consistent manner to determine what action, if any, is appropriate in each case.

INTRODUCTION

The Inquiries, Complaints and Reports Committee (ICRC) is divided into two main Panels (A and B) and a third supplementary Panel (C) may be established to accommodate the number of ongoing investigations, to avoid any potential conflicts of interest and to be able to select members, should the need arise, for a discipline hearing.

The ICRC as a whole met on March 18, 2022, for orientation and to elect a chair of the committee. Michelle Atkinson was elected. The panels of the ICRC met on the following dates by video conference since the last Report to Council of March 4, 2022.

Panel A	Panel B
March 7, 2022 May 19, 2022	April 8, 2022

ITEMS FOR INFORMATION – Related to Mandate

The following tables detail, in summary form, the activities of the ICRC since the last Report to Council (which reported information up to February 9, 2022).

Number of Investigations Carried Over from Previous Period(s) ¹			
	Complaints	Reports	QA Referrals
Investigations commenced before February 9, 2022	13	12	none

Intake of new investigations			
	Complaints	Registrar's Reports	QA Referrals
February 10, 2022, to May 17, 2022	11	10	2

Decisions Made and Finalized by ICRC			
	Complaints Outcomes	Reports and Incapacity Outcomes	QAC Outcomes
February 10, 2022, to May 17, 2022	No Further Action: 4 Advice and Recommendation: 2 Specified Continuing Education or Remediation Program (SCERP): 1	Specified Continuing Education or Remediation Program (SCERP): 4	No QAC Outcomes to Report

Health Professions Appeal and Review Board Matters			
	Matters in Progress	Matters Heard, Decision Pending	Decision(s)
February 10, 2022, to May 17, 2022	5	2	2

The ICRC Decision with Reasons were both upheld in the two HPARB decisions that were issued.

¹ Carryover (carried over) refers to investigations that began before the last Council meeting which are still being investigated or have been completed.

Incapacity

The ICRC continues to deal with one incapacity matter since the last report to Council.

Timelines

The *Regulated Health Professions Act, 1991* states that complaints shall be disposed of within 150 days. However, if a complaint is not disposed of within 150 days, the ICRC does not lose jurisdiction to continue the investigation. A notice, however, must be provided to the complainant at 150 days and to all parties and the Health Professions Appeal and Review Board at 210 days. At 240 days and every thirty days thereafter, the College provides notice to the parties setting out the reason for the delay. Although these timelines only apply to complaints, the ICRC aims to dispose of all investigations using the same benchmarks of 150, 210 and 240 days. Reasons for a delay may be due to the complexity of the matter.

Numbers of days to disposition on completed matters from February 10, 2022, to May 17, 2022 (time of writing) were as follows:

Timeline	Complaints	Registrar's Reports	QA Referrals
150 days or less	3	---	---
151 days to 210 days	1	2	---
211 days to 240 days	2	---	---
More than 240 days	1	2	---

CONCLUSION

The ICRC continues to review all complaints and reports in a fair and consistent manner.

PATIENT RELATIONS COMMITTEE REPORT

June 10, 2022

COMMITTEE MEMBERS

Chair: Meghan Leuprecht

Professional Members (Council)

Maheen Cassim

Farzana Hussain

Professional Members (Non-Council)

Paula Malcomson

Public Members (Council)

Alessandro Greco

Ehizele Martin Iyamabo

Meghan Leuprecht

Mandate of the Committee: As a statutory committee under the RHPA, the mandate of the Patient Relations Committee is to develop and implement a program that includes two distinct components: 1) measures for preventing or dealing with sexual abuse of patients; and 2) to inform the public about the importance of oral health and dental hygienists' responsibilities within health care.

INTRODUCTION

The Patient Relations Committee met once on March 10, 2022, by zoom video communication. This meeting involved an initial orientation session outlining the roles, responsibilities, and mandates of the Committee. **Meghan Leuprecht** was elected Chair of the Committee.

ITEMS FOR INFORMATION – Related to Mandate

Sexual Abuse Prevention Plan Review

The Committee reviewed the Sexual Abuse Prevention Plan. The Committee was satisfied that the plan continues to meet its mandate. No changes or revisions were required at this time.

Funding for Therapy Policy Review

- The Committee reviewed the policy on Funding for Therapy. No changes to the present funding funds were made. The amount was increased last year.
- **Application Forms:** The updated applications forms were presented and accepted by the Committee. (Draft by Eric Bruce)

- **College Training:** The Committee discussed the possibility of having internal training done to guide the clients with the funding process. Also discussed was the possibility of having an external contact for further guidance to the clients.
- **Registrants' Education Plan:** The possibility of creating a Webinar regarding the Prevention of abuse / boundaries / spousal exceptions was discussed.
- **Updated Patient Relations Terms of Reference:** The Committee was presented with the 2017 Patient Relations Terms of Reference, and it was signed by the Chair.

Discipline Hearings

At the time of the Committee's meeting, the following were the only Disciplinary Matters:

- Mahenka
- DH treating a partner

CDHO Social Media

As of May 26, 2022, the CDHO FB page has 5,309 total page likes and 6,226 total page followers.

QUALITY ASSURANCE COMMITTEE REPORT

June 10, 2022

COMMITTEE MEMBERS

Chair: Terri Strawn, Professional Member

Professional Members (Council)

Anne-Marie Conaghan

Farzana Hussain

Terri Strawn – Chair

Public Members (Council)

Angelica Palantzas

Margaret Wade

Professional Members (Non-Council)

Julie Farmer

Tonia Peachman-Faust

Mandate of the Committee: To fulfill the CDHO's legislative obligation to the public of Ontario and the Ministry of Health and Long-Term Care by facilitating dental hygienists as they monitor and improve their level of competence in their dental hygiene practice and environment, for consistency with CDHO Standards of Practice, bylaws and regulations.

INTRODUCTION

The Quality Assurance Committee met twice since the last Report to Council. The Committee met by videoconference on March 7 and April 29, 2022.

Panel A, comprised of Terri Strawn, Angelica Palantzas, and Julie Farmer, is scheduled to meet next on June 13, 2022. Panel B is scheduled to meet on June 16, 2022, and includes Anne-Marie Conaghan, Margaret Wade, and Tonia Peachman-Faust.

ITEMS FOR INFORMATION – Related to Mandate

Welcome Emails

'Welcome to the Profession' notices were sent out by email in April to 148 registrants who were registered between January 15 and March 31, 2022. The notice is designed to promote quality practice and to increase awareness of the CDHO resources available, such as the CDHO Knowledge Network, the practice advisors, and the Quality Assurance Program Self-Assessment and educational tools. This notice is sent by email to all new registrants quarterly.

Quality Assurance Records Peer Review Statistics (as of May 17, 2022)

Note: Data for the 2022 assessment period is preliminary. Registrants with deficiencies identified in the assessor's report are in the process of making written submissions to the Committee before decisions are made.

2022 Peer Assessment

Of the 2501¹ quality assurance records requested

2070 have met the assessment guidelines²

431 are in the assessment process⁴

0 are participating in directed learning/remediation

2022 Practice Reviews

Of the 17³ on-site practice assessments requested

3 have met the assessment guidelines²

14 are in the assessment process

0 are participating in directed learning/remediation

2021 Peer Assessment

Of the 2559¹ quality assurance records requested

2543 have met the assessment guidelines²

3 are in the assessment process⁴

13 are participating in directed learning/remediation

2021 Practice Reviews

Of the 50³ on-site practice assessments requested

39 have met the assessment guidelines²

0 are in the assessment process

11 are participating in directed learning/remediation

¹ Includes registrants who were selected by the Committee from referrals, for not completing the Annual Self-Assessment and/or have been carried forward from a previous assessment period.

² Includes registrants who have resigned, were exempted, or deferred to another assessment period and those referred to the ICRC for non-compliance.

³ Includes registrants who were carried forward from a previous assessment period and those placed into Path 3 for failure to submit QA records.

⁴ Includes registrants who were granted an extension to submit, those awaiting Committee decision, and those required to participate in an onsite practice review as part of their assessment.

Quality Assurance Program Evaluation

Further to the Committee's previous report, the program evaluation continues as expected. A final draft of the consultant's report was received on May 13, 2022, and is currently under review.

REGISTRATION COMMITTEE REPORT

June 10, 2022

COMMITTEE MEMBERS

Chair: Caroline Lotz, Professional Member

Professional Members (Council)

Maheen Cassim
Caroline Lotz – Chair
Jacqueline White

Public Members (Council)

Loree Beniuk
Pella Giabanis

Professional Members (Non-Council)

Vacant

Mandate of the Committee: The Registration Committee is a statutory Committee under the *RHPA*. It assesses an applicant's educational qualifications and suitability to practise dental hygiene in Ontario in an equitable and consistent manner. The Committee ensures that registrants meet the requirements as set out in the registration regulations.

INTRODUCTION

The Registration Committee convened on May 5, 2022, for a committee orientation, to review a general application for registration, and to review yearly submissions for a dental hygiene refresher course.

ITEMS FOR INFORMATION – Related to Mandate

Registration Statistics

Since last reported to Council:

	February 9, 2022	May 17, 2022
General Certificate of Registration	12,516	12,750
Specialty Certificate of Registration	603	605
Inactive Certificate of Registration	971	895

	February 9, 2022	May 17, 2022
Total Registrants	14,090	14,250
Authorized to Self-Initiate	6,422	6,471

Applications for Registration

Since the last Report to Council, the College received 202 new applications for registration. Two (2) applications required detailed review by the Registrar. One (1) of these applications was referred to the Registration Committee. The issues of concern included:

- An applicant having difficulty obtaining a physical copy of a certificate of professional conduct from another jurisdiction outside of Canada.
- A previous applicant who had re-applied to the CDHO and who had also previously been found guilty by the Discipline Committee of professional misconduct. The applicant had not complied with all items from the previous penalty and costs order from the Discipline Committee at the time of their re-application to the College. The same applicant's certificate of registration had also been revoked for non-payment of fees.

Refresher Course Approval

The committee reviewed the annual submissions for refresher courses and approved the one received submission which will be valid for a period of one year.

Changes to the Register

Since last reported to Council on March 4, 2022:

- 213 applicants were registered to practise
- 11 previous registrants of the College were re-registered
- 7 registrants were reinstated (from suspended)
- 54 registrants were suspended
- 0 registrants were revoked for non-payment of fees
- 20 registrants resigned
- 65 registrants were authorized to self-initiate

EXAMINATIONS COMMITTEE REPORT

June 10, 2022

COMMITTEE MEMBERS

Chair: Larissa Voytek, Non-Council Member

Professional Members (Non-Council)

Fatimah Datoo

Tonia Peachman-Faust

Mandate of the Committee: The Examinations Committee is responsible for overseeing the College-administered written examination and clinical competency evaluations, and addressing appeals related to the examination results.

INTRODUCTION

The Examinations Committee has not met since the last Council meeting on March 4, 2022.

CONCLUSION

The Examinations Committee continues to fulfill its mandate.

President's Report to Council

June 10, 2022

President's Activities

March 14 – Meeting with Vice-President V. Pereira re Exec meeting agenda
March 23 – Meeting with G. Pettifer to discuss Executive Committee meeting and ODHA/CDHO meeting.
March 24 – Meeting with VP – V. Pereira re Exec meeting
March 25 – Meeting with C. Grbac re Ownership Linkage Committee/monitoring
April 4 – Meeting with VP – V. Pereira re monitoring and Council evaluation
April 12 – Meeting with Deanna Williams re Council evaluation
April 21 – Meeting with G. Pettifer & V. Douglas – New member orientation (rescheduled), touch base
April 22 – ODHA/CDHO Executive Committee's joint meeting
April 22 – Executive Committee meeting
May 6 – Executive Committee meeting
May 9 – Meeting with M. Bach (CCDI) & V. Douglas – re June workshop
May 9 – Meeting with C. Grbac re Ownership Linkage monitoring and June workshop development
May 27 – Meeting with G. Pettifer re June Council meeting

Expense Policy Exceptions

Subject to pre-approval by the President and under special circumstances, the President may use her discretion to approve costs for accommodation outside the policy allocation. In doing so, Council has requested that when discretion has been used, the President is to report to Council with the rationale for the decision.

There were no expenses approved outside the policy allocation.

Council Monitoring

In an effort to increase the transparency of Council, the attendance record of Council members at meetings is included in this report. [[Appendix 1](#)]

Cost of Good Governance

In an effort to increase the transparency of Council, the breakdown of honorariums and expenses per Council member has been provided. [[Appendix 2](#)]

Appendix 1

Council Workshop/Meeting Attendance – 2022

Name	January 14 New Member Orientation	January 21 Meeting	February 25 Workshop	March 4 Meeting	
Professional Members					
Atkinson, Michelle	✗	✓	✓	✓	
Cassim, Maheen	✓	✓	✓	✓	
Conaghan, Anne-Marie (Academic)	✗	✓	✓	✓	
Cooper, Jennifer (Academic)	✗	✓	✗	✓	
Grbac, Carla	✗	✓	✓	✓	
Hussain, Farzana	✓	✓	✓	✓	
Lotz, Caroline	✓	✓	✗	✓	
Pereira, Vanessa (Vice-President)	✗	✓	✓	✓	
Strawn, Terri (President)	✗	✓	✓	✓	
White, Jacqueline	✗	✓	✓	✓	
Yeomans, Mary	✓	✓	✓	✓	
Public Members					
Beniuk, Loree	✗	✓	✓	✓	
Betts, Erin	✗	✓	✓	✓	
Giabanis, Pella	✗	✓	✗	✗	
Greco, Alex	✗	✓	✗	✗	
Iyamabo, Martin	✗	✗	✓	✗	
Leuprecht, Meghan	✗	✓	✗	✓	
Palantzas, Angelica	✓	✓	✓	✓	
Wade, Margaret	✗	✓	✓	✓	

✓ Attended

✗ Did not attend

Appendix 2

Professional Council Members Honorarium and Expense Claim Submissions - Quarterly

For the Year ending December 31, 2022

	Q1 HONORARIUM	Q1 EXPENSES	Q2 HONORARIUM	Q2 EXPENSES	Q3 HONORARIUM	Q3 EXPENSES	Q4 HONORARIUM	Q4 EXPENSES	TOTAL
Terri Strawn (president)	3,372.30	0.00		0.00		0.00		0.00	3,372.30
Michell Atkinson (vice-president)	3,249.00	0.00		0.00		0.00		0.00	3,249.00
Vanessa Pereira	2,419.50	0.00		0.00		0.00		0.00	2,419.50
Caroline Lotz	1,690.00	0.00		0.00		0.00		0.00	1,690.00
Ann-Marie Conaghan	1,407.00	0.00		0.00		0.00		0.00	1,407.00
Jennifer Cooper	1,840.00	0.00		0.00		0.00		0.00	1,840.00
Carla Grbac	1,049.00	0.00		0.00		0.00		0.00	1,049.00
Jacqueline White	1,049.00	0.00		0.00		0.00		0.00	1,049.00
Maheen Cassim	1,203.00	0.00		0.00		0.00		0.00	1,203.00
Farzana Hussain	1,561.00	0.00		0.00		0.00		0.00	1,561.00
Mary Yoemans	2,277.00	0.00		0.00		0.00		0.00	2,277.00
Ilga St. Onge	512.00	0.00		0.00		0.00		0.00	512.00
Non-Council Professional Members (combined)									2,531.00
								TOTAL	24,159.80

Includes claims for:

- council workshops/meetings
- committee meetings
- discipline hearings
- ad-hoc committee work

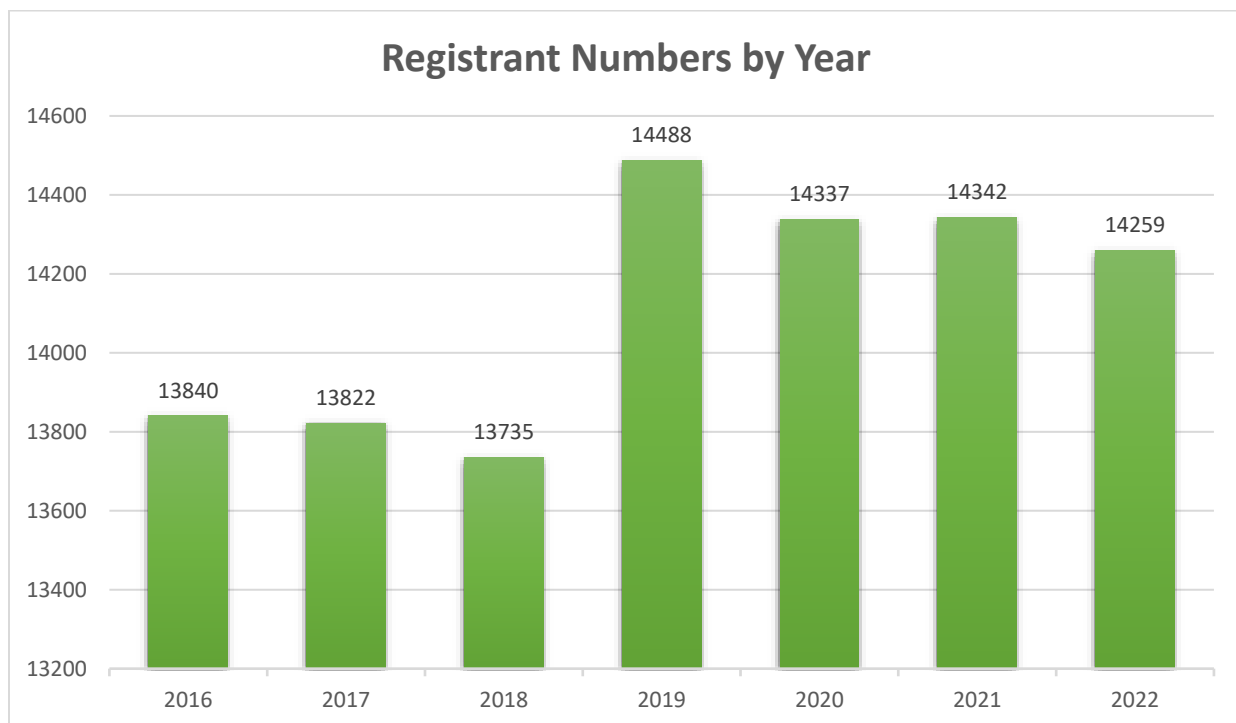
Registrar's Report

Public Interest Rationale – The Registrar is responsible for working collaboratively with the CDHO Council to effectively position the College to achieve its mandate of holding the public interest at the forefront of its deliberations, decisions, and initiatives. This mandate includes ensuring that people who access care from Registered Dental Hygienists in Ontario receive safe, ethical, competent care and that the statutory obligations articulated in the [Regulated Health Professions Act, 1991](#), the [Dental Hygiene Act, 1991](#) and other applicable legislation are met.

This report provides Council with a summary update on work that was done in between Council meetings and represents a report of this work since Council's last meeting on March 4, 2022.

COVID-19 Update – Staff continue to work remotely with individuals attending the office when the work process requires (i.e. physical mailing of notices to registrants). Following consideration of the relevant information including discussions with staff in a focus group format regarding the model of work locale, a hybrid model of work locale (remote / on-site) will be implemented.

Current College Registration Numbers



Operations

Human Resources – Mr. Jon Oliva joined the CDHO staff effective June 1, 2022. Mr. Oliva will function as the Manager of Information Technology Initiatives and Infrastructure. As his title suggests, he will be responsible for overseeing the security and efficient functioning of the CDHO's information technology infrastructure, overseeing the transition to a 100% business format, assisting in the management of the revision of the College's website, and supporting the development of QA resources.

Ms. Keisha Simpson joined the CDHO staff effective June 6, 2022, as Manager of Registration. Ms. Simpson brings a wealth of experience in Health Profession Registration to this new role. She will oversee the digitization of the College's Registration process, assist with identifying opportunities for process modification, and lead the Registration area in responding to the legal audit report that was received this month. Mr. Kyle Fraser, the current Manager of Registration will move into a new position, Manager, Quality Assurance Resources. This position was created to allow the College to access Kyle's interest and expertise in education as we build out some of the planned educational components of the QA program. Ms. Emily Liang joined the CDHO staff as Registration Coordinator on March 28, 2022.

Financial – The College remains in a strong financial position. The 2021 Financial Audit conducted by Hilborn LLP is complete and the draft Financial Statements will be presented to Council at its June 10, 2022 meeting.

Registrant Engagement

Practice Advisory Service

Since the last report to Council, the Practice Advisory Service responded to 1,157 enquiries.

	Calls	Emails	Total Enquiries	Top 3 Topics
March	211	126	337	1. COVID 2. Fallow Time 3. Self-initiation
April	197	89	286	
May	158	104	262	

Communications

Website updates and registrant communications – Since Council last met, several communications have been posted to the website and forwarded to Registered Dental Hygienists.

These included:

- March 14, 2022 – CDHO E-Brief, Volume 12, Issue 3
- April 12, 2022 – CDHO E-Brief, Volume 12, Issue 4
- May 12, 2022 – CDHO E-Brief, Volume 12, Issue 5

Program Elements

Registration – The legal audit for the Registration area has been completed. The identified opportunities for efficiency and process improvement will be the focus of the Registration team's efforts over the coming months. The new Registration Manager will oversee this work.

Quality Assurance – The report from the Cummings group on the QA program registrant survey has been received and is currently being reviewed by College staff. The next step in this review will be a discussion of the findings of the report with a third-party consultant, Dr. Zubin Austin who is an expert in the area of Quality Assurance program design. The discussion will assist in placing the report findings in the context of potential revisions of the College's QA program.

System Partner Representation

[Federation of Dental Hygiene Regulators of Canada \(FDHRC\)](#)

The Registrar represented the CDHO at several meetings of the FDHRC as a whole and hosted an in-person meeting of the Federation at the CDHO office May 17-18, 2022. Many items of national regulatory interest were discussed including consideration of revision of the National Standards of Practice, academic program accreditation, the national competency profile, and the national certification exam. The FDHRC has recently amalgamated with the National Dental Hygiene Certification Board (NDHCB). The FDHRC continues its work of developing policies and procedures for the amalgamated organization.

[Ontario Oral Health Professions Registrars](#)

This group of Registrars from the four oral health profession regulatory colleges (CDHO, CDO, RCDHO, CDTO) meets monthly to discuss areas of common interest. Current discussions include COVID-19 pandemic impact on oral health practice, and other regulatory matters related to the Ontario oral health professions. The four colleges have put together a group of experts who are providing the colleges with advice regarding any potential revisions to the current combined IPAC guidelines.

[Health Profession Regulators of Ontario \(HPRO\)](#)

HPRO supports information sharing and some collaborative initiatives among Ontario's Health Profession Regulators in Ontario. The group is comprised of the Registrars from each of Ontario's 26 health regulatory colleges that regulate 29 distinct health professions. HPRO supports collaborative initiatives to assist colleges in fulfilling their regulatory roles.

[Ontario Dental Hygienists' Association](#)

Cooperation with the ODHA is ongoing to ensure comprehensive and timely information is being provided to registrants. The CDHO Executive Committee and Registrar met with the ODHA Executive Committee and Executive Director on Friday, April 22, 2022, to discuss areas of common interest.

COLLEGE OF DENTAL HYGIENISTS OF ONTARIO

FINANCIAL STATEMENTS

DECEMBER 31, 2021

Independent Auditor's Report

To the Council of the College of Dental Hygienists of Ontario

Opinion

We have audited the financial statements of the College of Dental Hygienists of Ontario (the "College"), which comprise the statement of financial position as at December 31, 2021, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the College as at December 31, 2021, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the College in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises the information, other than the financial statements and our auditor's report thereon, in the annual report.

Our opinion on the financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

The annual report is expected to be made available to us after the date of our auditor's report. If, based on the work we will perform on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact to those charged with governance.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the ability of the College to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the College or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the financial reporting process of the College.

Independent Auditor's Report (continued)

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control of the College.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the College to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the College to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Toronto, Ontario
TBD

Chartered Professional Accountants
Licensed Public Accountants

COLLEGE OF DENTAL HYGIENISTS OF ONTARIO

Statement of Financial Position

December 31	2021 \$	2020 \$
ASSETS		
Current assets		
Cash	6,205,648	5,789,467
Investments (note 3)	1,708,521	1,690,263
Prepaid expenses	15,874	41,154
	7,930,043	7,520,884
Discipline cost recoverable (note 9)	128,000	128,000
Investments (note 3)	8,476,406	7,281,539
Capital assets (note 4)	1,644,459	1,898,856
Intangible assets (note 5)	191,834	349,708
	10,440,699	9,658,103
	18,370,742	17,178,987
LIABILITIES		
Current liabilities		
Accounts payable and accrued liabilities (note 6)	272,328	489,408
Deferred registration fees	5,382,085	5,309,040
	5,654,413	5,798,448
Deferred lease incentives (note 7)	159,975	182,297
	5,814,388	5,980,745
NET ASSETS		
Invested in capital and intangible assets	1,676,318	2,066,267
Internally restricted for complaints and discipline (note 8)	2,000,000	2,000,000
Unrestricted	8,880,036	7,131,975
	12,556,354	11,198,242
	18,370,742	17,178,987

The accompanying notes are an integral part of these financial statements

Approved on behalf of the Council:

President

Vice-President

COLLEGE OF DENTAL HYGIENISTS OF ONTARIO

Statement of Operations

Year ended December 31	2021 \$	2020 \$
Revenues		
Registration fees	5,846,055	5,872,670
Examination fees	262,600	227,150
Investment income	196,309	210,046
	6,304,964	6,309,866
Expenses		
Salaries and benefits	2,520,796	2,655,810
Complaints and discipline (note 9)	141,243	293,463
Public education	98,255	138,302
Consulting	43,101	56,125
Premises rent (notes 7 and 10)	402,781	423,830
Stationery, postage and printing	16,208	22,868
Examination	67,306	26,476
Council fees and expenses (note 10)	371,188	388,980
General and administrative	75,517	61,083
Merchant banking fees	131,996	126,444
Commission on dental accreditation	75,515	124,386
Quality assurance	206,830	280,196
Professional fees	67,776	89,654
Special project - clinical exam agreement	-	55,731
Information technology	254,852	241,518
Telephone, website and internet	51,333	62,282
Amortization - capital assets	254,397	259,112
Amortization - intangible assets	157,874	163,053
	4,936,968	5,469,313
Excess of revenues over expenses before other expense	1,367,996	840,553
Other expense		
COVID-19 related	9,884	59,535
Excess of revenues over expenses for year	1,358,112	781,018

The accompanying notes are an integral part of these financial statements

COLLEGE OF DENTAL HYGIENISTS OF ONTARIO

Statement of Changes in Net Assets

Year ended December 31

	Invested in capital and intangible assets \$	Internally restricted for complaints and discipline \$	Unrestricted \$	2021 Total \$
Balance, beginning of year	2,066,267	2,000,000	7,131,975	11,198,242
Excess of revenues over expenses for year	-	-	1,358,112	1,358,112
Amortization of capital assets	(254,397)	-	254,397	-
Amortization of intangible assets	(157,874)	-	157,874	-
Amortization of deferred lease incentives	22,322	-	(22,322)	-
Balance, end of year	1,676,318	2,000,000	8,880,036	12,556,354

The accompanying notes are an integral part of these financial statements

COLLEGE OF DENTAL HYGIENISTS OF ONTARIO

Statement of Changes in Net Assets (continued)

Year ended December 31

	Invested in capital and intangible assets \$	Internally restricted for complaints and discipline \$	Unrestricted \$	2020 Total \$
Balance, beginning of year	2,395,585	2,000,000	6,021,639	10,417,224
Excess of revenues over expenses for year	-	-	781,018	781,018
Purchase of capital assets	46,273	-	(46,273)	-
Purchase of intangible assets	24,252	-	(24,252)	-
Amortization of capital assets	(259,112)	-	259,112	-
Amortization of intangible assets	(163,053)	-	163,053	-
Amortization of deferred lease incentives	22,322	-	(22,322)	-
Balance, end of year	2,066,267	2,000,000	7,131,975	11,198,242

The accompanying notes are an integral part of these financial statements

COLLEGE OF DENTAL HYGIENISTS OF ONTARIO

Statement of Cash Flows

Year ended December 31	2021 \$	2020 \$
Cash flows from operating activities		
Excess of revenues over expenses for year	1,358,112	781,018
Adjustments to determine net cash provided by (used in) operating activities		
Amortization - capital assets	254,397	259,112
Amortization - intangible assets	157,874	163,053
Interest received on investments capitalized in prior years	64,175	61,441
Interest capitalized on investments	(67,909)	(65,987)
Amortization of deferred lease incentives	(22,322)	(22,322)
	1,744,327	1,176,315
Change in non-cash working capital items		
Decrease in prepaid expenses	25,280	70,325
Decrease in accounts payable and accrued liabilities	(217,080)	(69,260)
Increase (decrease) in deferred registration fees	73,045	(78,560)
	1,625,572	1,098,820
Cash flows from investing activities		
Purchase of investments	(2,884,391)	(2,529,815)
Proceeds from sale of investments	1,675,000	1,430,000
Purchase of capital assets	-	(46,273)
Purchase of intangible assets	-	(24,252)
	(1,209,391)	(1,170,340)
Net change in cash	416,181	(71,520)
Cash, beginning of year	5,789,467	5,860,987
Cash, end of year	6,205,648	5,789,467

The accompanying notes are an integral part of these financial statements

COLLEGE OF DENTAL HYGIENISTS OF ONTARIO

Notes to Financial Statements

December 31, 2021

Nature and description of the organization

The College of Dental Hygienists of Ontario (the "College") was incorporated as a non-share capital corporation under the Regulated Health Professions Act, 1991 ("RHPA"). As the regulator and governing body of the dental hygiene profession in Ontario, the major function of the College is to administer the Dental Hygiene Act, 1991 in the public interest.

The College is a not-for-profit organization, as described in Section 149(1)(l) of the Income Tax Act, and therefore is not subject to income taxes.

1. Significant accounting policies

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

(a) Revenue recognition

Registration fees are recognized as revenue in the fiscal year to which they relate. The registration year of the College coincides with that of the fiscal year of the College, being January 1 to December 31. Registration fees received in advance of the fiscal year to which they relate are recorded as deferred registration fees.

Examination fees for self-study courses are recognized as revenue upon enrolment in the course.

Investment income comprises interest from cash and investments and realized gains and losses on the sale of investments. Interest on investments is recognized over the terms of the investments using the effective interest method.

(b) Investments

Investments consist of Canadian fixed income investments with maturity dates greater than twelve months from date of acquisition. Investments that mature within twelve months from the year-end date are classified as current.

(c) Net assets invested in capital and intangible assets

Net assets invested in capital and intangible assets comprises the net book value of capital and intangible assets less the unamortized balance of deferred tenant inducements used to purchase the capital assets.

COLLEGE OF DENTAL HYGIENISTS OF ONTARIO

Notes to Financial Statements (continued)

December 31, 2021

1. Significant accounting policies (continued)

(d) Capital assets

The costs of capital assets are capitalized upon meeting the criteria for recognition as a capital asset, otherwise, costs are expensed as incurred. The cost of a capital asset comprises its purchase price and any directly attributable cost of preparing the asset for its intended use.

Capital assets are measured at cost less accumulated amortization and accumulated impairment losses.

Amortization is provided for, upon commencement of the utilization of the assets, on a straight line basis at rates designed to amortize the cost of the capital assets over their estimated useful lives. The annual amortization rates are as follows:

Equipment	10 years
Furniture	10 years
Computer equipment	3 years
Leasehold improvements	10 years

A capital asset is tested for impairment whenever events or changes in circumstances indicate that its carrying amount may not be recoverable. If any potential impairment is identified, the amount of the impairment is quantified by comparing the carrying value of the capital asset to its fair value. Any impairment of the capital asset is recognized in income in the year in which the impairment occurs.

An impairment loss is not reversed if the fair value of the capital asset subsequently increases.

(e) Intangible assets

The costs of intangible assets are capitalized upon meeting the criteria for recognition as an intangible asset, otherwise, costs are expensed as incurred. The cost of an intangible asset comprises its purchase price and any directly attributable cost of preparing the asset for its intended use.

Intangible assets are measured at cost less accumulated amortization and accumulated impairment losses.

Amortization is provided for, upon commencement of the utilization of the assets, on a straight line basis at rates designed to amortize the cost of the intangible assets over their estimated useful lives. The annual amortization rates are as follows:

Computer software	3 years
Database management software	6 years

Notes to Financial Statements (continued)

December 31, 2021

1. **Significant accounting policies (continued)**

(e) **Intangible assets (continued)**

An intangible asset is tested for impairment whenever events or changes in circumstances indicate that its carrying amount may not be recoverable. If any potential impairment is identified, the amount of the impairment is quantified by comparing the carrying value of the intangible asset to its fair value. Any impairment of the intangible asset is recognized in income in the year in which the impairment occurs.

An impairment loss is not reversed if the fair value of the intangible asset subsequently increases.

(f) **Deferred lease incentives**

Lease incentives consist of tenant inducements received in cash used to purchase capital assets.

Lease incentives received in connection with original leases are amortized to income on a straight-line basis over the terms of the original leases. Lease incentives received in connection with re-negotiated leases are amortized to income on a straight-line basis over the period from the expiration date of the respective original lease to the expiration date of the re-negotiated lease.

(g) **Financial instruments**

Measurement of financial assets and liabilities

The College initially measures its financial assets and financial liabilities at fair value adjusted by the amount of transaction costs directly attributable to the instrument.

The College subsequently measures all of its financial assets and financial liabilities at amortized cost.

Amortized cost is the amount at which a financial asset or financial liability is measured at initial recognition minus principal repayments, plus or minus, the cumulative amortization of any difference between that initial amount and the maturity amount, and minus any reduction for impairment.

Financial assets measured at amortized cost include cash, discipline cost recoverable and investments.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities.

COLLEGE OF DENTAL HYGIENISTS OF ONTARIO

Notes to Financial Statements (continued)

December 31, 2021

1. Significant accounting policies (continued)

(g) Financial instruments (continued)

Impairment

At the end of each year, the College assesses whether there are any indications that a financial asset measured at amortized cost may be impaired. Objective evidence of impairment includes observable data that comes to the attention of the College, including but not limited to the following events: significant financial difficulty of the issuer; a breach of contract, such as a default or delinquency in interest or principal payments; and bankruptcy or other financial reorganization proceedings.

When there is an indication of impairment, the College determines whether a significant adverse change has occurred during the year in the expected timing or amount of future cash flows from the financial asset.

When the College identifies a significant adverse change in the expected timing or amount of future cash flows from a financial asset, it reduces the carrying amount of the financial asset to the greater of the following:

- the present value of the cash flows expected to be generated by holding the financial asset discounted using a current market rate of interest appropriate to the financial asset; and
- the amount that could be realized by selling the financial asset at the statement of financial position date.

Any impairment of the financial asset is recognized in income in the year in which the impairment occurs.

When the extent of impairment of a previously written-down financial asset decreases and the decrease can be related to an event occurring after the impairment was recognized, the previously recognized impairment loss is reversed to the extent of the improvement, but not in excess of the impairment loss. The amount of the reversal is recognized in income in the year the reversal occurs.

(h) Management estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the current year. Actual results may differ from these estimates, the impact of which would be recorded in future years.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the year in which the estimates are revised and in any future years affected.

COLLEGE OF DENTAL HYGIENISTS OF ONTARIO

Notes to Financial Statements (continued)

December 31, 2021

2. Financial instrument risk management

The College is exposed to various risks through its financial instruments. The following analysis provides a measure of the College's risk exposure and concentrations.

The financial instruments of the College and the nature of the risks to which those instruments may be subject, are as follows:

Financial instrument	Risks				
	Credit	Liquidity	Market risk		
			Currency	Interest rate	Other price
Cash	X			X	
Discipline cost recoverable	X				
Investments	X			X	
Accounts payable and accrued liabilities		X			

Credit risk

The College is exposed to credit risk resulting from the possibility that parties may default on their financial obligations, or if there is a concentration of transactions carried out with the same party, or if there is a concentration of financial obligations which have similar economic characteristics that could be similarly affected by changes in economic conditions, such that the College could incur a financial loss.

The maximum exposure of the College to credit risk is as follows:

	2021 \$	2020 \$
Cash	6,205,648	5,789,467
Discipline cost recoverable	128,000	128,000
Investments	10,184,927	8,971,802
	<u>16,518,575</u>	<u>14,889,269</u>

The College reduces its exposure to the credit risk of cash by maintaining balances with a Canadian financial institution.

The College reduces its exposure to the credit risk of discipline cost recoverable by maintaining liens on properties of members or ex-members of the College.

The College manages its exposure to the credit risk of investments through their investment policy which restricts the types of eligible investments.

Liquidity risk

Liquidity risk is the risk that the College will not be able to meet a demand for cash or fund its obligations as they come due.

The liquidity of the College is monitored by management to ensure sufficient cash is available to meet liabilities as they come due.

Notes to Financial Statements (continued)

December 31, 2021

2. Financial instrument risk management (continued)

Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk is comprised of currency risk, interest rate risk and other price risk.

Currency risk

Currency risk refers to the risk that the fair value of financial instruments or future cash flows associated with the instruments will fluctuate due to changes in foreign exchange rates.

The College is not exposed to currency risk.

Interest rate risk

Interest rate risk refers to the risk that the fair value of financial instruments or future cash flows associated with the instruments will fluctuate due to changes in market interest rates.

The College manages the interest rate risk exposure of its investments by using a laddered portfolio with varying terms to maturity. The laddered structure of maturities helps to enhance the average portfolio yield while reducing the sensitivity of the portfolio to the impact of interest rate fluctuations.

Other price risk

Other price risk refers to the risk that the fair value of financial instruments or future cash flows associated with the instruments will fluctuate because of changes in market prices (other than those arising from currency risk or interest rate risk), whether those changes are caused by factors specific to the individual instrument or its issuer or factors affecting all similar instruments traded in the market.

The College is not exposed to other price risk.

Changes in risk

There have been no significant changes in the risk profile of the financial instruments of the College from that of the prior year.

COLLEGE OF DENTAL HYGIENISTS OF ONTARIO

Notes to Financial Statements (continued)

December 31, 2021

3. Investments

	2021 \$	2020 \$
Current	1,708,521	1,690,263
Long-term	8,476,406	7,281,539
	<u>10,184,927</u>	<u>8,971,802</u>

Investments have effective interest rates ranging from 0.95% to 3.22% (2020 - 0.95% to 3.22%), and maturity dates ranging from May 2022 to December 2026 (2020 - May 2021 to October 2026).

4. Capital assets

	Cost \$	Accumulated Amortization \$	2021 Net \$
Equipment	138,283	41,485	96,798
Furniture	345,231	103,570	241,661
Computer equipment	300,529	285,104	15,425
Leasehold improvements	1,843,679	553,104	1,290,575
	<u>2,627,722</u>	<u>983,263</u>	<u>1,644,459</u>
	Cost \$	Accumulated Amortization \$	2020 Net \$
Equipment	138,283	27,657	110,626
Furniture	345,231	69,047	276,184
Computer equipment	300,529	263,427	37,102
Leasehold improvements	1,843,679	368,735	1,474,944
	<u>2,627,722</u>	<u>728,866</u>	<u>1,898,856</u>

COLLEGE OF DENTAL HYGIENISTS OF ONTARIO

Notes to Financial Statements (continued)

December 31, 2021

5. Intangible assets

	Cost \$	Accumulated Amortization \$	2021 Net \$
Computer software	121,510	113,427	8,083
Database management software	971,975	788,224	183,751
	<u>1,093,485</u>	<u>901,651</u>	<u>191,834</u>
	Cost \$	Accumulated Amortization \$	2020 Net \$
Computer software	121,510	91,330	30,180
Database management software	971,975	652,447	319,528
	<u>1,093,485</u>	<u>743,777</u>	<u>349,708</u>

6. Accounts payable and accrued liabilities

	2021 \$	2020 \$
Trade payables and accrued liabilities	123,328	241,908
Accrued liabilities - complaints and discipline	149,000	247,500
	<u>272,328</u>	<u>489,408</u>

7. Deferred lease incentives

	Cost \$	Accumulated Amortization \$	2021 Net \$
	223,220	63,245	159,975
	Cost \$	Accumulated Amortization \$	2020 Net \$
	223,220	40,923	182,297

Amortization of lease incentives in the amount of \$22,322 (2020 - \$22,322) was credited to premises rent in the current year.

COLLEGE OF DENTAL HYGIENISTS OF ONTARIO

Notes to Financial Statements (continued)

December 31, 2021

8. Net assets internally restricted for complaints and discipline

The College makes best efforts to anticipate the costs associated with complaints and discipline matters based on past experience and current caseload. However, in the event that the College incurs costs beyond the normal scope of such matters, the Council of the College has internally restricted net assets to fund expenditures related to those matters.

The internal restriction is subject to the direction of the Council upon the recommendation of the Executive Committee.

9. Complaints and discipline

	2021 \$	2020 \$
Complaints and discipline	163,543	304,990
Cost recoveries	(22,300)	(11,527)
	<u>141,243</u>	<u>293,463</u>

The College, pursuant to the awards of costs as a result of discipline orders, has liens in the amount of \$128,000, on properties of members or ex-members of the College.

10. Commitment

The College is committed to lease its office premises until February 28, 2029. The future annual lease payments, including an estimate of premises common area expenses, are as follows:

	\$
2022	562,037
2023	572,178
2024	578,699
2025	589,061
2026	595,808
Subsequent years	<u>1,323,042</u>
	<u>4,220,825</u>

For the rent paid during the year in the amount of \$530,885 (2020 - \$544,004) , \$128,104 (2020 - \$120,174) is included in council fees and expenses and \$402,781 (2020 - \$423,830) is recorded as premises rent.

11. Impact of COVID-19

The global pandemic of the virus known as COVID-19 has led the Canadian Federal government, as well as provincial and local governments, to impose measures, such as restricting foreign travel, mandating self-isolations and physical distancing and closing non-essential businesses. Because of the high level of uncertainty related to the outcome of this pandemic, it is difficult to estimate the future financial effect, if any, on the College.

HILBORN

LISTENERS. THINKERS. DOERS.

College of Dental Hygienists of Ontario

***Audit Findings Communication
for the year ended December 31, 2021***

A message from Blair MacKenzie to the Executive Committee

I am pleased to provide you with the findings of our audit of the financial statements of the College of Dental Hygienists of Ontario (the “College”) for the year ended December 31, 2021.

Our audit findings communication is designed to highlight and explain key issues, which we believe to be relevant to the audit and to continue effective two-way communication with you regarding our audit. This will assist the Executive Committee in fulfilling your responsibility of overseeing the financial reporting process of the College.

This communication has been prepared to comply with the requirements outlined in Canadian Auditing Standard 260, *Communication with those Charged with Governance*. The information in this document is intended solely for the use of the Executive Committee, Council and management and should not be distributed to others without our consent.

We look forward to discussing our audit findings with you in detail as well as any other matters that you may wish to address at our meeting scheduled for May 6, 2022.



Blair MacKenzie CPA, CA
Managing Partner
Hilborn LLP
April 29, 2022

**“Our
commitment
to quality is
reflected in
every aspect
of our work.
If you have
any questions
or comments,
please contact
me.”**



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Your client service team

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“At Hilborn, we are committed to audit quality and strong client service. Audit quality is integral to our business and is an overarching consideration in our training, our processes, and our systems and controls.”

Executive Summary



Audit status

We have substantially completed our audit of the financial statements of the College for the year ended December 31, 2021, with the exception of the following procedures:

- Completion of subsequent events procedures
- Receipt of the signed management representation letter
- Council's approval of the financial statements

These procedures require completion before we may issue our auditor's report. If we become aware of significant matters after completing these procedures, we will bring them to your attention.



Auditor's report and representations from management

We expect to issue an unmodified opinion. The expected form and content of our report is included in the draft financial statements issued.

The management representation letter is expected to be consistent with that issued in our pre-audit communication. We ask management to sign and return the letter to us before we issue our auditor's report.



Independence

We are independent and have been so throughout the audit process. We have complied with all relevant ethical requirements regarding independence.



Significant difficulties encountered

There were no significant difficulties encountered while performing the audit.



Changes from the audit plan

Our audit approach was consistent with the approach communicated to you in our audit plan dated January 26, 2022.

Final materiality is consistent with preliminary materiality set at \$700,000.

Significant Qualitative Aspects of the College's Accounting Practices

Canadian Auditing Standards require that we communicate with you about significant qualitative aspects of the entity's accounting practices, including accounting policies, accounting estimates and financial statement disclosures.

Accounting policies, accounting estimates and financial statement disclosures

Hilborn's response and views

Management is responsible for the appropriate selection and application of accounting policies under the financial reporting framework of Canadian accounting standards for not-for-profit organizations.

Our role is to review the appropriateness and application of these policies as part of our audit. The accounting policies used by the College are described in Note 1, Significant Accounting Policies, in the financial statements. There were no significant changes in the previously adopted accounting policies or their application.

- Based on the audit work performed, the accounting policies are appropriate for the College and applied consistently.

Management is responsible for the accounting estimates included in the financial statements. Estimates and the related judgments and assumptions are based on management's knowledge of the business and past experience about current and future events.

- Based on the audit work performed, we are satisfied that the estimates made by management are reasonable in the context of the financial statements taken as a whole.

Management has considered the impact of the COVID-19 pandemic on the College's financial statements and concluded that note disclosure is appropriate to describe that the impact to the future operations of the College, if any, cannot be estimated.

- We worked with management to understand the implications of COVID-19 on the College.
- The financial statements disclosures related to COVID-19 (note 11) are clear and transparent and meet the requirements of the financial reporting framework under which the College reports

Other Significant Matters

In accordance with Canadian Auditing Standards, there are a number of required communications between the auditor and those charged with governance related to the oversight of the financial reporting process. Those communications will primarily be written in the form of our audit plan and audit findings communication. We may also communicate orally through discussions. The table below summarizes the communications required at the conclusion of the audit.

Significant Matter	Discussion
Summary of uncorrected misstatements	We did not identify any misstatements that remain uncorrected in the financial statements.
Corrected misstatements	During the course of the audit, management and Hilborn LLP worked collaboratively to identify adjustments required to the financial statements. All adjustments proposed by Hilborn were approved and recorded by management.
Significant deficiencies in internal control	An increased risk profile exists at the College relative to the lack of segregation of incompatible duties. Segregation of incompatible duties is a key internal control intended to minimize the occurrence of errors or fraud. The principle of segregating incompatible duties encompasses the division of responsibilities of a key process such that no one individual performs two or more of the functions related to custody, initiation, authorization, execution, recording and reporting.

Significant Matter	Discussion
Fraud and non-compliance with laws and regulations	<p>No fraud or non-compliance with laws and regulations came to our attention during the course of the audit.</p> <p>We would like to reconfirm with the Executive Committee that you are not aware of any fraud or non-compliance with laws and regulations not previously discussed with us.</p>
Significant difficulties encountered	<p>No difficulties were encountered while performing the audit and there are no unresolved disagreements. We received full cooperation from management during our audit.</p>
Related party transactions	<p>We did not identify any related parties.</p>
Subsequent events	<p>No subsequent events, which would impact the financial statements have come to our attention.</p>



COUNCIL MOTION

To: Council
From: Chair
Date: June 10, 2022
Topic: 2021 Draft Audited Financial Statements

Recommended Motion:

THAT Council moves to accept the 2021 draft audited financial statements as presented by Hilborn LLP.

VOTE:

MOVED:
SECONDED:

CARRIED:
DEFEATED:

Annual and Comprehensive Assessment of the External Auditor by the Executive Committee

**June
2022**

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Introduction

A key oversight activity of the Executive Committee is annually assessing the effectiveness of the external auditor. This annual assessment assists the Executive Committee to meet their responsibility to make an informed recommendation to Council on whether the external audit firm should be put forward for reappointment. The Executive Committee conducts a Comprehensive Audit Assessment in place of an Annual Assessment every five years. Assessments are conducted to align with best practices as laid out under the Enhanced Audit Quality Initiative put forward by the Chartered Professional Accountants of Canada.

The purpose of the Annual Assessment is to assist the Executive Committee to better understand the purpose of an audit, to frame out expectations in terms of service delivery, identify suggestions for the audit firm, if any, and to assist with the decision of whether the external auditor should be put forward for reappointment or the audit should be put forward for tender. In the event that the Executive Committee finds real concerns, they could choose to recommend tender early, but normally this would be a decision made at the time of the Comprehensive Assessment.

Key Factors of Audit Quality

There are three key factors of audit quality for the Executive Committee to consider and assess:

1. **Independence, objectivity and professional skepticism** – Do the external auditors approach their work with objectivity to ensure they appropriately question and challenge management's assertions in preparing the financial statements?
2. **Quality of the audit team / service** – Does the audit firm put forward team members with the appropriate industry and technical skills to carry out an effective audit?
3. **Quality of communications and interactions with the external auditor** – Are the communications with the external auditor (written and oral) clear? Is the external auditor open and frank, particularly in areas of significant judgments and estimates or when initial views differ from management?

Within each of these factors, a number of sub-questions are listed as possible indicators of audit quality. The Executive Committee should determine which of these indicators are most relevant in their circumstances and what information is available to assist them in their assessment.

Annual Assessment Process

1. Determine the Scope, Timing and Process

Points to Consider	Observation
Have there been significant changes that require changes to the assessment process this year?	No significant changes have been made to the assessment process.
What is the appropriate timing of the annual assessment in relation to the planned meeting agendas of the Executive Committee?	Timing was according to determined schedule with alignment to Executive Committee meetings at key stages of the process (pre-audit & post- audit).
Do the results of the prior year assessments indicate areas that should be given particular focus this year?	No areas were identified from 2020 that required particular focus for the 2021 audit.
What additional information from the College is needed to help the Executive Committee conduct the assessment?	The roles and responsibilities of the employees involved in the financial management of the organization provide the Executive Committee and Council financial statements in accordance with Canadian Accounting Standards for a not-for profit organization.
What information, if any, from the external auditor is needed to help the Executive Committee conduct the assessment?	The auditor provided the Executive Committee with an Engagement letter, and at a virtual meeting a summary of the audit approach, materiality and timelines.
What changes need to be made to other sections of this tool to reflect the approach to this year's annual assessment?	No changes made.

2. Obtain Input from College Personnel

Points to Consider	Observation
Re: independence, objectivity and professional skepticism	
How does the external auditor demonstrate integrity, objectivity and professional skepticism (e.g. by maintaining a respectful but questioning approach throughout the audit)?	The auditor has regular dialogue with management and has no concerns asking the difficult questions; it is expected and welcomed. It provides assurance they are doing their job by questioning staff when needed.
How does the external auditor demonstrate independence (e.g. by proactively discussing independence matters and reporting exceptions to its compliance with independence requirements)?	A conversation with Executive prior to the commencement of the fieldwork outlines the 'independence' piece.
How did the external auditor adjust the audit plan to respond to changing risks and circumstances?	<p>Much like previous years, the Auditor understands we are a small organization, and some duties overlap; they have assisted us in providing best practices for our situation.</p> <p>The 2020/2021 audit was done virtually. Although the fieldwork week was still scheduled, not much of the actual work/requests were done in this week. This has been a challenge for College staff the last 2 years.</p>
How were significant differences in views, if any, between management and the external auditor resolved?	There were no differences in views.
How forthright is the external auditor in dealing with difficult situations (e.g. by proactively identifying, communicating and resolving technical issues)?	Very forthright. The auditor has an exceptionally good working relationship with all internal staff members. All discussions are respectful, clear and to the point.
To what extent do you have concerns about the relationship between the external auditor and College personnel that might affect the external auditor's independence, objectivity or professional skepticism?	No concerns.

Re: quality of the audit team / service	
How would you assess the technical competence and ability of the external auditor to translate knowledge into practice (e.g. by using technical knowledge and independent judgment to provide realistic analysis of issues and by providing appropriate levels of competence across the team)?	<p>I believe the lead auditor we are provided with each year has a particularly good understanding of our needs. He is knowledgeable and thorough.</p> <p>He has a strong understanding of the complexities of our database.</p>
How would you assess the external auditor's understanding of our business and industry (e.g. by demonstrating an understanding of our specific business risks, processes, systems and operations)?	We have had the same lead auditor for the last 7 years — he is knowledgeable with respect to all areas of our business.
The external auditor should have performed risk assessment at the outset of the audit, including assessment of fraud risk. Conclude if this process was followed.	The process was followed.
How sufficient are resources assigned by the external auditor to complete work in a timely manner (e.g. by providing access to specialized expertise during the audit and assigning additional resources to the audit as necessary to complete work in a timely manner)?	A detailed list of our requirements is requested months in advance; management/departments have time to compile information. Internal deadlines are set to ensure preparedness for the auditors. All required documents are uploaded to a shared drive in advance of the fieldwork week. The goal of the College is to ensure we are providing all necessary information in a timely and efficient manner.
To what extent is the external auditor effective in completing the audit on a timely basis?	The 2021 audit was a challenging year regarding Hilborn's timelines. The fieldwork week did not go as planned and what little work that was done in this week had to be repeated due to a change in Hilborn's staffing. The audit process would normally be completed end of March, this year it was the last week of April before all information was finalized. Communication was not what it had been the previous years (regular updates were lacking and what updates were given required prompting by staff).

To what extent does the external auditor keep management informed about the progress of the audit and difficulties encountered?	As suggested above, it was a challenging year and updates came when staff reached out to get them. Weeks went by with little to no communication. It was recognized the lead auditor had some personal matters to attend to, it would have been helpful to know this in advance and perhaps have a back-up lead that could have continued the work.
To what extent has the external auditor maintained a respectful and professional attitude during the audit?	The auditor is always respectful and professional. This has never been a concern.
To what extent is the external auditor proactive in identifying information requirements and timely in requesting information from management?	The 2021 audit was challenging regarding timelines and the timeliness in requesting information.

Re: communication and interaction with the external auditor	
How candid and complete was the dialogue between the external auditor and management? How well did the external auditor explain accounting and auditing issues?	The dialogue was very candid and complete. The auditor is great at explaining accounting and audit issues in a clear and concise manner.
How effectively does the external auditor provide timely and informative communications about accounting and other relevant developments?	As suggested above, 2021 was a challenging year regarding communication.
Provide your overall views on how your relationship with the external auditor contributed to your ability to produce reliable financial reporting throughout the assessment period.	The advice we are provided with each year has assisted in streamlining our processes and allowed us to adjust best practices as needed.
Other Input Requested from College Personnel	
	none

3. Executive Committee Analysis

Points to Consider	Observation
Re: independence, objectivity and professional skepticism	
Does the external auditor either confirm their independence or inform the Executive Committee about matters that might reasonably be thought to bear on their independence?	This is identified in the yearly engagement letter addressed to CDHO. In addition, Usman addressed their firm's independence during the pre-audit discussion and audit presentation.
How did the external auditor adjust the audit plan to respond to changing risks and circumstances?	The auditor reports that they did not change their plan. This plan is designed prior to the audit. Due to COVID 19 the executive team did not have the opportunity to be in the office and have a "during audit" meeting as they have done in the past – however, this was planned due to the circumstances around the need to work remotely.
What steps does the external auditor take to ensure that their audit team exhibits the values, ethics and attitudes necessary to support a quality audit?	<p>The firm's leaders emphasize the importance of professional ethics, values and attitudes in the following ways:</p> <ul style="list-style-type: none"> • Providing ethics training annually to all partners and staff. • Releasing the results of the firm's internal monitoring activities to the full firm to promote an environment of transparency and for our people to learn. • The managing partner holds multiple townhall meetings throughout the year where he reinforces the firm's commitment to high quality and adherence to professional standards. • The firm's management committee ensures that the firm's resources; human, technological and financial, are allocated in a manner that supports high quality audits. • They voluntarily perform quality reviews on a large sample of engagements annually. This review is performed by our Professional Standards Leader. • They require all audit engagements to undergo a second level objective review for complex matters. • They have a robust semi-annual performance evaluation process for all partners and staff that addresses quality and ethical behaviour.

	<ul style="list-style-type: none"> They release a quarterly report to all staff that summarizes the key audit and ethics areas of concern for CPA Ontario and CPAB and discuss this report in detail at the partner and manager levels of the firm to emphasize the importance of ethical behaviours and attitudes.
How were significant differences in views if any, between management and the external auditor resolved?	The auditor reports there were no unresolved issues.
Is the Executive Committee aware of any significant differences in views between management and the external auditor that are unresolved?	The auditor reports there were no unresolved issues.
What evidence is there that the external auditor challenges significant decisions made by management in preparing the financial statements?	During the presentation of the audit, the audit team discussed recommendations they were making for changes. It was determined should there be any challenges or recommendations it would be through dialogue with management.

How has the external auditor addressed potential risks of fraud (e.g. incorporating an element of unpredictability into audit procedures during the period)?	No potential risks of fraud were found during the course of the 2021 audit.
Re: quality of the audit team / service	
How did the external auditor and the audit team ensure that the necessary knowledge and skills (entity-specific, industry, accounting, auditing) were dedicated to the audit?	The audit team has 7 years' experience with CDHO and the auditor organization has vast expertise with regulated health organizations.
What evidence was there that the engagement partner devoted sufficient attention and leadership to the audit?	The external auditor provided a comprehensive discussion on the process of the audit prior to commencing. The external auditor provided a comprehensive document which included a detailed breakdown of the findings and discussion of the post audit. This was presented to Executive on May 6, 2022, and then presented to Council on June 10, 2022. A letter was also provided to Executive to confirm no concerns of mishandling of funds or potential risk of fraud.

How well did the external auditor meet their commitments (e.g. by meeting agreed-upon performance delivery dates and being available and accessible to management and the Executive Committee)?	The external auditor met all of their commitments and met delivery times and were accessible and flexible to Executive's schedule.
How would you assess the professionalism of the engagement partner and audit team?	The team were exemplary, competent, knowledgeable, professional and transparent. They were also flexible to Executive's schedule when meeting to discuss the audit.
How proactive and communicative is the external auditor (e.g. soliciting input relative to business risks or issues that might impact the audit plan)?	The auditor identified all potential risks without specific prompting and presented several examples related to CDHO. His extensive knowledge of the regulatory professions allow him to provide us with examples from like organizations.
How proactive is the external auditor in identifying opportunities and risks (e.g. by anticipating and providing insights and approaches for potential business issues)?	The auditor was forthright in identifying opportunities for change that would be best practice such as expensing intangible assets as incurred rather than capitalizing and amortizing them and moving some unrestricted funds into restricted for various strategic initiatives.
How would you assess the value for money delivered by the external audit (e.g. do the audit fees fairly reflect the cost of the services provided given the size, complexity and risks of the College and a cost-effective effective quality audit)?	We do not have a comparative organization to draw upon. However, given the size, the organization, the potential risks and complexity of the CDHO, the process presented suggests good value for money. The Executive Committee felt comfortable with deliverables of the external audit.

Re: communication and interaction with the external auditor

How candid and complete was the dialogue between the external auditor and the Executive Committee. How well did the external auditor explain accounting and auditing issues?	During the engagement presentation, pre-audit discussion, and post-audit discussion, Blair and Usman presented comprehensive details of the audit process to the Executive Committee. They welcomed questions from the Executive and Registrar and were able to answer with clarity. The audit presentation was clear and comprehensive, and flexible to allow for questions making it understandable for all involved. The post audit discussion was comprehensive and it reported that no misstatements of a material nature were identified and no illegal acts during the course of the audit were identified.
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How would you assess the external auditor's discussion about the quality of the College's financial reporting, including the reasonableness of accounting estimates and judgments, appropriateness of the accounting policies and adequacy of the disclosures?	Acceptable practices were identified — they demonstrate an understanding of our organizational structure and processes. The auditors provided opportunity for clarification and education around the financial statements and recommendations for reporting requirements to the Executive Committee where appropriate.
What is your assessment of how the external auditor discussed sensitive issues (e.g. were concerns about management's reporting processes, internal control over financial reporting or the quality of the College's financial management team discussed in a timely, candid and professional manner)?	The audit team was frank and candid during all discussions while maintaining professionalism. Any recommendations made were supported by evidence such as requirements by the CPA or other organization and best practices.
How well did the external auditor inform the Executive Committee of current developments in accounting and auditing standards relevant to the College's financial statements and their potential impact on the audit?	The auditor clearly articulated current development in accounting and auditing standards in the Engagement presentation. Specific recommendations were provided in a clear manner and opportunity for discussion was given to executive.
Other Input Requested from College Personnel	
None	

4. Conclude on the Annual Assessment and Communicate Results

Conclude on the results of the Annual Assessment and recommend to the Council whether to reappoint the external auditor for a further year.

Points to consider:

- Has sufficient information been obtained to allow the Executive Committee to reach a conclusion and consider the assessment complete? If the preliminary results of the assessment are not satisfactory, the Executive Committee may need to perform further due diligence to determine whether its preliminary conclusions are justified and to consult with those affected by its recommendations.
1. What recommendations for action should be made to the Council? These would include:
 - recommendation for the following year's audit assessment type (annual or comprehensive)
 - recommendation to reappoint the external auditor or go to tender (in years where a Comprehensive Assessment took place)
 - any recommended changes to assessment procedures (as needed).
 2. Does the Executive Committee need to formally discuss the results of the assessment with the Council or will a written report suffice?

Record items to be raised with the external auditor for follow-up or future changes:

Item	Person Responsible for Follow-up
None identified	

Potential future changes to the Annual Assessment, Comprehensive Assessment, or Executive Committee Process:

Potential Change	Person Responsible for Follow-up
None identified	

Comprehensive Assessment Process

The Comprehensive Assessment assumes that the Committee has conducted robust Annual Assessments of the external auditor in the previous years. The Comprehensive Assessment includes all processes included in the Annual Assessment as well as the additional assessment elements discussed in these pages. This assessment would cover not just the previous year's audit but would also review all audits that underwent annual assessments since the last Comprehensive Assessment.

It should be noted that the Executive Committee is responsible for determining the scope, timing and process for the Comprehensive Assessment and not staff or the external auditor. Although the staff and the external auditor contribute, the process belongs to the Executive Committee. A Comprehensive Assessment should be conducted at least every five years.

1. Additional Information to Determine Scope, Timing, and Process

In addition to the considerations noted in the Annual Assessment process, the Executive Committee may wish to also consider the following:

Points to Consider	Observation
When was the last Comprehensive Assessment conducted and what period should this assessment cover?	Never – Executive Committee recommends that this be completed in 2023 for the 2022 audit.

2. Obtain Additional Information from College Personnel

- ☐ Relevant Executive Committee meeting minutes and results of Annual Assessments.
- ☐ Whistleblowing policy and associated reports that may have relevance to the relationship with the audit firm.
- ☐ Information about any significant financial reporting matters that have been questioned by regulators or the press that may have relevance for the relationship with the external auditor.

3. Obtain Input from the External Auditor

- ☐ Analysis of total services provided by the audit firm, covering audit and non-audit services and related fees since the last Comprehensive Assessment.
- ☐ Summary of external auditor's reports.
- ☐ Summary of reports issued to the Executive Committee, including significant matters addressed.
- ☐ A communication from the firm regarding any conflict of interest issues, or independence issues.
- ☐ Summary of reports to management.
- ☐ Summary of key elements of the firm's quality control processes and how they were applied to the College's audit.

Points to Consider	Observation
How long has the audit firm been the external auditor? What steps have been taken to address possible institutional familiarity threats?	
What are the firm's plans for the training and development of the audit team?	
What are the firm's expectations as to future partner rotation or other changes to senior audit team personnel?	
How are the size and resources of the audit firm changing?	
What efforts are being made to enhance audit quality within the audit firm, generally, and the external audit of the College specifically?	
How has the audit firm's relevant expertise in the industries and markets in which the College operates been evolving? What are the audit firm's future plans to serve the College with an audit team with appropriate expertise?	
What reputational challenges, if any, are facing the audit firm and how are these being addressed?	
How have significant differences in views, if any, between management and the firm been addressed?	
What institutional familiarity threats has the audit firm identified? What steps have been taken to address them?	
To what extent has the College employed former audit firm staff in key financial positions?	
What personnel changes, if any, in the audit firm or the College could create a perception that the external auditor is no longer independent?	

What corporate hospitality has been provided to the audit firm / management by management / the audit firm that could bring the external auditor's independence into question?	
What reputational damage or regulatory action, if any, has the audit firm suffered that could bring into question its professionalism, independence or financial stability?	

4. Conclude on the Comprehensive Assessment and Communicate Results

Conclude on the results of the Comprehensive Assessment and recommend to the Council whether to reappoint the external auditor for a further year.

Points to consider:

- Has sufficient information been obtained to allow the Executive Committee to reach a conclusion and consider the assessment complete? If the preliminary results of the assessment are not satisfactory, the Executive Committee may need to perform further due diligence to determine whether its preliminary conclusions are justified and to consult with those affected by its recommendations.
1. What recommendations for action should be made to the Council? These would include:
 - recommendation for the following year's audit assessment type (annual or comprehensive)
 - recommendation to reappoint the external auditor or go to tender (in years where a Comprehensive Assessment took place)
 - any recommended changes to assessment procedures (as needed).
 2. Does the Executive Committee need to formally discuss the results of the assessment with the Council or will a written report suffice?

Record items to be raised with the external auditor for follow-up or future changes:

Item	Person Responsible for Follow-up

Potential future changes to the Annual Assessment, Comprehensive Assessment, or Executive Committee Process:

Potential Change	Person Responsible for Follow-up

APPENDIX 1 – Templates

TEMPLATE: ANNUAL ASSESSMENT REPORT TO COUNCIL

Reporting Year:	2021
Summary Observations:	See above
Recommendations made to the external auditor:	none
Recommended Audit Structure for the Following Year (FOR APPROVAL BY COUNCIL):	<input checked="" type="checkbox"/> Comprehensive Assessment <input type="checkbox"/> Annual Assessment
Any recommended changes to the Assessment Process for future:	None

TEMPLATE: COMPREHENSIVE ASSESSMENT REPORT TO COUNCIL

Reporting Year:	N/A
Summary Observations:	
Recommendation to Council – renew external auditor or go to tender (FOR APPROVAL BY COUNCIL):	
Recommended Audit Structure for the Following Year (FOR APPROVAL BY COUNCIL):	<input type="checkbox"/> Comprehensive Assessment <input type="checkbox"/> Annual Assessment
Any recommended changes to the Assessment Process for future:	
Recommendations made to the external auditor: (In the event that the external auditor is to be	

COUNCIL MOTION

To: Council
From: Chair
Date: June 10, 2022
Topic: Appointment of 2022 Auditors

Recommended Motion:

WHEREAS Bylaw No. 5 *Section 10.1* requires that Council appoint an auditor licensed under the *Public Accounting Act, 2004* (Ontario) each year to conduct an audit and issue an audited financial statement for each and every fiscal year; and

WHEREAS the firm of *Hilborn, LLP* provides independent accounting services and advice to the CDHO in accordance with the standards and procedures determined by the CICA/CAO; and

WHEREAS the Executive Committee formed a positive assessment of *Hilborn LLP* using the Auditor Assessment Tool;

THEREFORE BE IT RESOLVED THAT the firm of *Hilborn, LLP* be reappointed as auditors of the College of Dental Hygienists of Ontario for the fiscal year of 2022.

VOTE:

MOVED:
SECONDED:

CARRIED:
DEFEATED:

Council BRIEFING NOTE

Meeting date:	June 10, 2022
Agenda item:	7.4 President's Compensation
References:	Appendix A
Owner:	Executive Committee
Staff support:	G. Pettifer

Issue: Remuneration for the Council member in the role of President does not consider work done outside formal meetings or in short increments. A fair, efficient and transparent mechanism to compensate the President for this work is needed while ensuring that the College manages its financial resources to carry out its mandate.

Public protection rationale: The College must demonstrate responsible stewardship of its financial and human resources in achieving its statutory and regulatory mandate. Effective and transparent policies to govern Council member remuneration support trust in the College's work to protect the public.

Source of Authority: The College is required to regulate the profession in accordance with the [Health Professions Procedural Code](#) (the Code), which is Schedule 2 to the [Regulated Health Professions Act, 1991, S.O. 1991, c. 18](#).

The Code sets out the following related to remuneration of Council members:

Remuneration and expenses

8 Council members appointed by the Lieutenant Governor in Council shall be paid, by the Minister, the expenses and remuneration the Lieutenant Governor in Council determines. 1991, c. 18, Sched. 2, s. 8; 2006, c. 19, Sched. L, s. 10 (1).

By-laws

94 (1) The Council may make by-laws relating to the administrative and internal affairs of the College and, without limiting the generality of the foregoing, the Council may make by-laws,

(h) providing for the remuneration of the members of the Council and committees other than persons appointed by the Lieutenant Governor in Council and for the payment of the expenses of the Council and committees in the conduct of their business;

Article 7.1 of CDHO's bylaws [Remuneration of Council Members](#) directs the following regarding Council member remuneration:

(1) Any remuneration of Elected and Academic Members shall be set and reviewed at least once every three years by the Council.

Paragraph 4 of GP 7 in the [Policy Manual](#) directs that the President of Council shall receive 1.4 times the per diem rate paid to professional members.

Table 1. Per Diem Rates of Professional Members of Council

	Per Diem Rate (more than 3 hours)	½ day Per Diem Rate (up to 3 hours)
Professional Member	\$308.00	\$154.00
President	\$431.20	\$215.60

Additionally, paragraph 2.1 states that:

Remunerations for persons not covered above, or whose remuneration is to be calculated differently, will either have their remuneration outlined in the enabling motion passed by Council or through decision by the Executive Committee or at the discretion of the Registrar.

Background: This issue was first brought forth to Council at the [September 2021 Council Meeting](#). Staff provided information about how other regulatory Colleges in Ontario remunerate their Council Presidents, which was attached as [Appendix A](#).

The Council President has since been keeping a log of her activities and the amount of time spent on them. The activities can be divided into three categories:

- (1) Time spent in meetings
 - Meetings include meetings with the Registrar, members of Council, and others.
 - Details of the number of meetings for the months of February, March, April, May and the first week of June are found in *Table 2*. Terri Strawn became President on January 21, 2022.
- (2) Time spent preparing for the March and June Council Meetings
 - Activities include: script-writing, agenda development, preparing monitoring reports, and preparing other reports.
 - Details of time spent preparing for Council meetings are found in *Table 3*.

(3) *Email correspondence*

- The President spends approximately 20 minutes per week on emails.

Table 2. Number of Meetings by Meeting Duration

Meeting Duration	Number of Meetings
Less than or equal to 1 hour ($\leq 1h$)	16
More than 1 hour up to 2 hours (1-2h)	6

Table 3. Time Spent Preparing for Council Meetings

	Time Spent (hours)
March Council Meeting	4.3
June Council Meeting	7.5*

* increase from March to June is due to the time spent on preparing monitoring reports

Table 4. College Remuneration Comparison

	Remuneration (Per Diem)			
College	Professional member attendance	President Attendance	Preparation Time	President Annual Stipend
College of Denturists of Ontario , 2020	\$150	\$200	Not stated	-
College of Naturopaths of Ontario , 2021 Per diem is >3h	\$150	\$250	Based on <i>prep</i> time but does not exceed meeting length. Same rate as attendance per diem	-
College of Dietitians of Ontario , (under review)	\$200	\$300	Based on <i>prep</i> time. 1 per diem = \$150. Paid at 25%, 50%, 75%, 100%	-
College of Occupational Therapists of Ontario , 2020 Per diem is >3h	\$250	\$325	Based on <i>meeting</i> length. If meeting <1.5h, no prep time paid; If meeting >1.5h, prep time paid at \$45/h up to max. of 2h	-
College of Chiropodists of Ontario , 2021 Per diem is $\geq 6h$	\$300	\$350	Based on <i>prep</i> time but does not exceed meeting length. Paid at 25%, 50%, 75%, 100%	\$3,500
College of Registered Psychotherapists of Ontario , 2022 Per diem is >3h	\$265	\$355	Based on <i>meeting</i> length. >3h = \$265 $\leq 3h$ = \$132.50	\$9000

College of Nurses of Ontario , 2019 (review due this year)	\$260	\$360	Predetermined by committee type	\$5,800
College of Massage Therapists of Ontario , 2021 Per diem is >3h	\$275	\$375	Based on <i>prep</i> time; pro-rated on hourly basis, based on 7h day at professional member attendance per diem rate	-
College of Midwives of Ontario , 2019 Per diem is >6.05h	\$320	\$382	Based on <i>prep</i> time, using professional member attendance per diem rate. E.g., >6.05h= \$320	-
College of Dental Technologists of Ontario , 2020 Per diem is >3h	\$300	\$400	Not stated	-
College of Audiologists and Speech-Language Pathologists of Ontario , 2022 Per diem is >6.05h	\$300	\$400	Based on <i>meeting</i> length and <i>prep</i> time, e.g., if meeting >3h and prep. time >6.05h = \$150	-
College of Dental Hygienists of Ontario Per diem is >3h	\$308	\$431.20	Based on <i>prep</i> time. 1 prep per diem= 8h = \$100 Paid at 25%, 50%, 100%	-
College of Chiropractors of Ontario , 2020 Per diem is >3h	\$400	\$400	Based on <i>meeting length</i> . E.g., If >3h, Chair \$350 and others \$200	\$35,000
College of Physiotherapists of Ontario, 2021 Per diem is >3h	\$340	\$464	Based on <i>meeting</i> length and <i>prep time</i> . If meeting <3h, max prep time paid is 3h. Calculated at \$48/h of prep time for max of 7h	-
College of Optometrists of Ontario , 2021 Per diem is >3h	\$750	\$1050	First 2h are non-billable, any additional hour paid @ \$150/h	\$18,000
College of Physicians and Surgeons of Ontario , 2020 Half day = \$534	\$1068	\$1068	Prep is included in attendance pay	\$45,000
Royal College of Dental Surgeons of Ontario , 2022 Per diem is >6h	\$1,150	\$1,700	No prep time. Exceptions for ICRC and discipline reason-writing	\$50,000

(Information taken from College bylaws, policies and/or Council meeting agenda books.)

It is understood that a President's per diem is higher than that of a professional Council member's rate in recognition of the extra responsibilities inherent in this role like preparing the agenda, chairing the meeting, and writing reports to Council (GP 7 [4.3]). However, although this encompasses most of the work detailed in Table 3, it does not

account for meetings outside of Council and committee meetings (i.e., Table 2); currently, under GP 7, the President receives no compensation for these informal meetings.

Proposed Changes to President Remuneration:

- That the President receive honoraria for informal meetings with the CEO, Council members, and other stakeholders at an hourly rate of \$64, paid following monthly submissions by the President.

Next steps: The Vice-President will provide Council with an update at the June Council meeting. Council will be given the opportunity to discuss and make a decision about the President's compensation.

Decision:

MOTION: **THAT** Council direct staff to draft changes to GP 7 Council and Committee Stipend and Expenses policy to include remuneration of informal meetings at an hourly rate of \$64 for the President, to be adopted at the September Council meeting, and reviewed next in December 2023.

Moved:

Seconded:

VOTE:

Available Options:

1. Pass the motion
2. Defeat the motion
3. Other

BRIEFING NOTE WITH MOTION

To: Council
From: Executive Committee
Date: June 10, 2022
Topic: Dissolution of the CPMF Committee

Background:

At its December 4, 2020 meeting, in accordance with its Governance Process Policy 6.6 CPMF Committee Terms of Reference, Council appointed members of a CPMF Committee to assist Council in determining and assembling the data required to complete the CPMF report by the Ontario Ministry of Health deadline. The deadline for the CPMF report is March 31 annually, resulting in an inactive committee the remainder of the year. The Executive Committee has identified additional governance work that could be completed by a non-statutory committee during the remaining months of the year. As such, the Executive Committee is recommending the dissolution of the CPMF Committee. This committee will be replaced with a Governance Committee that will be tasked with the CPMF report and other governance work as needed. The terms of reference for this recommended new committee will be presented to Council in item 6.8 of the June Council agenda.

MOTION: **WHEREAS** Council formed a CPMF Committee on December 4, 2020 to support Council in its determining and assembling data for the CPMF report required by the Ontario Ministry of Health;

WHEREAS Council appointed Michelle Atkinson (professional member), Pauline Leroux (professional member), and Joshua Hollenberg (public member) to serve as the CPMF Committee;

WHEREAS Angelica Palantzas replaced Joshua Hollenberg when his appointment as a public member ended and Terri Strawn replaced Pauline Leroux when her appointment as professional member ended;

WHEREAS the Committee carried out its responsibilities in accordance with Governance Process Policy 6.6, including completion of the CPMF report for years 2020 and 2021;

WHEREAS the Committee will be replaced by a Governance Committee;

THEREFORE, BE IT RESOLVED THAT the CPMF Committee be dissolved with the appreciation of Council to committee members for their work.

MOVED:

SECONDED:

VOTE

Council BRIEFING NOTE

Meeting date:	June 10, 2022
Agenda item:	Policy Amendment: Governance Committee Terms of Reference
Appendices:	Appendix A: Governance Committee Terms of Reference
References:	None
Owner:	Executive Committee
Staff support:	G. Pettifer

Issue: The Executive Committee recommends replacing the CPMF Terms of Reference with the Governance Committee Terms of Reference as attached in Appendix A. The CPMF Committee has been dissolved, therefore, a CPMF Committee Terms of Reference is no longer needed.

Public protection rationale: The College Performance Measurement Framework (CPMF) requires that colleges ensure that Council and statutory committee members have the knowledge, skills, and commitment needed to effectively execute their fiduciary role and responsibilities pertaining to the mandate of the College.

Source of Authority: [The College Performance Measurement Framework \(CPMF\)](#) and the [CDHO Policy Manual](#).

Background: In December 2020, Council approved the Terms of Reference for the CPMF Committee and appointed members to the committee. This committee has successfully fulfilled its requirements in complying with the Ontario Ministry of Health's required submission of data by the published deadline for years 2020 and 2021. It has been identified that after March of each year, the committee had fulfilled its duties and does not need to meet until the following year. It has been identified that a governance committee is needed to complete additional governance work such as evaluating the effectiveness of Council. Instead of creating multiple ad-hoc committees, the Executive is recommending Council to approve the creation of a Governance Committee. This committee would still be tasked with completing the CPMF by the required deadline, but would also be tasked with additional governance work as described in its terms of reference in Appendix A. This work is important and requires adequate attention and resources.

The proposed amendment and renaming of GP 6.6 CPMF Committee Terms of Reference to GP 6.6 Governance Committee keeps all policies specifying committee terms of reference together and does not require any renumbering of subsequent policies in the manual.

Next steps: The Executive Committee recommends that the Council approve the terms of reference for the Governance Committee.

Decision:

MOTION: **THAT** the Council approve Governance Process Policy 6.6 Governance Committee Terms of Reference as presented in Appendix A.

Moved:

Seconded:

CARRIED:

DEFEATED:

Available Options:

1. Pass the motion to approve the Governance Committee terms of reference as presented in Appendix A.
2. Defeat the motion
3. Other

Appendix A

GP-6.6 Governance Committee Terms of Reference

The Governance Committee is responsible for advising Council on elements of the effective governance of the organization and function of the Council. The Committee supports the work of Council, as directed, through:

1. Developing and reviewing the governance framework according to the schedule set by Council;
2. Making recommendations to Council regarding processes for evaluating the effectiveness of Council (including a third-party review), Council meetings, Council committees, the Council President, and individual Council members;
3. Regularly reviewing the performance of the Council as a whole and evaluating the contribution of individual Council and Committee members;
4. Assisting Council with timely collection and collation of relevant governance data for inclusion in the CPMF report.

1. Responsibilities of the Committee

- 1.1. Preparation of a draft submission of Domain 1: Governance of the CPMF Report for Council's consideration at or before its March meeting.
- 1.2. Preparation of draft submissions prior to the March Council meeting on Measures or Required Evidence of other Standards in other Domains where Council has responsibility.
- 1.3. Preparation of a review of the completed CPMF submission for Council's consideration by the end of March. Such a review will be conducted with a view to assessing elements of the CPMF report that are consistent with Council's governance responsibility.
- 1.4. Draft an evaluation framework for Council that integrates the policy governance framework and the performance measurement framework of the CPMF. For Council's consideration, a draft framework for an integrated evaluation as required by the CPMF.

Committee Authority

2. The committee's authority enables it to assist the Council in its work, while not interfering with Council holism.
 - 2.1. Authority for policy creation, amendment or deletion remains, as always, with Council.
 - 2.2. The Committee has authority to spend funds as required to accomplish its work in accordance with its Council-approved budget for meetings and other activities related to its deliverables. Other than to Council, the Committee does not have the authority to report on its work.
 - 2.3. The committee has authority to use staff resource time consistent with the Registrar's interpretation of a reasonable amount of administrative support for meetings. The committee does not have the authority to instruct the Registrar/CEO or any other staff member, other than to request support required in the conduct of its duties.

Appendix A

Committee Membership

3. The committee shall comprise of two Council Members who are Professional Members and one Council Member who is a Public Member. The tenure of the committee members shall be determined by the Council as required.
 - 3.1. The committee chair shall be elected by the committee at its first meeting from among its members.

COUNCIL MOTION

To: Council
From: Executive Committee
Date: June 10, 2022
Topic: Appointment of the Governance Committee

Recommended Motion:

WHEREAS the Council of the College of Dental Hygienists of Ontario agreed to the formation of a Governance Committee at the June 10, 2022 Council meeting; and

WHEREAS the composition of the Governance Committee will be two Council Members who are Professional Members and one Council Member who is a Public Member;

THEREFORE, BE IT RESOLVED THAT

- 1.
- 2.
- 3.

be appointed as members of the Governance Committee.

MOVED:

SECONDED:

CARRIED:

DEFEATED:

Council BRIEFING NOTE

Meeting date:	June 10, 2022
Agenda item:	Revision of College Bylaw 5 regarding Annual Fees
Appendices:	Bylaw Consultation Package (May 24, 2022) ; Health Professions Procedural Code ; College Bylaw 5
References:	See Appendices
Owner:	Council
Staff support:	Registrar

Issue:

The College has received stakeholder feedback regarding a proposed amendment to the [College Bylaw 5](#) that Council approved, in principle, at its meeting on March 4, 2022. Council is provided with this feedback prior to its final consideration of these proposed amendments.

Public Interest Rationale: The public interest includes access to and support of health profession regulatory organizations that are operated in a consistent, fair, competent, efficient, and fiscally responsible manner. Such qualities of operation support engagement of members of the dental hygiene profession in the successful exercise of the mandate of the College.

Source of Authority:

[The Health Professions Procedural Code, Schedule 2 of the Regulated Health Professions Act \(1991\)](#)
[CDHO Bylaw 5, Article 16.2 \(I\)](#)

Background:

Proposed Amendment to Article 16.2 (I)

On March 4, 2016, Council approved an amendment to Bylaw 5, Article 16.1 that created a schedule for two Registration fee increases, one in 2020 and another in 2023. These increases were based on comprehensive financial forecasting completed by the College Auditors Hilborn LLP.

Such forecasting could not and did not anticipate the COVID-19 pandemic and its impact on the financial position of the CDHO. While the COVID-19 pandemic has had negative financial impact in many sectors, this has not been the case for the CDHO. The cumulative expenses for many of the College's programs and activities are substantially below those budgeted for 2020 and 2021. As a result, the reserve fund (net asset balance) has continued to grow year over year in a manner that has not supported the strategy of drawing down the unrestricted reserve fund. Hilborn LLP has reported that, based on the financial reporting for the last quarter of the 2021 fiscal year, the College will have a net asset balance of between 16 and 22 months of operating expenses where the desired level is 6 months.

Given this strong financial position for the College at the present time (and for the foreseeable future) the Registration fee increase prescribed by College Bylaw 5, Article 16.2 (I) for the 2023 registration period is not immediately necessary.

On March 4, 2022, Council approved, in principle, an amendment to Bylaw 5, Article 16.2 (I) that would negate the current prescribed increase in Registration fees for 2023 and beyond. This amendment, drafted by College Counsel, would read (the highlighted fees are the current fees that were instituted in 2020 and are incorporated into the existing Bylaw language):

16.2 Annual Fees (1)

The annual fee payable by a Registrant is:

- (a) \$400 **\$415** for a Registrant who holds a general certificate;*
- (b) \$400 **\$415** for a Registrant who holds a specialty certificate; and*
- (c) \$200 **\$215** for a Registrant who holds an inactive certificate.*
- (d) If an applicant graduated from a program in dental hygiene within 12 months of applying for registration, the annual fee upon initial registration is one half of the annual fee payable by a Registrant who holds a general certificate.*

Future amendments as approved by Council on March 4, 2016

~~(1) The annual fee payable by a Registrant is:~~

~~Effective for 2020 — Effective for 2023~~

- ~~(a) \$415 ————— \$435 for a Registrant who holds a general certificate~~*
- ~~(b) \$415 ————— \$435 for a Registrant who holds a specialty certificate~~*
- ~~(c) \$215 ————— \$235 for a Registrant who holds an inactive certificate~~*
- ~~(d) If an applicant graduated from a program in dental hygiene within 12 months of applying for registration, the annual fee upon initial registration is one half of the annual fee payable by a Registrant who holds a general certificate~~*

Proposed Amendment to Article 16.2 (2)

Council also approved, in principle, a shift in the deadline for the receipt of Registration renewal from January 1 to December 1 (of the year preceding the year to which the Registration renewal applies). If realized, this shift would support an increase in renewal process operational efficiency around the Registration renewal process as it moves the renewal deadline into a time when the full complement of College staff is available to assist Registrants with the process and the renewal period falls outside of the December holiday period which may be convenient for Registrants.

Such an amendment to Article 16.2(2), as drafted by College Counsel, would read:

- (2) The annual fees are payable by a Registrant upon first becoming a Registrant and, thereafter, on ~~January 1~~ December 1 of each year in the year preceding the year to which the Registration renewal applies.

Consultation

Having been approved in principle, the proposed amendments were circulated to registrants for the 60-day consultation period prescribed by the Health Professions Procedural Code of the *Regulated Health Professions Act (1991)*. A notice of the proposed amendment to Bylaw 5 was posted on the College website and an invitation to all registrants and other stakeholders (Professional Associations, DH program Directors) to participate in the review, and consultation process was sent via email.

During the initial part of the consultation period, it became apparent that our description of what was being proposed was inadequate since some registrants interpreted the proposed amendment that would update the existing language of Article 16.2 (1) to include the **current** registration fees, as indicating that a fee **increase** was being proposed. Recognizing this lack of clarity for some, we messaged out to the stakeholders again, clarifying that a fee increase was not being sought for the coming year.

A total of 195 comment submissions were made, some of which were responses to the (incorrect) assumption that a fee increase was being proposed. Follow the link for the [**Bylaw Consultation Package**](#).

Available Options:

1. Pass the motion below that will see the amendment of Article 16.2 (1) and (2) of CDHO Bylaw 5.
2. Defeat the motion
3. Other

Decision

WHEREAS the Health Professions Procedural Code of the *Regulated Health Professions Act* provides Council with the authority to make Bylaws relating to the administrative affairs of the College and, in matters regarding Registrant registration fees, also requires that any proposed amendments be circulated to all Registrants and stakeholders for a consultation period of not less than 60 days; and

WHEREAS Council has received the information it requires to make a decision regarding the proposed amendments to the College's Registration fee amounts and operational matters related to the deadline date for Registration renewal; and

WHEREAS Council values stakeholder input and has given due consideration to the feedback on the proposed amendments that was submitted by stakeholders during the requisite 60-day consultation period;

THEREFORE, BE IT RESOLVED THAT the proposed amendment to Bylaw No. 5 Article 16.2 (1) and (2) be approved.

MOVED:

SECONDED:

VOTE

CARRIED:

DEFEATED:



College of
Dental Hygienists
of Ontario

Protecting your health and your smile

Stakeholder Consultation

Proposed Amendments to Article 16.2 of Bylaw No. 5: Annual Fees

From: [College of Dental Hygienists of Ontario](#)
To:
Subject: Stakeholder Consultation / Consultation avec les parties prenantes DO NOT REPLY TO THIS EMAIL
Date: Monday, March 14, 2022 11:13:00 AM
Attachments: [image001.png](#)



College of **Dental Hygienists** of Ontario
L'Ordre des **hygiénistes dentaires** de l'Ontario
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Le français suit...

Bylaw No. 5 Article 16.2: Annual Fees

Stakeholder Consultation

March 14, 2022

Dear Stakeholders,

At its March 4, 2022 meeting, the Council of the College of Dental Hygienists of Ontario approved, in principle, the proposed amendments to Bylaw No. 5, Article 16.2(1), (2) and (3), and directed they be circulated to members and key stakeholders for consultation.

Please review the Proposed amendments with rationales in chart form below.

- [Proposed amendments with rationales in chart form](#)

Council is seeking feedback from members and key stakeholders on the proposed amendments. Prior to finalizing these changes, Council will carefully consider all comments and suggestions from our stakeholders, keeping in mind the College's mandate is to protect the public interest.

Your feedback is requested on or before **Friday, May 13, 2022**.

Comments may be submitted by e-mail to: feedback@cdho.org

Please clearly indicate whether your comments are on behalf of yourself or an organization.

Règlement n° 5, article 16.2 : Droits annuels

Consultation avec les parties prenantes

Le 14 mars 2022

Lors de sa réunion du 4 mars 2022, le conseil de l'Ordre des hygiénistes dentaires de l'Ontario a approuvé, en principe, les modifications proposées à l'article 16.2(1), (2) et (3) du Règlement n° 5

et a demandé que ces modifications soient distribuées aux membres et aux principales parties prenantes pour consultation.

Veuillez prendre connaissance des modifications proposées et de la logique derrière celles-ci en consultant le document suivant :

- [Tableau des modifications proposées](#)

Le conseil sollicite les commentaires des membres et des principaux intervenants sur les modifications proposées. Avant de finaliser ces changements, le conseil examinera attentivement tous les commentaires et suggestions de nos intervenants, en gardant à l'esprit que le mandat de l'Ordre est de protéger l'intérêt public.

Veuillez nous faire part de vos commentaires avant la date butoir du **vendredi 13 mai 2022**.

Vos commentaires peuvent être soumis par courriel à l'adresse suivante : feedback@cdho.org

Veuillez indiquer clairement si vos commentaires sont faits en votre nom ou au nom d'une organisation.

Proposed Amendments to Article 16.2 of Bylaw No. 5: Annual Fees

Current Bylaw Wording	Proposed Bylaw Amendment	Rationale												
<p>16.2 Annual Fees</p> <p>(1) The annual fee payable by a Registrant is:</p> <p>(a) \$400 for a Registrant who holds a general certificate;</p> <p>(b) \$400 for a Registrant who holds a specialty certificate; and</p> <p>(c) \$200 for a Registrant who holds an inactive certificate.</p> <p>(d) If an applicant graduated from a program in dental hygiene within 12 months of applying for registration, the annual fee upon initial registration is one half of the annual fee payable by a Registrant who holds a general certificate.</p> <p><i>Future amendments as approved by Council on March 4, 2016</i></p> <p>(1) The annual fee payable by a Registrant is:</p> <table> <tr> <td><i>Effective for 2020</i></td> <td><i>Effective for 2023</i></td> <td></td> </tr> <tr> <td>(a) \$415</td> <td>\$435</td> <td>for a Registrant who holds a general certificate</td> </tr> </table>	<i>Effective for 2020</i>	<i>Effective for 2023</i>		(a) \$415	\$435	for a Registrant who holds a general certificate	<p>16.2 Annual Fees</p> <p>(1) The annual fee payable by a Registrant is:</p> <p>(a) \$400 \$415 for a Registrant who holds a general certificate;</p> <p>(b) \$400 \$415 for a Registrant who holds a specialty certificate; and</p> <p>(c) \$200 \$215 for a Registrant who holds an inactive certificate.</p> <p>(d) If an applicant graduated from a program in dental hygiene within 12 months of applying for registration, the annual fee upon initial registration is one half of the annual fee payable by a Registrant who holds a general certificate.</p> <p><i>Future amendments as approved by Council on March 4, 2016</i></p> <p>(1) The annual fee payable by a Registrant is:</p> <table> <tr> <td><i>Effective for 2020</i></td> <td><i>Effective for 2023</i></td> <td></td> </tr> <tr> <td>(a) \$415</td> <td>\$435</td> <td>for a Registrant who holds a general certificate</td> </tr> </table>	<i>Effective for 2020</i>	<i>Effective for 2023</i>		(a) \$415	\$435	for a Registrant who holds a general certificate	<p>16.2 Annual Fees</p> <p>(1) This change only reflects the current state of affairs. It brings the current fee noted here up to date to the \$415 that was put into place in 2020. This change is necessary because the table that refers to the fees that were charged starting in 2020 is being deleted to support the deletion of the increase planned for the 2023 registration period.</p> <p>With the deletion of this table, the previously approved increase in fees for the 2023 registration period is deleted.</p>
<i>Effective for 2020</i>	<i>Effective for 2023</i>													
(a) \$415	\$435	for a Registrant who holds a general certificate												
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(a) \$415	\$435	for a Registrant who holds a general certificate												

Current Bylaw Wording	Proposed Bylaw Amendment	Rationale
<p>(b) \$415 \$435 for a Registrant who holds a specialty certificate</p> <p>(c) \$215 \$235 for a Registrant who holds an inactive certificate</p> <p>(d) If an applicant graduated from a program in dental hygiene within 12 months of applying for registration, the annual fee upon initial registration is one half of the annual fee payable by a Registrant who holds a general certificate.</p>	<p>(b) \$415 \$435 for a Registrant who holds a specialty certificate</p> <p>(c) \$215 \$235 for a Registrant who holds an inactive certificate</p> <p>(d) If an applicant graduated from a program in dental hygiene within 12 months of applying for registration, the annual fee upon initial registration is one half of the annual fee payable by a Registrant who holds a general certificate.</p>	
<p>(2) The annual fees are payable by a Registrant upon first becoming a Registrant and, thereafter, on January 1 of each year.</p>	<p>(2) The annual fees are payable by a Registrant upon first becoming a Registrant and, thereafter, on January 1 December 1 of each year in the year preceding the year to which the Registration renewal applies.</p>	<p>(2) This change moves the last day of the registration renewal period from December 31 to December 1. The registration renewal period will begin 45 days prior to December 1. This change allows registrants to renew during the latter half of October and November, without encumbering the upcoming holiday season with registration renewal requirements during the month of December, as is currently the case. It also allows the College to carry out the final phase of registration renewal during a time when the College is fully staffed rather than during the last week of December when many staff are on vacation. This change also serves to protect the public by allowing the College to provide appropriate notice to registrants who do not renew their registration prior to the end of</p>

Current Bylaw Wording	Proposed Bylaw Amendment	Rationale
(3) The penalty for late payment of a fee set out in Article 16.2 (1)(a)–16.2 (1)(c) is \$100 and comes into effect January 2 nd .	(3) The penalty for late payment of a fee set out in Article 16.2 (1)(a)–16.2 (1)(c) is \$100 and comes into effect January is payable on December 2 nd .	the current registration year, rather than in the following year. (3) This change is tied to the date on which the registration renewal period closes (December 1). Individuals who have not renewed their registration during the registration period are assessed a late fee.

From: [College of Dental Hygienists of Ontario](#)
To:
Subject: REGARDING Stakeholder Consultation / Au sujet de la Consultation avec les parties prenantes
Date: Friday, April 8, 2022 1:56:00 PM
Attachments: [image001.png](#)



College of **Dental Hygienists** of Ontario
L'Ordre des **hygiénistes dentaires** de l'Ontario
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Le français suit...

Dear Registrants,

Thank you to those of you who have provided feedback so far regarding the proposed amendments to **Article 16.2 (1): Annual Fees**.

We apologize for creating some confusion in the table of amendments, therefore, we have updated the rationale to clarify the proposed changes. As you will see in the table, there are some proposed changes in the Bylaw language that look like a fee increase is proposed. A fee increase is **NOT** being proposed. This is just a change to the Bylaw language that brings it up to date. The increase in the fee amount reflects a change that was made in 2020 and was documented in a table in the Bylaw. We are proposing to remove that table and just change the language in the body of the Bylaw to reflect the current amount of the Registration fees. **For the sake of clarity: There are no increases in the current registration fees being proposed in this bylaw amendment.**

You can view the updated document here: [bylaw5-stakeholder-consultation-2022.pdf \(cdho.org\)](#)

Thank you.

Chères/Chers membres,

Merci à ceux et celles d'entre vous qui avez fourni des commentaires jusqu'à présent concernant les modifications proposées à **l'article 16.2 (1) : Droits annuels**.

Nous nous excusons d'avoir créé une certaine confusion avec le tableau des modifications. Suite à vos commentaires, nous avons mis à jour la justification raisonnée afin de clarifier les changements proposés. Comme vous le verrez dans le tableau, certains changements proposés dans le règlement donnent l'impression qu'une augmentation des frais est proposée. Une augmentation des frais **n'est PAS**

proposée. Il s'agit simplement d'une modification du libellé du règlement pour le mettre à jour. L'augmentation du montant des frais reflète un changement qui a déjà été fait en 2020 et qui était documenté dans le tableau du règlement. Nous proposons de supprimer ce tableau et de modifier le libellé dans le corps du règlement pour refléter le montant actuel des droits d'inscription. **Par souci de clarté : Il n'y a pas d'augmentation des frais d'inscription actuels proposée dans cet amendement au règlement.**

Vous pouvez consulter la mise à jour ici : bylaw5-stakeholder-consultation-2022-f.pdf (cdho.org)

Merci.

Proposed Amendments to Article 16.2 of Bylaw No. 5: Annual Fees

Current Bylaw Wording	Proposed Bylaw Amendment	Rationale																
<div>16.2 Annual Fees</div> <div>(1) The annual fee payable by a Registrant is:<div>(a) \$400 for a Registrant who holds a general certificate;</div><div>(b) \$400 for a Registrant who holds a specialty certificate; and</div><div>(c) \$200 for a Registrant who holds an inactive certificate.</div><div>(d) If an applicant graduated from a program in dental hygiene within 12 months of applying for registration, the annual fee upon initial registration is one half of the annual fee payable by a Registrant who holds a general certificate.</div></div> <div>Future amendments as approved by Council on March 4, 2016</div> <div>(1) The annual fee payable by a Registrant is:<table><thead><tr><th></th><th>Effective for 2020</th><th>Effective for 2023</th><th></th></tr></thead><tbody><tr><td>(a)</td><td>\$415</td><td>\$435</td><td>for a Registrant who holds a general certificate</td></tr></tbody></table></div>		Effective for 2020	Effective for 2023		(a)	\$415	\$435	for a Registrant who holds a general certificate	<div>16.2 Annual Fees</div> <div>(1) The annual fee payable by a Registrant is:<div>(a) \$400 \$415 for a Registrant who holds a general certificate;</div><div>(b) \$400 \$415 for a Registrant who holds a specialty certificate; and</div><div>(c) \$200 \$215 for a Registrant who holds an inactive certificate.</div><div>(d) If an applicant graduated from a program in dental hygiene within 12 months of applying for registration, the annual fee upon initial registration is one half of the annual fee payable by a Registrant who holds a general certificate.</div></div> <div>Future amendments as approved by Council on March 4, 2016</div> <div>(1) The annual fee payable by a Registrant is:<table><thead><tr><th></th><th>Effective for 2020</th><th>Effective for 2023</th><th></th></tr></thead><tbody><tr><td>(a)</td><td>\$415</td><td>\$435</td><td>for a Registrant who holds a general certificate</td></tr></tbody></table></div>		Effective for 2020	Effective for 2023		(a)	\$415	\$435	for a Registrant who holds a general certificate	<div>16.2 Annual Fees</div> <div>(1) This change only reflects the current state of affairs. It brings the current fee noted here up to date to the \$415 that was put into place in 2020. This change is necessary because the table that refers to the fees that were charged starting in 2020 is being deleted to support the deletion of the increase planned for the 2023 registration period.</div> <div>PLEASE NOTE: In the column to the left you will see a dollar amount that has a strikethrough and then a higher dollar amount. This proposed change to the language in the bylaw is absolutley not describing a proposed increase in the fees for the coming year (2023) but is only bringing the current bylaw language up to date so that it reflects the current registration fees. For example, a registrant who holds a General Certificate already pays a \$415.00 renewal fee. This increase was put into place in 2020.</div> <div>With the deletion of this table, the previously approved increase in fees for the 2023 registration period is deleted.</div>
	Effective for 2020	Effective for 2023																
(a)	\$415	\$435	for a Registrant who holds a general certificate															
	Effective for 2020	Effective for 2023																
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Current Bylaw Wording	Proposed Bylaw Amendment	Rationale
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Current Bylaw Wording	Proposed Bylaw Amendment	Rationale
(3) The penalty for late payment of a fee set out in Article 16.2 (1)(a)–16.2 (1)(c) is \$100 and comes into effect January 2 nd .	(3) The penalty for late payment of a fee set out in Article 16.2 (1)(a)–16.2 (1)(c) is \$100 and comes into effect January is payable on December 2 nd .	the current registration year, rather than in the following year. (3) This change is tied to the date on which the registration renewal period closes (December 1). Individuals who have not renewed their registration during the registration period are assessed a late fee.



College of
Dental Hygienists
of Ontario

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Stakeholder Feedback

From: [Dana Munro](#)
To: feedback@cdho.org
Subject: Suggestion -Response to amendments
Date: Monday, March 14, 2022 12:55 PM

I would like a response from someone responsible & involved in the meetings regarding the renewal of registrations .

I would like to suggest the registration renewals completely avoid the MOST expensive time and MOST busy time of year where MOST people take holidays, school is wrapping up It is a difficult time of year for most parents.

I would like to suggest, as CDHBC does, the REGISTRATION RENEWAL time be END OF FEBRUARY.

maybe investigate how BC does this. This time of year would be easiest for families, Christmas & holidays are done and school is in a groove, and there is some financial recuperation for registrants.

Another option I would like to suggest, which is probably the best option: ask the registrants who are paying for and supporting CDHO functions.

Thank you for your serious consideration.

: Danna Munro

From: [Shawna Reeve](#)
To: feedback@cdho.org
Subject: Stakeholder Feedback on Bylaw 5
Date: Monday, March 14, 2022 6:13:52 PM

Hi, I am in full support of moving up the registration date and in fact think it would be even better to move earlier for example anytime between July or September since while November is still an improvement, it's still close to the expensive holiday season.

Thanks

Shawna Reeve RDH

From: [Cheri Lamoureux](#)
To: feedback@cdho.org
Subject: Stakeholder Feedback on Bylaw 5
Date: Monday, March 14, 2022 6:25:14 PM

I would prefer that the deadline stays the same. Most hygienists renew their insurance in October thus, financial resources may be limited with Christmas too. If staff is an issue, maybe consider mid January as a deadline. This ensures more than enough time for the fees to be collected(as most is done on line) and receipts can be issued to the members at a later date. Thanking you in advance

Sent from [Mail](#) for Windows

From: [suzi acz](#)
To: feedback@cdho.org
Subject: Stakeholder Feedback on Bylaw 5
Date: Monday, March 14, 2022 10:20:32 PM

I do not agree with changing the last date of renewal from December 31st to December 1st. This makes it difficult financially as we renew our malpractice insurance through CDHA by October 31st each year. This new date would give less time between fees owing to each organization, thus creating undue hardship. Please reconsider this.

Sent from my iPhone

From: [Julia Ranitsky](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 2:00:44 PM

I'm good with the proposition.

Sent from my iPhone

From: [Donna Wiese](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 2:06:52 PM

I would prefer the deadline for renewal remain as Jan1 as association fees are due in the fall and there is the ability to adjust cdho payment according to cc statement dates where payment only due in February which extends the payment beyond the Xmas holidays etc.

Consideration appreciated

DWiese

Sent from my iPhone

From: [Olivia y](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 2:21:27 PM

I agree
FEI yuan

From: [Chary Pratt](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 2:26:39 PM

I oppose any increase in fees. The last increase was so drastic, I was not expecting one so soon. If the budget was more transparent I may understand the validity.

From: [Celine Leblanc](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 2:28:08 PM

Hello,

I agree with the changes applied to the Bylaw No. 5.
It's quite straightforward.
Please let me know if you need anything else.

Kind regards,

Céline Leblanc RDH


www.cdhygiene.ca

From: [Ada Ghilardi](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 2:39:42 PM

TO WHOM IT MAY CONCERN:

Thank you for keeping us informed. I have read the Proposed Amendments to the above captioned.

I am glad to hear that the college is in good financial standing and I agree with the amendment in not increasing the annual fee for registrants. I also agree with the annual fees being payable December 1st rather than December 31st – this will definitely be easier to manage with December being a busy holiday month.

I am responding on behalf of myself.

Ada Ghilardi RDH

[REDACTED]
[REDACTED]

From: [jackie hou](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 2:39:58 PM

I am currently unemployed & too young to receive CPP so you can imagine my financial burden.

I am opposed to increase in our membership rates during Pandemic & inflation.

I like the original system of calendar year Jan - Dec;
it is less confusing.

There are too many membership
payments due during September
to November as it is such as
ODHA CDHA
I do not want to add another.

Sent from my iPhone

From: [Babam Ilagan](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 2:46:46 PM

I am in favor of any changes that occur and may help the College in any endeavor they may need. Thank you.

Regards,
Radam Ilagan

Sent from my iPhone

From: [barbara y](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 2:53:39 PM

Hello

I am responding regarding the proposed change to the licence renewal deadline. I am wondering if my license would still extend to the end of the calendar year or whether it would expire on December 1.

I am considering retiring at the end of this year or next and want to practice until the year end. As long as my yearly licence is valid until the end of the calendar year, I have no objection to the proposed changes.

Please advise.

Barbara Young
006937
Sent from [Outlook](#)

From: [Karen Ergus](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 3:01:56 PM

No feedback.

I'm fine with the wording and changes.

Kind regards.

Karen A. Ergus, J.D, CDA,RDH, ADR.

Barrister & Solicitor

Author: Scaling Up The Business of Dentistry

Inventor: DenTyme

m: [613-716-2304](tel:613-716-2304)

Full video here: <https://lnkd.in/diygBSQ>

website: <http://www.kerguslaw.com>

FB: <https://lnkd.in/dWNPwC>

Instagram: <https://lnkd.in/d2cuwK6>

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From: [Angelita Maramag](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 3:20:41 PM

I agree. I am just doing this for myself.

Angelita Maramag

[Sent from Yahoo Mail for iPhone](#)

From: [kirsten malo](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 3:26:18 PM

Hi there,

After reading the new amendment it appears that the annual fee will be increasing to 415\$. If this is the case I do not agree with this change as the last email we received from the president stated that the college is in a great spot financially. The cost of living is increasing and our wages are not and our college fees are already extremely expensive.

Sent from my iPhone

From: [Courtney Speziale](#)
To: [Denise Lalande](#)
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 3:29:33 PM

Hi Denise,
Thank you for the clarification!

On Thu, Apr 7, 2022 at 3:27 PM Denise Lalande <dlalande@cdho.org> wrote:

Hello Courtney,

Thank you for your email.

If you look at the table from the Stakeholder Consultation page, which I have pasted below, I have highlighted the current Bylaw wording in the first column 'Effective for 2020', the fee for the renewal is already \$415 and has been for 2020, 2021 and 2022. As the Rationale says in the right-hand column, the change from \$400 to \$415 is to reflect what the renewal fee is currently. The table at the bottom of the second column was the proposed fee increase from \$415 to \$435 effective 2023, but as the third column says, "With the deletion of this table, the previously approved increase in fees for the 2023 registration period is deleted.", which means there will be no fee increase.

If you want to submit feedback for item (2), please review the Stakeholder document and provide your feedback before May 13, 2022.

Proposed Amendments to Article 16.2 of Bylaw No. 5: Annual Fees

Current Bylaw Wording	Proposed Bylaw Amendment	Rationale												
16.2 Annual Fees (1) The annual fee payable by a Registrant is: (a) \$400 for a Registrant who holds a general certificate; (b) \$400 for a Registrant who holds a specialty certificate; and (c) \$200 for a Registrant who holds an inactive certificate. (d) If an applicant graduated from a program in dental hygiene within 12 months of applying for registration, the annual fee upon initial registration is one half of the annual fee payable by a Registrant who holds a general certificate. <i>Future amendments as approved by Council on March 4, 2016</i> (1) The annual fee payable by a Registrant is: <table><tr><td><i>Effective for 2020</i></td><td><i>Effective for 2023</i></td><td></td></tr><tr><td>(a) \$415</td><td>\$435</td><td>for a Registrant who holds a general certificate</td></tr></table>	<i>Effective for 2020</i>	<i>Effective for 2023</i>		(a) \$415	\$435	for a Registrant who holds a general certificate	16.2 Annual Fees (1) The annual fee payable by a Registrant is: (a) \$400 \$415 for a Registrant who holds a general certificate; (b) \$400 \$415 for a Registrant who holds a specialty certificate; and (c) \$200 \$215 for a Registrant who holds an inactive certificate. (d) If an applicant graduated from a program in dental hygiene within 12 months of applying for registration, the annual fee upon initial registration is one half of the annual fee payable by a Registrant who holds a general certificate. <i>Future amendments as approved by Council on March 4, 2016</i> (1) The annual fee payable by a Registrant is: <table><tr><td><i>Effective for 2020</i></td><td><i>Effective for 2023</i></td><td></td></tr><tr><td>(a) \$415</td><td>\$435</td><td>for a Registrant who holds a general certificate</td></tr></table>	<i>Effective for 2020</i>	<i>Effective for 2023</i>		(a) \$415	\$435	for a Registrant who holds a general certificate	16.2 Annual Fees (1) This change only reflects the current state of affairs. It brings the current fee noted here up to date to the \$415 that was put into place in 2020. This change is necessary because the table that refers to the fees that were charged starting in 2020 is being deleted to support the deletion of the increase planned for the 2023 registration period. With the deletion of this table, the previously approved increase in fees for the 2023 registration period is deleted.
<i>Effective for 2020</i>	<i>Effective for 2023</i>													
(a) \$415	\$435	for a Registrant who holds a general certificate												
<i>Effective for 2020</i>	<i>Effective for 2023</i>													
(a) \$415	\$435	for a Registrant who holds a general certificate												

Thank you,

Denise Lalande (she/her)
Manager, Communications

From: Courtney Speziale
Sent: April 7, 2022 3:03 PM
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback

Just reviewing my email about the fee increase, in which I thought the president of CDHO said was no longer going to be increased...

In our March email it is stated "As a result, the College is in a strong financial position going to the next fiscal year and the Registration fee increase prescribed by the College Bylaw 5, Article 16.2 (I) is not immediately necessary. **At its meeting on March 4, 2022, Council approved, in principle, an amendment to the Bylaw that removed the planned fee increase for the 2023 registration period.**"

I am not sure if I am reading the latest email about the amendment wrong but after reviewing this with multiple colleagues, they are also confused. I am strongly against the fee increase especially as the CDHO is in a good financial position, when most working people are not, we pay an extremely high membership fee to begin with and I do not understand where the money from the pay increase will go to? You also request our payment at the most difficult time of year financially (Christmas).

If you raise the fee you should strongly consider offering a payment plan as with the cost of living now, membership fees, inflation, etc, it is not an easy amount of money to be giving every year.

Courtney

From: [Isabelle Couture](#)
To: feedback@cdho.org
Subject: Commentaires - Consultation avec les parties prenantes
Date: Thursday, April 7, 2022 3:30:17 PM

Hello CDHO, it's fine with me
Thanks
Isabelle Couture

From: [Melissa Daigle](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 3:52:44 PM

A registrant who holds a specialty certificate should pay more fees than general because they make significantly more income than general dental hygienist

Sent from my iPhone

From: [MICHELLE BENNETT](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 3:58:35 PM

Hi my feedback is things seem okay I understand prices are rising everywhere 15\$ is ok. The renewal date I think will help people not to forget especially during Christmas time . But I kind of liked knowing get it paid by Jan 1 was my reminder but that's okay either way.

Sent from my iPhone

From: [Magdalena Groza](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 4:11:03 PM

On behalf of myself, I am in support of the date change for renewals

-Magdalena

From: [Sara Haire](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 4:11:15 PM

Hello,

Upon looking at the proposed increase In fees I do not agree. I feel that the fees we currently pay are high enough or too high in my opinion. With wage issues upon us and cost of living increase, I would have hoped that a more reasonable fee would be put in place, making it a lower yearly fee

For all Registrants.

With the change to when fees are due I agree on the December 1 date as it makes it less to remember at the end of the year.

Thank you

These opinions are of my own.

Sara Haire

Sent from my iPhone

From: [sue.cowie](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 4:17:41 PM

Fees should remain the same as they are now. They are very high. It isn't the only fee we have to pay. Thank you.

Sent from my iPhone

From: [Erin Dryburgh](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 4:18:23 PM

Hello,

My feedback on bylaw no. 5- stakeholder consultation feedback is from myself, but have you ever considered a lower priced disability annual fee for individuals on medical leave who cannot work. Medical expenses are high and income is much lower, thus making the annual CDHO inactive fee harder to pay. A disabled individual is different from inactive as we're unable to do any gainful work, thus making the fee harder to pay.

Warmly,
Erin

Sent from my iPhone

From: [katie moss](#)
To: feedback@cdho.org
Subject: FREMINDER: Stakeholder Consultation / Consultation avec les parties prenantes
Date: Thursday, April 7, 2022 4:22 PM

I wish that the CDHO would focus on Continuing education and minimize our QA practice profile section and like the RCDSO be more focused on lobbying on behalf of Ontario Dental Hygienists. The CDHO should continue to be investigating complaints from the public regarding any of our members but It is Public Health Ontario's job to look after the health and safety of Ontarians. I just think it is redundant saying that the CDHO is looking after the health and safety of Ontarians that is what PHO exists for.

Sent from my iPhone

From: [katie moss](#)
To: feedback@cdho.org
Subject: FREMINDER: Stakeholder Consultation / Consultation avec les parties prenantes
Date: Thursday, April 7, 2022 4:23 PM

The previous email was on behalf of myself

Sent from my iPhone

From: [Marcia Culbert](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 4:22:39 PM

Comments on behalf of myself, independent RDH

So will our registration go from December 1st to November 30th each year or does the payment just be a month before, and registration is for the calendar year?

I'm fine with this change. Just curious as to registration year.

Thanks

Marcia Culbert RDH

--

Marcia Culbert, R.D.H., C.N.P.
Independent and Mobile
Dental Hygiene Care,
Holistic Nutritionist

289-440-6351

www.awakeningwellness.ca

<https://www.meetup.com/Awakening-Wellness-Community/>

<https://www.instagram.com/awakeningwellness/?hl=en>

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From: [salwa rizkalla](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 4:23:18 PM

On behalf of myself, I agree on the proposed amendment
Sincerely,
Salwa Rizkalla

Sent from my Galaxy

From: [Jenna Lynn](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 4:30:33 PM

Hello,

After viewing the changes being made to article 16.2 of bylaw no. 5, I agree with the changes. I think giving registrants more time before the end of the year is a great idea as it does get busy around the holidays for those who celebrate. Overall I do not see a problem with these changes as it's mostly just a change of dates which is no issue at all. I also very much agree with the price of 2023 registrations being deleted as I do not see a reason for the price to increase when us as hygienists already pay enough.

Thank you,
Jenna Lynn Lewis

From: [terra Newfield](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 4:38:35 PM

I feel the deadline for payment should not be amended. But maybe open it earlier. The date has been in place so long I fear some confusion. Also association/ins fees are due a month prior, so closer that gap further puts more pressure on some.

Sent from my iPhone

From: [James and Larysa Durston](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 4:41:15 PM

I believe that the changes are favourable
Larysa Durston

From: sabrina.aubin
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 4:48:43 PM

I am concerned about the extra money the CDHO will be making by moving the date ahead one month this means we will be paying an extra \$34.58 for the year 2022. As well as I am concerned about having to pay that, and my association at the same time. I think it would be best to leave things as they are as our license is already expensive and paying all fees in the fall is not great. I am writing this on behalf of myself.

Sabrina Aubin

Sent from my iPhone

From: [Kari Slade](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 4:55:41 PM

I agree with the removal of the fee increase, and fees due on Dec 1.

I also think the college should strongly reconsider its downtown office. The rent is insanely high and the majority of employees work from home. Money would be better spend on advocacy for independent hygienists and improvements to community health initiatives that would not only promote the profession of dental hygiene but protect the public from the systemic risks associated with poor oral health.

Thank you for your time.

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From: [Kortney Marte](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 4:58:47 PM

Will we be getting reimbursed for the month of December we have already paid for if the renewal date is changed to Dec 1? If we are getting money back then i think the change will be good for many people. If we are not getting money back, or the amount due for this year is not being adjusted then I dont think it should be changed.

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From: [Andria Kritiotis Ralph](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 5:10:03 PM

I propose on finding another location. Must it be located in one of the most expensive areas-no! The rent is atrocious and the money could be allocated elsewhere and the fees shouldn't rise.

From: [Leili Zarrabi](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 5:15:24 PM

Dear Sir/Madam

I am writing to comment on the Bylaw No.5.

I personally as a dental hygienist who works very little, part time, to take care of her children, found the increase from \$180 to \$400 very steep and hard to deal with in the first place.

I was hoping that the new management would keep that in mind that any increase would make lots of DHs to resign, therefore I would definitely appreciate the fact that they are not intending to increase it, but I would have been most happy if they could somehow decrease it if possible.

I am though very happy for our new CEO as I think he is very caring and as well as the public he is taking care of hygienists too as they are a part of the public too.

Thank you for respecting us and give us the opportunity to express our feedbacks and comments.

Best regards,
Leili Hosseinzadeh Zarrabi, RDH

Sent from my iPhone

From: [Denise Casteels](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 5:19:14 PM

Offering feedback:

1) I never agree to paying more for registration fees.

2) I believe that since we are paying for the following year- we should be allowed to pay up until the December 31st deadline.... We are all adults and should be able to manage our money accordingly (open registration up earlier but keep it open until the Dec 31st deadline)

Thanks,
Denise

Sent from my iPhone

From: [Barbara](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 5:21:41 PM

I do not agree with increase in fees.

From: [Lana MacDonald](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 5:31:04 PM

I am against the fee increase.

Thank you

From: [Enoe Leon](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 5:54:27 PM

To whom this my concern,

My answer to this is short and sweet.

1) An increase in our registration fee is absolutely ridiculous! The fact that it's already \$400 is a joke considering other profession don't even pay that much.

2) changing the date of when our fee is due I agree with. The current set up was and is very hard since this is Christmas time. It makes it difficult for many families to enjoy the holidays. Makes it very stressful finically.

Enoe Leon Hernandez,RDH

From: [Jas Dhillon](#)
To: feedback@cdho.org
Subject: Stakeholder consultation for proposed amendments to Bylaw No. 5 Article 16.2: Annual Fees
Date: Thursday, April 7, 2022 5:57:11 PM

Hello,

I do not agree with the new amendments. I strongly feel the price hike is unnecessary. Rather, they should decrease the annual fees to give a little slack after few tough years of living through the pandemic.

Regards,
Jas Dhillon

From: [Ghesquiere"s](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 5:59:00 PM

What is it that members receive for rise in fees?

It makes no sense to me to raise fees when the cost of living has increased 6%. We have not received any wage increase despite the raising publish fees.

I also held a registered nurses license in Ontario for 27 years and we did not pay these ridiculous fees.

There is no justification.

Not the response I am sure you were expecting.

Deana Ghesquiere

Sent from my iPhone

From: [Julie O'Connor](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 6:11:53 PM

My comments are on behalf of myself.

I have been practicing for 26 years and currently make an hourly salary of 30\$.

I have had one pay raise in the last 15 years! And working in a private practice raises are few and far apart, even though the fee guide goes up every year.

Strongly feel that I am currently paying enough fees and do not think they should go up (just like my salary doesn't go up).

The cost of living is higher, gas/food prices are higher. It doesn't make any sense to raise our fees!

From: [Barb Henning](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 6:14:23 PM

I disagree with the change of date for payment of the hygiene license fee.
Early December is no more convenient for hygienists especially the ones that wish to resign or retire. It seems it's only more convenient for the College.
How nice the College employees get extended holidays at Christmas.
Many dental offices don't.

I feel it should be left the same(Dec 31), otherwise consider a May 31 deadline. Before the College summer vacation(s) and after the hygienists that are getting audited get their pass or fail. The decision to leave the profession crosses the minds of many.

Being asked for the stakeholders opinion is surely a step in the right direction.

From: [saveria spadafora](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 6:23:13 PM

Hello

On behalf of myself I agree to the proposed changes. Thanks

Saveria

Sent from my iPhone

From: [Amy M](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 6:29:09 PM

The amendment for the new fee schedule looks good.

Thank you,
Amy Moore

Sent from my iPhone

From: [Tara MacDonald](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 6:29:09 PM

Hi!

My email/opinion comes solely from myself, and does not represent any organization.

I am in favor of the proposed amendment- keeping the annual fee as is at \$415, with an altered registration date.

Please let me know if you require anything else.

Tara MacDonald, RDH
#015605

From: [Gabriella *](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 6:55:06 PM

I think the price increase is fair. --

Regards,

Gabriella Ltaif RDH, BSc Hon

Office Manager

Laurier Dental

[REDACTED]

[REDACTED]

[REDACTED]

From: [Vibeish Vickinadas](#)
To: feedback@cdho.org
Subject: REMINDER: Stakeholder Consultation / Consultation avec les parties prenantes
Date: Friday, April 7, 2022 7:01 PM

The past years you have been charging the 415 already. Secondly this is ridiculous, this is an obscene amount that you are asking for the licencing fees. Compared to other governing bodies.

If we can't visit the colleges location in toronto and all correspondence is done via phone / your staff working from home. Then what is the point of the physical college location on bloor Street (high priced rent), save usball money and relocate outside of toronto. To add even reaching anyone from registration or HR or any department is abysmal. It takes weeks to get anything done.

I and many hygienists all want less fees and yet you are requesting more! The college has not given us any confidence in the ability to be a governing body. Frankly its a waste of our money for the cushy paycheques of executive members. Rather have the RCDSO govern us again.

If you were transparent and release where the funds are going and the salaries of your governing team, then I'd consider entertaining the increase.

Noone wants this!!

Frustrated and disappointed,

Vibeish V.

Sent from my Galaxy

From: [Shana Loranger](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 7:01:36 PM

Hello,

My registration fee is paid up until December 2022. As such, I would expect a refund for those few months fees if I am expected to pay ahead of time for the next year's registration(2023).

Also, I vote that we leave registration fees in December. They have been due in December for as long as I have been practising. I budget for it at that time of year. My association fees are due in the fall and would hate for both to be due at the same time. Our fees are outrageously expensive(compared to nursing+ they get a pension and benefits, may I add.) It can be taxing to be expected to pay for all these "obligatory professional fees" all at once!

Thanks for considering my feedback,
Shana Peever

Sent from my iPhone

From: [Fay Major](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 7:10:22 PM

I prefer fees not to increase anymore, 400 or 415 is more than enough, too much, esp. for those of us that only do hygiene part time due to back arthritis from 26 yrs of assisting & hygiene. Should be separate fee for part time based on approximate hours.

& i'm fine w/ the due date remaining Jan. 1 as I don't keep those holidays, it's a 3 pay month & vaca pay, easier for me.

From: [Colleen Kylie](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 7:15:57 PM

Why the increase? The office is not even open? No portfolios to assess And ..How many DDS's give annual raises?

In my experiences not many ..., I am glad that the CDHO gets a raise at our expense on a regular basis.... A union is needed for this profession. I would not recommend this profession to anyone. It is a shame our dental hygiene governing bodies and associations have not defended and advocated for their members no matter how much money they are demanding from their members.

It is time for a career change.

Sent from my iPhone

From: [Lia Aitzis](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 7:39:08 PM

I am for the change to \$415 and no increase in 2023. I also am for the date change for payment. Thank you

Sent from my iPhone

From: [Kanika Phoung](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 7:47:24 PM

To whom it may concerns,

The fee and date changes is not effecting me much.

Thanks,
P. Kanika Phoung

Sent from my iPhone

From: [Tasha B](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 7:49:30 PM

Hi there,
The annual fees are already expensive enough that I don't think they should be increased further.

Thanks

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From: [Deb Bonnell](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 7:55:46 PM

I appreciate the move for the fees to be moved from Dec31. I have never understood why it begins in December, the most expensive month of the year!

One step in the right direction. Consideration for those of us that pay the fees have never been on the table before.

This is solely from one hygienist.

Deb

Sent from my iPad

From: [Rachel Brough](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 8:02:22 PM

Feedback on behalf of myself.

I am confused as I thought we recently received an email stating that there would be no increase to fees. It's been a difficult couple years with being off, less full schedules etc that even though only \$15 it is still an increase.

Im also curious as if there is a price adjustment as we paid January of this year but now only valid until December (11months) a compared to previous which it gives us 12 months but the day price was paid.

Thanks for taking the time to gather feedback.
Rachel

Sent from my iPhone

From: [Lindsay Gordon](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 8:03:00 PM

Its fine, on behalf of myself lindsay gordon

[Sent from Yahoo Mail on Android](#)

From: [lindadouglas lindadouglas](mailto:lindadouglas@cdho.org)
To: feedback@cdho.org
Subject: Proposed amendments regarding registration fees
Date: Thursday, April 7, 2022 8:06:54 PM

The raise in fees seems reasonable, however, I would prefer the deadline for the renewal date remains unchanged. Basically, I am afraid some people might forget, and more individuals might end up with penalties being imposed. I usually renew early, but on occasion have had to await incoming payments first. Dec 1st is kind of early and could be a problem.

Kindest regards

Linda Douglas.

From: [Tiny Town](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 8:20:43 PM

The CDHO has done very little to nothing to warrant a fee increase. Given the nature most members have faced over the last 2 years this could not have been more poor timed and tone deft. Perhaps xo sider differing for a couple of years.

From: [Vanessa Lefebvre](#)
To: feedback@cdho.org
Subject: Amendment to bylaw feedback
Date: Thursday, April 7, 2022 8:34:43 PM

Hello,

My name is Vanessa Lefebvre. I have been practicing since December 2021 as I am a recent graduate! This feedback is on behalf of just myself.

- It may be valuable to have the fees due in January instead of December. December is Christmas time and it's always a time that's pressing for money for many people, and they could have leeway time to make some more money and pay it in January.
- Changing the time for the fee to be due with our yearly self assessment on January 31st would be a good reminder for the fee and the self assessment.

Vanessa L, RDH

--

Vanessa Lefebvre

From: [Leyna Pauze](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 8:40:26 PM

I thought u weren't raising the fees ?

Sent from my iPhone

From: [Soummaya Sh](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 9:01:01 PM

Good Evening ,

My name is Soummaya Shamisa I am a dental hygienist in Windsor Ontario and I was asked to submit my comments on the Stakeholder Consultation Fees. I'm commenting on behalf of my self as an individual. I have reviewed the Stakeholder Consultation Fees. From my understanding the registrant must pay the annual fees by December 1st rather than the 31st. As well as the prices are set to increase. I don't have any issues or concerns with the above changes . I think it is a good idea to move the date earlier before the holidays , in order to insure that the payments are made in time for the new year.

Thank you for your time,
Soummaya Shamisa RDH

From: [donna kingrobbins](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 9:06:17 PM

I am responding to the call for stakeholders comment as an individual person .

Regarding the changed date to renew registration, i am curious if the fee to register for 2023 will be prorated to reflect the fact that registrants have already paid for the full year of 2022, which would include the month of December.

Sent from my iPhone

From: [Costanza Iaconetti](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 9:07:33 PM

I'm ok to the change

Sent from my iPhone

From: [joanna dennie](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 9:20:27 PM

This feedback is from myself but I do not think this is a good idea. The Christmas holiday season is tight as it is, and I think that paying the registration fee at that time would add to a lot more stress for a lot of dental hygienists. In my opinion, leaving it to January 1st would be best.

Sent from my iPhone

From: [Daniela Moncayo](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 9:40:57 PM

Hello,

I do not think it is fair to increase fees. Especially during a time like this when prices for food , gas etc. continue to increase. 400\$ is already so extreme and it occurs in Dec which is the worst month of the year. It is the most expensive month for all. Dec 1st would fine to change . But I do not find it will make much of a difference. It should be another month entirely.

Thank you ,
Daniela M

From: [Mary Gamas](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 10:02:15 PM

Commenting on behalf of myself- Mary Gamas

The proposed changes all seem fair. Will there be a time limit before a renewal fee increase occurs again?

From: vquachcadh@gmail.com
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 10:14:52 PM

Hello,

To be honest increase registration fee right after Covid is hard for hygienist. Most of us was working reduce hour's because of kid (s) school closures. Along with having to paid for cpr, practice insurance, equipment and uniforms, continuation courses and quality assurance test everything keeps on adding up. Most hygienist with kid (s) do not get work benefits or holiday and sick paid what so ever. Furthermore, consider the hour's most of hygienist having to put up finding childcare after 6 pm is extremely difficult. Any price increase is an expense.

Regards,
Ai Van, RDH

[Sent from Yahoo Mail for iPhone](#)

From: [Guoli Ding](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 10:14:57 PM

Hi,

I remember we have paid \$415 for annul fee already. I prefer to pay renewal fee on Jan 1st instead of Dec. 1st.

Thank you,

Guoli Ding, RDH

[发自 iPhone 版 Yahoo 邮箱](#)

From: [Jacqueline Anderson](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 10:15:02 PM

In regards to increasing our fees. Families are already struggling with increasing costs on almost everything from gas to groceries. Is this increase really necessary or justified?

[Sent from Yahoo Mail for iPad](#)

From: [kimberly panzer](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 10:15:13 PM

I am very confused... my understanding was there would be no increase in fees on membership dues.... everyone has been working from home and there has been a significant amount of money saved why the increase. The moving up of when the funds are due is a rotten time.... Christmas is right around the corner it's moved up closer to when our insurance is due . It would be better to be at 6 months past when insurance is due . Has anyone thought of that?

From: [Yamini Arudchelvan](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 10:15:17 PM

Hi,
I completely agree with the proposed Bylaw Amendment for the Annual Fee.

Thank you

From: [Kathy Jane](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 10:15:22 PM

I feel that Bylaw No. 5 should be set aside while the review of Continuing Education requirements is being designed!

If QA is of the style that cost will occur to a Hygienist rather than a method of free self study, the cost should decrease not be raised!

Sent from my iPad

From: [shelby garcia](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 10:15:26 PM

I do not agree with dental hygienists paying more for yearly registration fees than registered nurses who are also unionized and receive more pay and benefits than dental hygienists.

From: [Dianne Periard](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 10:15:31 PM

To whom it may concern,

I support this proposed by law change. I do feel that changing the date will greatly contribute the CDHO's staff's improvement of quality of life. I assume that are able to financially support the fee modification.

I vote for this poposed ammdement.

Thank you,

Dianne Périard

From: [Heather Montgomery](#)
To: feedback@cdho.org
Subject: Commentaires - Consultation avec les parties prenantes
Date: Thursday, April 7, 2022 10:15:37 PM

Hi there,

Would be opposed to an increase in registration fees as I have lost a considerable amount of hours and therefore, income, due to the COVID pandemic, i.e. when clients cancel short notice due to COVID 19 symptoms, then my hours are reduced.

Please consider this as a sincere request, thanks.

Heather Montgomery RDH

Sent from my iPhone

From: [Stacy Rogers](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 10:15:42 PM

Keep it at \$400 or reduce the annual fee! It is already very expensive and causes grief especially in December

Stacy Rogers

From: [Emy Belley](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 10:15:48 PM

I have nothing to say on the new Bylaw No.5 Article 16.2

Emy Belley Blanchette

From: [Heidi Glibota](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 10:15:54 PM

Hi,

I don't agree with the fees increasing yet again. The amount of \$35 PER MEMBER by 2023.

The fees have increased substantially over the past decade.

The cost of gas, housing, food has gone up but my salary has not changed to accommodate all of the increases. I'm afraid if this continues, I will have to look for another career.

Heidi Glibota
011836

From: [Juanita Smith](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 10:15:59 PM

Hello!

Thank you for requesting my comment for the \$15 fee increase.

I support the change in bylaw based on the decisions made by the committee in charge.

Thank you !

Juanita Smith

Reg ID 009260

From: [Ann-Marie](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 10:16:04 PM

I would like to propose that the renewal date be moved to October

Ann-Marie Peters R.D.H

Sent from Yahoo Mail on Android

From: [Christina Makela](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 10:16:09 PM

I, speaking on behalf of myself, support the date change to Dec 1st as this will allow people to renew earlier and not have conflict with the busy holiday season. It also allows people to budget better in advance of Christmas. I also support the fee increase if it means it won't go up again in 2023 if I understood the chart correctly.

Thank you.

Christina Makela R.D.H.

From: [Sylvie Hebert](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 10:18:36 PM

Hi there

Yes I agree to the proposed amendments suggested. As this profession has hit a ultimate shortage in the past 2 yrs, I assume there will be higher fees every year.... As it is becoming a very high risk profession and such struggle in keeping RDH's now....

However, it is not the amendments that are the issues, the unrealistic expectations of the portfolio!! All the limitations to further our profession, the constant and excessive changes to protocolsCDHO will have to start making more compromises for their members as the shortage ,mental and physical stress that this brings to the members is no longer tolerable and unrealistic!!!As myself and many other are looking to change careers in the near future!!

Sylvie Underhill RDH

From: [sonia ira](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 10:28:41 PM

Hello there!

Based from what I read, I have the following input:

1. Fee raised to \$415.00 + tax- doable

\$435.00+ tax-pricey

2. Deadline for Renewal

December 1st each year- don't agree

December 15th - suggestion

3. Late Fee

\$100.00 reasonable

If all this possibly changes will take effect, and most registrants are accustomed to the end of December dates, can we have ample reminders, please? Thank you!

Sincerely ,

Sonia (Registrant)

Sent from my iPhone

From: [Ying Pan](#)
To: feedback@cdho.org
Subject: feedback on proposed amendments to Bylaw No. 5 Article 16.2: Annual Fees
Date: Thursday, April 7, 2022 10:55:09 PM

Dear Sir / Madam,

Thank you for inviting me for participating the annual fee amendment survey. I agree the mild adjustment to \$415.00 per year. However, please consider to provide more support services to the members.

Best Regards,

Ying

Get [Outlook for iOS](#)

From: [Cecilia Megarry](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 7, 2022 11:13:21 PM

Hello

I do not agree with the increase in our professional fees. I don't see the basis of the increase and quite frankly nor the return of what we are paying. I sincerely hope the fees will remain as they were.

Sincerely

Cecilia Megarry

Sent from my iPhone

From: [irina.rudenko](#)
To: feedback@cdho.org
Subject: REMINDER: Stakeholder Consultation / Consultation avec les parties prenantes
Date: Friday, April 7, 2022 11:15 PM

Hello CDHO

In regards to your reminder i would say that I don't really understand the nature of your matter.
Please elaborate

From: [KFP Kathleen Feres Patry](#)
To: feedback@cdho.org
Subject: CDHO bylaw 5-stakeholder-consultation-2022 Kathleen Feres-Patry 001472 FEEDBACK 7-4-22
Date: Friday, April 8, 2022 2:08:21 AM
Attachments: [CDHO bylaw 5-stakeholder-consultation-2022 Kathleen Feres-Patry 001472 FEEDBACK 7-4-22.pdf](#)

Good evening all:

I support the recommended changes and the rationale and have noted on the draft document attached.

Kind regards,
KFP

Kathleen Feres-Patry RDH, B.Ed.
CDHO #001472
Ottawa University Master's student

Proposed Amendments to Article 16.2 of Bylaw No. 5: Annual Fees

Current Bylaw Wording	Proposed Bylaw Amendment	Rationale												
<p>16.2 Annual Fees</p> <p>(1) The annual fee payable by a Registrant is:</p> <p>(a) \$400 for a Registrant who holds a general certificate;</p> <p>(b) \$400 for a Registrant who holds a specialty certificate; and</p> <p>(c) \$200 for a Registrant who holds an inactive certificate.</p> <p>(d) If an applicant graduated from a program in dental hygiene within 12 months of applying for registration, the annual fee upon initial registration is one half of the annual fee payable by a Registrant who holds a general certificate.</p> <p><i>Future amendments as approved by Council on March 4, 2016</i></p> <p>(1) The annual fee payable by a Registrant is:</p> <table> <tr> <td><i>Effective for 2020</i></td> <td><i>Effective for 2023</i></td> <td></td> </tr> <tr> <td>(a) \$415</td> <td>\$435</td> <td>for a Registrant who holds a general certificate</td> </tr> </table>	<i>Effective for 2020</i>	<i>Effective for 2023</i>		(a) \$415	\$435	for a Registrant who holds a general certificate	<p>16.2 Annual Fees</p> <p>(1) The annual fee payable by a Registrant is:</p> <p>(a) \$400 \$415 for a Registrant who holds a general certificate;</p> <p>(b) \$400 \$415 for a Registrant who holds a specialty certificate; and</p> <p>(c) \$200 \$215 for a Registrant who holds an inactive certificate.</p> <p>(d) If an applicant graduated from a program in dental hygiene within 12 months of applying for registration, the annual fee upon initial registration is one half of the annual fee payable by a Registrant who holds a general certificate.</p> <p><i>Future amendments as approved by Council on March 4, 2016</i></p> <p>(1) The annual fee payable by a Registrant is:</p> <table> <tr> <td><i>Effective for 2020</i></td> <td><i>Effective for 2023</i></td> <td></td> </tr> <tr> <td>(a) \$415</td> <td>\$435</td> <td>for a Registrant who holds a general certificate</td> </tr> </table>	<i>Effective for 2020</i>	<i>Effective for 2023</i>		(a) \$415	\$435	for a Registrant who holds a general certificate	<p>16.2 Annual Fees</p> <p>(1) This change only reflects the current state of affairs. It brings the current fee noted here up to date to the \$415 that was put into place in 2020. This change is necessary because the table that refers to the fees that were charged starting in 2020 is being deleted to support the deletion of the increase planned for the 2023 registration period.</p> <p>With the deletion of this table, the previously approved increase in fees for the 2023 registration period is deleted.</p>
<i>Effective for 2020</i>	<i>Effective for 2023</i>													
(a) \$415	\$435	for a Registrant who holds a general certificate												
<i>Effective for 2020</i>	<i>Effective for 2023</i>													
(a) \$415	\$435	for a Registrant who holds a general certificate												

Current Bylaw Wording	Proposed Bylaw Amendment	Rationale
<p>(b) \$415 \$435 for a Registrant who holds a specialty certificate</p> <p>(c) \$215 \$235 for a Registrant who holds an inactive certificate</p> <p>(d) If an applicant graduated from a program in dental hygiene within 12 months of applying for registration, the annual fee upon initial registration is one half of the annual fee payable by a Registrant who holds a general certificate.</p>	<p>(b) \$415 \$435 for a Registrant who holds a specialty certificate</p> <p>(c) \$215 \$235 for a Registrant who holds an inactive certificate</p> <p>(d) If an applicant graduated from a program in dental hygiene within 12 months of applying for registration, the annual fee upon initial registration is one half of the annual fee payable by a Registrant who holds a general certificate.</p>	
<p>(2) The annual fees are payable by a Registrant upon first becoming a Registrant and, thereafter, on January 1 of each year.</p>	<p>(2) The annual fees are payable by a Registrant upon first becoming a Registrant and, thereafter, on January 1 December 1 of each year in the year preceding the year to which the Registration renewal applies.</p>	<p>(2) This change moves the last day of the registration renewal period from December 31 to December 1. The registration renewal period will begin 45 days prior to December 1. This change allows registrants to renew during the latter half of October and November, without encumbering the upcoming holiday season with registration renewal requirements during the month of December, as is currently the case. It also allows the College to carry out the final phase of registration renewal during a time when the College is fully staffed rather than during the last week of December when many staff are on vacation. This change also serves to protect the public by allowing the College to provide appropriate notice to registrants who do not renew their registration prior to the end of</p>

Current Bylaw Wording	Proposed Bylaw Amendment	Rationale
(3) The penalty for late payment of a fee set out in Article 16.2 (1)(a)–16.2 (1)(c) is \$100 and comes into effect January 2 nd .	(3) The penalty for late payment of a fee set out in Article 16.2 (1)(a)–16.2 (1)(c) is \$100 and comes into effect January is payable on December 2 nd .	<p>the current registration year, rather than in the following year.</p> <p>(3) This change is tied to the date on which the registration renewal period closes (December 1). Individuals who have not renewed their registration during the registration period are assessed a late fee.</p>

From: [Melissa Filice](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Friday, April 8, 2022 5:33:14 AM

To whom this shall concern,

I like that registration was moved away from the busy holiday season and it appears the amount is still 415.

Thank you for taking away the payment from such a busy, expensive part of the year.

Melissa

Sent from my iPhone

From: [Eva Eva](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Friday, April 8, 2022 6:13:39 AM

Hello,

I am replying on behalf of myself: a CDHO registrant in good standing.

I am happy with your amendment to remove the annual fee increase but personally prefer the due date of December 31st.

Everything is so very expensive these days and hourly wages in the private sector unfortunately are not adjusted to inflation as those in the government are so this little break in fees is much appreciated.

Thank you.

Sincerely,

Eva Pecak

From: [Jeannette Benard-Kulik](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Friday, April 8, 2022 6:18:58 AM

Good Day

I am not in agreement to the time period suggested for payment of registration fees. This time frame also coincides with payment of our Professional organizations being CDHA/ODHA, so this timing is not helpful at all. Parting with \$415 is no better heading into the holiday season than it is at the end of holiday season, especially after having paid dues for our professional memberships.

Ideally something in March or April would be less stressful from a financial perspective.

This is feedback on my part only.

Thank you.

"Do what you will, but do no harm"

Jen Kulik

From: [Samantha MacDonald](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Friday, April 8, 2022 6:40:15 AM
Attachments: [Screenshot_20220408-063824.png](#)

No I do not want an increase.

I can barely afford the increases in every other aspect of our lives in Canada.

I would like to see a break down of where our money goes.

Then ask for some feedback.

I still remember when the CDHO took away our malpractise insurance but increase our license fee.

We also have to pay for malpractise insurance on top on this.

According to the government 415 is already implemented.

Samantha MacDonald

📷 📶 31% 6:38 a.m.

College of Dietitians of Ontario	Health	\$641.00	4,448	15	\$2,900,000.00	1:296
Professional Foresters Association	Non-Health	\$620.00	970	3	\$404,447.00	1:323
College of Physiotherapists of Ontario	Health	\$575.00	10,300	32	\$6,534,000.00	1:322
Human Resources Professional Association	Non-Health	\$490.00	21,916	60	\$15,103,286.00	1:365
Ontario Professional Planners Institute	Non-Health	\$480.70	4,696	11	\$2,800,304.00	1:427
College of Medical Radiation Technologists of Ontario	Health	\$470.00	11,208	23	\$4,900,000.00	1:487
Ontario Institute of Agrologists	Non-Health	\$450.00	400	2	\$120,000.00	1:200
Professional Geoscientists of Ontario	Non-Health	\$420.00	3,694	7	\$1,187,593.00	1:528
College of Dental Hygienists of Ontario	Health	\$415.00	14,228	21	\$6,590,145.00	1:677
Real Estate Council of Ontario	Non-Health	\$390.00	93,948	120	\$24,590,000.00	1:783
Ontario College of Social Workers and Social Service Workers	Non-Health	\$360.00	25,270	40	\$7,245,540.00	1:632
College of Nurses of Ontario	Health	\$305.00	188,939	320	\$58,410,000.00	1:590

From: [Tina Mantzoris](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Friday, April 8, 2022 7:51:19 AM

Hello,

I would prefer to have the renewal fees remain due on Jan 1 given the association fees are paid in the fall and appreciate only having to pay cc in Feb. Also, as mentioned by others, why are we maintaining such a high rent office space when remote work has been and will be continued moving forward. I suspect that a large portion of our fees is applied to this expensive office space.

Thank you,

Tina Mantzoris, RRDH

Sent from my iPhone

From: [rocio landeo](#)
To: feedback@cdho.org
Subject: REMINDER: Stakeholder Consultation / Consultation avec les parties prenantes
Date: Friday, April 8, 2022 7:53 AM

Good morning,
I am ok with it
Rocio Landeo RDH

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From: [Julia Clement](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Friday, April 8, 2022 8:19:59 AM

I like this renewal date better than waiting till Christmas.
Julia

Sent from my iPhone

From: [Lorna LeBlanc](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Friday, April 8, 2022 8:54:49 AM

This seems reasonable and I agree with the proposals.

Sent from my iPad

From: [Christina Gantlett](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Friday, April 8, 2022 9:16:41 AM

To Whom It May Concern,

I am a registrant with CDHO, and am in favour of the new amendments regarding annual fees and the change of dates.

Thank you,

Christina Gantlett, RDH

From: [Rosa](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Friday, April 8, 2022 9:30:30 AM

Hello,

I was emailed to respond to this bylaw.

I'm not happening about an increase in our fees

I understand everything is going up on prices and I accept it. May we receive some increased benefits.

Keeping in mind the rates went up a few years ago without notice or vote I am in wonder of what has changed.

Nevertheless please keep mindful and appreciate your hard work.

Blessings,

Rosa Curalli

From: [Erin Neilson-Laporte](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Friday, April 8, 2022 10:41:57 AM

Submitting my feedback regarding fee increase.

Our fees should absolutely not be raised. I believe the CDHO should find other ways to save money instead of putting the burden on us. There's no reason to have an office space downtown Toronto, something much more cost effective would be available.

\$400 a year is a lot of money. We pay much more than many other professions. With the additional cost of our liability insurance.

Also changing the due date would be much appreciated keeping it away from the holidays.

From: [Heather Kleinberg](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Friday, April 8, 2022 10:52:17 AM

Everything seems legit to me and I have no worries.
Thank you

Sent from my iPhone

From: [Maarika](#)
To: feedback@cdho.org
Subject: feedback on annual fees Friday,
Date: April 8, 2022 10:57:03 AM

Hello,

I just took a look at the last annual report. I am outraged at the cost of maintaining a mailbox in downtown Toronto when the office is equipped to work from home. I saw that the cost of rent is over \$400,000 a year. Which means that this is precisely where over 1000 of Ontario Dental Hygienists' annual fee is going. There are other jurisdictions in the US that are charging a fraction to operate a much larger workforce and also cover liability insurance. I think these fees are excessive and unacceptable. Why are the employee salaries so high at the CDHO? These exorbitant fee increases exploit us as dental hygienists, who break our backs and necks to work. Our salaries do not keep up with inflation. These opinions are my own.

Sincerely,

Maarika Lepik

From: [T & D McGee](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Friday, April 8, 2022 10:58:14 AM

Hello,

As per your request, my personal comments regarding proposed amendments to Bylaw No. 5 Article 16.2: Annual Fees follow.

I find the proposed changes reasonable. The rationale is sound and very clearly stated.

Thank you for inviting me to participate in this Stakeholder Consultation.

Diana L. McGee, RDH

From: [lis](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Friday, April 8, 2022 11:00:30 AM

I think there should be a grace period for late fees the first year this is implemented as many hygienists have been paying their fees on Jan.1 for many years and may forget the new due date.

Also, this year's fee included Dec/22 therefore the new fee needs to reflect this for the first year.

Thanks,
Lisa Unsworth

From: [Abida](#)
To: feedback@cdho.org
Subject: Feedback on Proposed Amendments to Bylaw 5.
Date: Friday, April 8, 2022 11:07:37 AM

Hello,

I am astounded at the cost of our annual registration fees!!! Not only do Registered Hygienists have to pay the annual registration fee, but we also have an additional \$215 to pay other associations to get liability insurance.

I have been part of other Jurisdictions as a Hygienist while living in the United States and our annual registration fee was \$40 in the State of Florida and no requirement for any additional memberships because the employer covered our liability insurance! At the same time, the RDH's in U.S.A. have the same pay rate as us in Ontario with their dollar value being a lot more than ours!!

To be an RDH in the province of Ontario is ridiculously expensive while our salaries are not increasing compared to the inflation rates.

I would like to get a detailed run-down of the salaries of the CDHO employees to see what our \$415 registration fees are going towards. The fees we pay are extremely excessive. The CDHO does not need to have an office in Downtown Toronto while employees are all working from home and are never available to answer our calls.

Just for clarification, I am writing on my behalf and not an organization!

From: [Jill](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Friday, April 8, 2022 11:51:01 AM

I would prefer to have the renewal date remain at December 31st. It is a renewal for the following year, not the current year. Most of us have been doing this for many years if not decades. Aging at the end of the month allows for us to stagger payments. Using your logic as it can interfere with holiday purchases, is unfounded as most people make their purchases early in the month and then will have the added coat of the renewal at the same time as “buying presents”. Being preoccupied with the holiday season, will now have additional stress with having to renew at a different time. The e so if the year makes sense and gives us all the time to make the Payment.

PLEASE DO NOT CHANGE THIS DEADLINE!

Thank you

Jill Greenberg. RDH

From: [christine taylor](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Friday, April 8, 2022 12:57:46 PM

Hello

I was requested to provide voluntary feedback on the proposed changes to the annual fees and date change.

The annual fee is already quite high and should not be increased, as well the date should stay the same as it is easier to remember the end of the year

Thankyou

Christine Taylor

Sent from my iPhone

From: [sukhvir kaur](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Friday, April 8, 2022 1:26:10 PM

Hello,

Just read the bylaw, to me it make no difference when I have to for my fees. Only request is notice before hand, so deadlines are not missed.

Thankyou
Sukhvir kaur-bhatti

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From: [Angela Ramelli](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Friday, April 8, 2022 1:37:26 PM

Dead CDHO

I am not impressed to say the very least with the proposed increase in licensing fees! These have been very trying times for those of us working clinically. We have taken a beating with protocols and ever changing guidelines. We have suffered emotionally, physically, and financially. Many of us are currently dealing with shortened days and decreased pay because so many patients are infected with CoVid. All of us were off for months at the start of the pandemic. We received no relief in licensing fees which is heartless given the situation. I think that by collecting registration fees 2 months early the college is also financially benefiting from that change. I also currently hold a non practicing RN license with the CNO which I might add only costs me \$50 a year. CDHO offers a similar membership to it's registrants at a fee of \$200 which is an astonishing 4 time the amount. What effort does holding an inactive membership entail to warrant such a high fee? I am happily almost near the end of my career and I feel collectively we as RDH need to speak up so we are not taken advantage of. I don't agree with the increase in fees and am doing my part to vocalize my disappointment.

Angela Ramelli RDH

From: [Natasha Soetemans](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Friday, April 8, 2022 1:58:39 PM

I have read and am aware of the changes to the registration / certification fees.

Thank you,
Natasha Soetemans

Sent from my iPhone

From: [simone pirie](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Friday, April 8, 2022 2:29:14 PM

I feel that we don't need a another raise of fees for our college..we were told that there was enough money that fees wouldn't be going up..thanks

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From: [Dorothy Dziunikowski](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Friday, April 8, 2022 3:46:01 PM

Hi CDHO Council,

Thank you for sharing the proposed amendments. I support them as written.

Thank you,
Dorothy Dziunikowski RDH

From: [Brittni Smithson](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Friday, April 8, 2022 3:57:54 PM

Hello,

I am speaking for myself, the new amendments are fine.

Brittni Smithson

From: [Donald Johns](#)
To: feedback@cdho.org
Subject: Commentaires - Consultation avec les parties prenantes
Date: Friday, April 8, 2022 4:13:04 PM

I personally think that inactive members should not be paying any more than they already do going forward. A fee of \$200 would be sufficient if not extravagant.

Sent from my iPhone

From: [Nancy Johnsen](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Friday, April 8, 2022 4:30:54 PM

Hi CDHO:
Good idea!
Thank you.
Sincerely,
Nancy Johnsen, RRDH.

From: [Kelly Haythorne](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Friday, April 8, 2022 4:34:45 PM

Hello,

In regards to the proposed amendment to fees, I would like to suggest a spring or summer fee due date. I am a parent of two small children, changing the date to Dec 1st just makes it harder for Christmas shopping.

Thanks
Kelly

Sent from my Galaxy

From: jkindipaolo
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Friday, April 8, 2022 4:47:26 PM

Glad to see there will not be an increase but surprised there isn't a decrease considering everyone employed by CDHO has been and continues to be working from home. CDHO should consider reducing over head costs by cont with at home offices and giving up rent/ lease in pricey downtown location. Just my opinion and other RDH's as well. This would save the CDHO lots of money!

Sent from my iPad

From: [Chona Fortich](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Friday, April 8, 2022 4:55:57 PM

Hi,I am very glad that there is no increase of the registration fee until 2023. May I recommend also to breakdown the payment into parts if possible.

Thank you,

Chona Fortich

[Sent from Yahoo Mail for iPhone](#)

From: [Ed Paradis](#)
To: feedback@cdho.org
Subject: REMINDER: Stakeholder Consultation / Consultation avec les parties prenantes
Date: Friday, April 8, 2022 5:02 PM

I would prefer the date of January 1st deadline instead of December 1st.
I feel being a professional and organized with financial discipline the January 1st deadline works .
Thank you

Get [Outlook for Android](#)

From: [Cecile Larocque](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Friday, April 8, 2022 6:06:55 PM

I do feel at this point in time raising the fee is too much due to the fact to the lock downs many hygienist have suffered wage losses and earnings have decreased due to cancellations and clients not wanting to attend appointments because of covid. I feel the college should definitely put on fee increase until life resumes to some normality

Sent from my iPhone

From: [sandra sabatini](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Friday, April 8, 2022 7:06:25 PM

To whom it may concern:

The amendments are clear and easy to understand. The layout amendment (columns) are also better- easily able to identify the information. Thank you for the clarification- it did look as though the annual fee was increasing again. Perhaps highlight the change in due date for the upcoming year to bring more attention to the change.

Sincerely,
Sandra Sabatini, RDH

Sent from my iPhone

From: [Elisabeth Ratz](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Friday, April 8, 2022 8:26:25 PM

Hello and good evening!

With regard to the change proposed for registration due date, I don't think it provides any benefit to change anything if it's only going to be moved up a month. Moving the date from January 1 to December 1 to try to make things easier around the holidays is basically six of one, half a dozen of another. That whole time of year (Sept - Dec) for most people is pretty crazy.

I think it would make more sense to change the registration renewal to spring or early summer. Or even end of January would be more helpful than to move things to beginning of December.

Thank you for your consideration of my feedback. I hope you have a wonderful day!

Best regards,

Elsa Ratz

From: [Lana Zincone](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Friday, April 8, 2022 9:00:25 PM

Hi,

I am happy to hear that the College has not suffered the financial burden that other industries have.

And I am happy to hear they are passing that savings on to us by not increasing our fees this year.

Also, it does make sense to have our yearly dues December 1st rather than 31st. I agree that December is a busy month and easy forget about dues.

Although it will take some getting use to.

A couple of reminders would be appreciated.

Thank you

From: [Andrea Haines](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Friday, April 8, 2022 10:53:28 PM

Hello,

I strongly oppose moving up the fees due date for a couple of reasons. Firstly, our odha fees are due around then, and secondly, I do most of my Christmas shopping in November so moving up the date would really create financial hardship, especially since there is no payment plan or instalments. I feel this move is only in the interest of the college staff and not the interest of the public or registrants.

[Sent from Yahoo Mail for iPhone](#)

From: [Leonie Nickie](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Friday, April 8, 2022 11:26:54 PM

I have read the proposed change to the registration schedule and is in agreement. It is in line with the ODHA and CDHA fee schedule. From an accounting standpoint, it may be easier for the CDHO to manage.

Leonie, RDH

Sent from [Outlook](#)

From: [Estere Mbirimi](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Saturday, April 9, 2022 7:34:45 AM

Hello there,

Making the fees due December 1st is not idealistic. We also have our association fees due around the same time. The fees should be due in spring like end of April if you ask me. That would take pressure off those being audited and it would be a different time from our association dues. That's my opinion.

Thanks,

Estere

Sent from Blessings

From: [Susan MacPhail](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Saturday, April 9, 2022 7:59:25 AM

Hello,

Thank you for considering this issue of the annual date for fee paying CDHO fees.

I totally agree with the change. The previous annual deadline of December 31, over the holiday period has always been difficult.

The new date, December 1 annually, will help to decrease penalties and stress for CDHO members.

Please consider the amazing wealth of knowledge that every Ontario Registered Dental Hygienist gathers while completing their Quality Assurance portfolio. I attended an informative lecture on saliva, that was presented as a result of all the research the CDHO member had done for her Q.A. portfolio. There must be a lot of excellent information lost to CDHO archives that could be valuable for members to share.

In the CDHO website, it would be smart to set up numerous two hour information training sessions, created and fact checked by CDHO members. I would like to log in, study and learn about a member created informational topic like Xylitol for two hours and be forced to answer five questions correctly. I could also be required to state three ways the information would benefit my patients. The CDHO could keep the log of my correct answers and then add those two hours to my portfolio. I would like to be able to study thirteen, two hour training sessions per year minimum, to easily keep my baseline seventy five Q.A.hours under tighter control.

The CDHO member who creates the Q.A. topics could be granted twenty five hours for research, they must include proper citations, questions and website links.

A rough example: Xylitol by Mary Susan MacPhail RDH Let's pretend that the following is two hours of study...

Further study from the inspiring article about Xylitol in the Nov 6 2020 'Dentistry Today' shows that five doses of Xylitol, spread out over a day, seems to change the human oral flora for the better. When Streptococcus mutans (the cause of tooth decay) and Porphyromonas gingivalis (the cause of gum disease, arteriosclerosis - heart diseases- and Alzheimer's) use Xylitol as a food source they can no longer multiply. Those bad bacteria lose adherence and fall off your teeth. Xylitol has been around since 1891 and it is made from corn, fruit or birch tree wood. Some Xylitol toothpastes include silicon and other less desired ingredients, so using pure Xylitol is best.

Apparently, when Xylitol is mixed with other 'tols' like Sorbitol and Mannitol the antibacterial effectiveness is reduced. You can buy pure Xylitol granules from the Bulk Barn, Amazon and Metro stores. 'Xylitol' gum made by Hager, Spry, or Pur, might be the purest way to chew Xylitol in the form of gum.

From: [Nancy G](#)
To: feedback@cdho.org
Subject: REGARDING Stakeholder Consultation / Au sujet de la Consultation avec les parties prenantes
Date: Saturday, April 9, 2022 8:55:42 AM
Importance: High

Hello

I understand the rational behind changing the date from Dec 31 to Dec 1

However then does our registration go from Jan 1 to Jan 1?? or Dec 1 to Dec 1 ?????

Manitoba does **January 15**.....This would be better!

Being in Alberta it was Jan 1 then changed to Nov 30 then changed to October 31 and now changed to Oct 15

wording is to safe 150 dollars if in by Oct 15.

Be honest what is the plan here? will it keep changing??

What about the unbelievable Self-assessment that we have to do by Jan 31

no will it be by Dec 31? when all of us are doing Christmas rush.

Really that self assessment has to go it is a waste of time and unneeded.

Changing payment runs into person who would have used that money on Christmas and pay their registration after Christmas now being forced to pay with money they would have used on Christmas presents.

Not everyone has good jobs not everyone has real jobs and dentist who pay properly not everyone has a spouse

who helps and yes Hygienists are poor with kids and just trying to make it. Yes there are dead beat dad's who our rich and do not pay for their kids.

Now they have to use a pay cheque before Christmas instead of after Christmas.

Don't believe this...I have lived it. Maybe I will write a book on it.

Suggestion How about changing the date to **January 15th**!

Then everyone back to work will get a pay cheque after Christmas to pay, everyone done with rush and the parties and can focus.
Mid month other bills done.

Just my 2 cents, but been doing this a long time in 4 different provinces

Thank you Nancy

Although it seems to be totally wrong to brush with a natural sugar substitute -'Xylitol,' numerous scientific citations are abundant and clear. Google: 'Brush with Xylitol.' Place one half teaspoon of Xylitol granules in your mouth, morning and night, swishing for two minutes, then brush your teeth using the non-abrasive syrup. Spit out, don't rinse. Three other doses of Xylitol a day can be added in the form of chewing Xylitol gum, or replace your sugar in tea and coffee with Xylitol. I understand that Xylitol stops, prevents and heals tooth decay and gum disease. Do we really need to use fluoride anymore? Do we really need to brush? Why isn't Xylitol used in everything? If Xylitol stops bacteria, viruses, yeasts, and parasites from proliferating, is it not a totally natural, non-prescription, broad spectrum antibiotic? Why is Xylitol such a secret? Long term care homes and all mental health programs should be using Xylitol gum or lozenges five times a day to prevent tooth decay, gum disease, heart diseases and Alzheimer's. When you ask for a 'double double' at a drive through they should ask 'do you want sugar or Xylitol?'

In the Dentistry Today article they suggest that Xylitol may act like a decoy for the Covid19 virus and Xylitol might protect your ACE2 receptor cells from attack. Xylitol should not be given to dogs or pets. They produce too much insulin, can have a seizure and they may die. The antidote is sugar, but it may not work. Humans naturally excrete 5 to 10 grams of Xylitol daily, so it is safe for humans. In 2017, the University of Toronto Faculty of Dentistry noted that their Xylitol mouthwash 'Happy Mouth' was safe for children as young as nine months old. During my research, I learned that eating more than seventy grams of Xylitol a day may cause stomach upset. Brushing with half of a level teaspoon of Xylitol is only two grams. Please read the Dentistry Today Nov 6 2020 article and references:

<https://www.dentistrytoday.com/news/todays-dental-news/item/7325-the-oral-gateway-microbiome-implications-for-systemic-diseases-including-covid-19>

From the article: Conclusion

Xylitol has a long history of being safe and beneficial in preventing bacterial pathogen infections. It is considered a prebiotic due to its positive effect on the microbiome, reducing pathogenic proliferation. The use of xylitol in oral health to prevent dental caries and periodontal disease has been well documented as safe and effective. Xylitol products should be included in all dental preventive programs, as it works synergistically with fluoride. Plus, it improves the patient's systemic health.

Current research indicates that Xylitol may also be useful in curbing viral respiratory infections, including COVID-19, by both reducing the viral load and by an anti-penetration of the cell wall mechanism that has very recently been hypothesised. Therefore, the use of xylitol nasal and oral rinses may prove valuable in reducing the rapid spread of viral pandemics.

**M. Susan MacPhail RDH
On 519-400-2082**

Dental Hygiene Practitioner 128 St. Andrew St., W., Fergus,

Example Q.A. Questions

(1) Does Xylitol act as a decoy for Covid-19 by occupying the ACE2 receptors? A Yes B No

(2)

(3)

(4)

(5)

(1) My practice will benefit from this information because I will promote the use of five one gram doses of Xylitol daily to help prevent cavities, gum disease, heart diseases and inflammatory Alzheimer's.

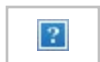
(2)

(3)

***Among CDHO members there is a lot of stress and concern about punitive measures from the CDHO regarding Q.A. portfolios, when in fact all RDH joyfully welcome opportunities for learning. Can you please change the Q.A. continuing education protocol from fear to pleasure? It would be marvelous to unveil the research work done by RDH's after they have compiled their Q.A portfolios. You have the power to change the format and make Q.A. a pleasure.**

Thank you,

M. Susan MacPhail RDH



Virus-free. www.avg.com

From: [Feng wendy](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Saturday, April 9, 2022 5:22:43 PM

It is acceptable. Thank you.

Best regards,

Feng, Shuwen

Sent from my iPhone

From: [Jonathan Bautista](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Saturday, April 9, 2022 7:16:23 PM

My comment is in behalf of myself, I would prefer Dec 31st as the renewal deadline. Thank you

Sent from my iPad

From: [Julie Cassidy](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Sunday, April 10, 2022 5:13:56 AM

I love the new amendments and changes to registration dates. Thank you!--

Julie Cassidy

From: [Donna Bilenduke](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Sunday, April 10, 2022 9:04:59 AM

Good Morning,

I am seeking to have annual fees due by October 31st each year.

Remove from December all together. December was never a good time for many reasons.

This year, as a transitional year, we will be required to pay for 10 months.

Then starting next year, all fees, for the full year, moving forward, will be due by October 31st.

Thank you.

Donna Bilenduke

From: [Jen Kuzmowich](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Sunday, April 10, 2022 9:32:35 AM

thankyou for asking for feedback. I do not think the fees should be raised. I think that is quite a lot of money for someone who may be working just part time to pay. Also what about the inactive registrants? I personally have certificates for another career that I have to uphold and pay annually for. I pay a lot of money for a career I am not currently using.

From: [Fangling Yao](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Sunday, April 10, 2022 10:04:20 AM

Hi there,
I am a new grad and have just begun to work in an office, so I have no opinion about the fee.

From: [Marilyn Sfyndilis](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Sunday, April 10, 2022 10:53:18 AM

Hi there,

I've been a Dental Hygienist now for 28 years...I graduated in 1994, and prior to this I was a Certified Dental Assistant. So, needless to say I've been in the profession for many years.

This is just merely my opinion, and I know is something myself and many of my fellow Hygienists and other professionals have spoken about. Our fees are very high.

We pay \$415 per year to be active and an additional \$216 (CDHA) to hold our insurance yearly. This is a lot of money to be paying yearly so we can practice.

What do we get out of this? I know Union workers that pay union dues yearly and they have Medical/Dental benefits and pension plans at the end of it all when they are ready to retire.

Has the College ever looked into doing something like this?

I don't even expect we would get all of the above...but even a nice lump sum at the end of our practicing years??? Or something.

I know this all may sound silly to some...but in all honesty, we really do get nothing. Being in private practice we don't even get sick days.

I'm sure even if our fees increased but we knew we were getting something with those fees, that would definitely be something to look into.

Definitely something to ponder or even consider, is my thought.

I am a proud Dental Hygienist with good standing and so proud to be a health care professional to many.

Thank you for all your hard work.

Sent from my iPhone

From: [farah bukhari](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Sunday, April 10, 2022 2:02:35 PM

Hello,

I would prefer paying for dues in spring or end of December. There are so many bills end of year, and off for work-without pay in December for holidays. If dues were paid by end of January or February would be ideal.

I think the dues should not increase at all or should decrease if anything. Many hygienist find the fees are extremely high.

Farah RDH

From: [LUISA MOHAN](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Sunday, April 10, 2022 2:28:17 PM

If the proposed bylaw change goes through, frequent reminders through out the year of the change would be beneficial.

Thanks

Luisa Mohan

From: [Sandy Pahor-Manchisi](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Sunday, April 10, 2022 6:33:52 PM

I am opposed to the fees rising at this time. I would think that there would be more money in the CHDO coffers, due to meetings going virtual and not having to pay hotel fees, travel costs, lunches, dinners etc. during the last 2 years.

Also, with the re-evaluation of the Quality Assurance Program. I would think that there would be a reduction in how often registrants are evaluated. Hopefully, there will be a change to this mandate seeing that nothing has changed since Dental Hygienists became regulated health professionals more than 28 years ago. In my opinion to evaluate 20% of the Registrants yearly is excessive. Hopefully, this would result in further financial savings for the CDHO.

I don't have an issue with the payment period changing to December 1st-November 30th as long as in the first year we pay the pro-rated amount for 11 months because we would have already paid for the month of December..

Thank you for considering my comments,

Sandy Pahor-Manchisi RDH

From: [kang_youngsun](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Sunday, April 10, 2022 9:39:08 PM

I have no concerns with the proposed amendments.

Sent from my Galaxy

From: [Joey Bian](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Sunday, April 10, 2022 9:42:56 PM

Hello,

About the fees, increase by \$15, in my personal opinion is not necessary. Everything is going up in price but not my salary.

Thanks

From: [OTAVIO PRAXEDES](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Sunday, April 10, 2022 9:44:03 PM

I am new in this profession and in Canada, but for my point of view is fine.

From: [Kate M](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Sunday, April 10, 2022 9:44:16 PM

Hello CDHO.

With the "cost of living" having increased between 7-8% over the last year alone, everything in life has gotten more expensive. Groceries, fuel, clothing, daycare - everything costs more these days! And very few Dental Hygienists have seen a wage increase that measures up to these rising living costs.

I would suggest that the annual college registration fee does not increase at all in 2023. CDHO has already confirmed that savings on budget expenses were achieved during the pandemic, with many office staff working remotely. In addition, with the quality insurance program coming under review, I see an opportunity to decrease more unnecessary administrative costs. I believe \$400 is more than adequate to cover the registration fee. I am also an Ontario Certified Teacher, and my college fees for the OCT are less than half of what I pay as a Dental Hygienist. I really do not understand why our professional college fee is so high?

In addition, please keep the fee deadline on January 1st. Having to pay by December 1st of the preceding year is much more difficult to keep track of.

Thank you,
~ Katharine Whitehead RDH, OCT

From: [Sherry Bulbrook](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Sunday, April 10, 2022 9:44:29 PM

As per the proposed change of fees and date due, do we get a refund for December 2022 as we paid a year's fee as if January 2022??

From: [Pui Kam Chow](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Monday, April 11, 2022 5:40:48 AM

To whom it may concern ,

I agree on the following:

1. The annual fee payable by Registrants is on or before December 1 of each year.
2. There is no change in annual fee.

Michelle

From: [Li Liu](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Monday, April 11, 2022 12:17:39 PM

Dear Sir or Madam,

Thank you for your invitation. I think that the proposed amendments to Bylaw No.5 Article 16.2: Annual Fees are great and reasonable.

The comments above are on behalf of myself.

All the best,

Lydia Liu

From: [Suman Gupta](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Monday, April 11, 2022 4:18:51 PM

Hello Sir/Madam,

I would prefer to pay my renewal in January for the year, rather than December.....

My CDHA association registration fee is also due in October for a year so I feel it's too close.

Thanks
Regards
Suman

[Sent from Yahoo Mail on Android](#)

From: [Claire Quesnel](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Tuesday, April 12, 2022 11:21:22 AM

I am good with the proposed changes

Regards,

Claire Quesnel RDH

Hygiene by Claire Quesnel

c. 705 360-3207 t. 705 267-2727 f. 705-267-2201

a. 200-11 Rea St. N, Timmins, Ontario P4N 4Z5

W. www.ifloss4u.com

From: [Zoë Tayeb](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Tuesday, April 12, 2022 4:19:04 PM

Hello,

Thank you so much for clarifying and researching how college's budget due to Covid-19 is been saved therefore, we as registrants, are being helped with saving a new date to renew along with it's total amount to save money and time. In the end of my personal view, time is money and money is time.. yet money can always differ from spending below budget to above and beyond however, once time is gone it's gone we can't bring it back nor keep it still. Every business sector or family going through Covid-19 have been affected in various ways, to me personally, about a month now it feels that I'm finally seeing a light in the end of a tunnel in so many aspects and one of them is the Amendments of Bylaw No. 5: Annual Fees sessions you worked through for us. So thank you so much

Sincerely,

Zuhal Tayeb
017169

From: [Idielin Galvez-Emonts](#)
To: feedback@cdho.org
Subject: Feedback on proposed amendments
Date: Wednesday, April 13, 2022 10:42:42 AM

To whom it may concern,

In my opinion, I consider the registration process should stay the way it is. There are many expenses over the Christmas holidays. It would be very stressful for us hygienists to have to pay the fees on December 1st. Kindly,

Idielin Galvez-Emonts RDH

From: [rdpenner4 rdpenner4](#)
To: feedback@cdho.org
Subject: CDHO proposed changes Thursday,
Date: April 14, 2022 7:41:17 AM

I don't think renewal date should be moved forward to Dec 1... that is just before holiday season If that proposal is enacted, will hygienists fees be pro rated for 11 months not 12?? seems to be more complicated to change renewal date.

Thank you for allowing our input.

From: [caitlin morse](#)
To: feedback@cdho.org
Subject: Stakeholder Feedback on Bylaw 5
Date: Thursday, April 14, 2022 1:01:44 PM

I vote to keep the deadlines the same. My CHDA fee is due in the fall (as well as all my kids activity fees) so having a later deadline is better for me.

Thanks,
Caitlin Morse

[Sent from Yahoo Mail on Android](#)

From: [Lynda](#)
To: feedback@cdho.org
Subject: Stakeholder Feedback on Bylaw 5
Date: Thursday, April 14, 2022 1:46:18 PM

ByLaw 5 amendment appears reasonable
I therefore support updated ByLaw 5 article 16.2

L.Lynda MCKEOWN RDH, HBA, MA
Oral health for healthy living
194 Varsity Row Thunder Bay
ON Canada P7B 5P1
807-345-7545 807-633-4841

From: [Karen and Chris Vestergaard](#)
To: feedback@cdho.org
Subject: Stakeholder Feedback on Bylaw 5
Date: Friday, April 15, 2022 6:27:44 PM

I agree with the proposed changes

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From: [brianne boudreau](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Monday, April 18, 2022 6:05:21 AM

Hello,

I am in favour of this change. I believe it would provide more clarity to the document.

Regards,
Brianne Boudreau, RDH

From: [Anne Nichols](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Monday, April 18, 2022 8:58:30 AM

I am pleased that the registration renewal period has been changed to an earlier date. Ideally I would prefer the date to be in March or August.

Thank you,

Anne

From: [Tracy Coyne](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Monday, April 18, 2022 10:59:29 AM

To CDHO,

After consideration of the new Bylaw No. 5, my recommendation would be to keep the date of renewal to January 1, as this would be a 12 month renewal period.

With Thanks,

Tracy Coyne

From: [Tracy Coyne](#)
To: feedback@cdho.org
Subject: RE: REGARDING Stakeholder Consultation / Au sujet de la Consultation avec les parties prenantes
Date: Tuesday, April 18, 2022 11:07 AM

To CDHO,

After reviewing the Bylaw No.5 (annual fees) , I would recommend that the renewal date payable ,be kept the same as previous to a 12 month rolling period of due on January 1.

With Thanks,

Tracy Coyne RDH

From: [Lily Young](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Monday, April 18, 2022 11:56:45 AM

Dear Sir/Madam,

Our registered annual fees is higher than other professions, such as registered nurse annual fee. Could you look into it before make amendment? Thanks.

Regards
Lily Young

From: [Marcia Rutledge](#)
To: feedback@cdho.org
Subject: Stakeholder Feedback on Bylaw 5
Date: Tuesday, April 19, 2022 3:00:51 PM

I am happy to see that the registration fee is staying the same until 2023 where it will go up a fraction. Unfortunately with the fees of everything rising, cost of PPE, and changes required to offices to meet Covid19 guidelines, it's become very expensive to work as a registered dental hygienist. I'm not sure future dental hygienists will see dental hygiene as a lucrative career path. Marcia.

Sent from [Mail](#) for Windows



Virus-free. www.avg.com

From: [Rachel Lang](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Wednesday, April 20, 2022 7:19:17 PM

Comments regarding by law amendment:

I agree to the proposed amendment of not increasing the annual fees.

I agree to the proposed amendment to change the date of renewal from December 31 to December 1.

Rachel Lang

From: [Lorrie Hosszu](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Monday, April 25, 2022 7:17:53 PM

I would like to see the date stay the same because both the CDHA and ODHA fees are due in the fall, which I am a member of. I have always appreciated that the CDHO fee was due at the end of the year, giving a nice buffer between the association fees and the registration fee. The online renewal is very easy to use and therefore must minimize the amount of staff time needed to process renewals.

I am responding on my behalf.

Lorrie Hosszu
003559

Sent from my iPad

From: [Christine Cyr](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Wednesday, April 27, 2022 12:16:27 PM

Moving our payment deadline to December 1st was well thought through. The rationale makes sense. I therefore approve of proposed amendments.

Sent from my iPad

From: [Nandita Bose](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, April 28, 2022 8:44:21 AM

Dear sir ,madam

The current updated information regarding the amendment is positive and appreciated .

Thanks

Nandita Bose

Sent from my iPad

From: [Dana Munro](#)
To: feedback@cdho.org
Subject: Due today for council STAKE HOLDER INPUT
Date: Monday, May 2, 2022 7:08 AM
Attachments: [Stake Holder-CDHO-FEES-2022.pdf](#)

Good morning,

I am resending my letter for today in a pdf format incase there was issues opening the other format I sent earlier. Please ensure this doc is included in the council meeting as it is due today. Thank you,

Danna Munro

CDHO Council
May/22

“User” Stake Holder input.

I have been a dental hygienist for many years and I am being forced end to my career due to the physical demand of my profession. I am not proud of how the Ontario College of Dental Hygienists has been as a regulating body during my years in Ontario. I anticipated improvements with Ms Taylor's leaving, however, the general distrust of the registrants (including myself) through experiences, suspicions and past CDHO tactics in many of the arenas of this profession has negatively impacted my view of this profession. I question the ethics and integrity of the College's past decisions in the managing our fees with regard to increases in fees, expenses, salaries & raises, legal expenses, rent, votes, survey (questionnaires) costs and I also question the College's ethics that affected survey manipulations, registrant or volunteer intimidation etc. I hope in the future the CDHO will be more professional and transparent in these areas and regain registrants' trust.

CDHO fees to date are \$415 and 2023 they are proposed to increase to \$435. I would like to note that the **Ontario Nurses pay \$325/yr for their licensing fees**, there are approximately **104,976 Registered Ontario nurses**, their college has **25 paid staff**. Ontario Dental hygienists pay \$415 for their licensing fees, there are approximately 14,000 RDH and yet our college has 23 staff @ 2.6M in wages. This comparison confirms that that our college is very costly. However, the biggest difference is how the registrants view their relationship with their regulating college as positive or negative.

Some of the expenses I question:

- 1) The downtown Toronto rent, why does the college have to operate in a downtown location when most of the business is virtual / online vs in person patrons?
- 2) The very costly renovation (Ms. Taylor) had chosen to do to the office, why were the registrants not included in such a huge expense?
- 3) Who is paying for the “Federation of Dental Hygiene Regulators” meeting place at our college location and what is the purpose of this “federation”?
- 4) The salaries and self induced raises our college has paid themselves.
- 5) I understand there are also huge investments; do these investments not ensure self sustainability vs raising the fees on a regular basis and how do these investments reflect on a “non-for profit” organization that needs to continually increase registrants fees.

Could you direct me to transparency documents on all these subjects please?

Some suggestions I would like to make to address some issues that negatively impact CDHO's relationship with the registrants is to decrease the number of academics involved with CDHO, more actual working dental hygienists for portfolio audits and the QA program should be included. A working RDH should be audited by another working RDH, not an “instructor” and I understand the majority of auditors are not working dental hygienists. I would also like to suggest that the QA lead is a clinical RDH who must spend a specific number of clinical hours working as a dental hygienist, this would ensure empathy and a reality check. I would also suggest that the council have a member who is in independent practise to encompass all aspects and perspectives of the profession in decision making.

If this is a non-for profit organization then the integrity of the organization should leave no questions or distrust, especially with the stake holders, and if the organization has integrity then the registrants should have a positive relationship with the organization and not feel fearful or intimidated.

I believe CDHO organization should also be accountable, have a quality assurance review done by an independent organization and should also pursue excellence in it's conducts and relationships for the benefit of all including improving it's reputation.

Sincerely,

Danna Munro RDH, ASI, Mo4

From: [Roxana Loaiza](#)
To: feedback@cdho.org
Subject: Proposed amendments feedback
Date: Monday, May 2, 2022 10:51:22 PM

Hello,

I am Roxana Loaiza Nole (021553) . I read the amendments about the annual fee for members and I agree with this proposal, I think it is a smart solution for the new outcomes.
thank you

Roxana Loaiza Nole

From: [Tia Thode](#)
To: feedback@cdho.org
Subject: Stakeholder Feedback on Bylaw 5
Date: Tuesday, May 3, 2022 10:07:22 AM

hello good morning

I read the proposed amendments to bylaw No. 5. I have no issues with what is being proposed.

Thanks

TIA THODE

Sent from Windows Mail

From: [Bhavin Shah](#)
To: feedback@cdho.org
Subject: feedback about Proposed Amendments with Rationales In Chart Form
Date: Tuesday, May 3, 2022 10:04:58 PM

Hello Sir/Madam

My name is Bhavin Shah RDH. I am self-initiate dental hygienist. Below comment are solely from myself.

I have read the proposed amendments to Bylaw No. 5 Article 16:2: Annual Fees.

I believe that I am agree with Proposed Bylaw Amendments about not to increase fees on registrant either general or specialty certificate. Rational behind my comment is higher inflation rate.

Moreover, I am also agree with annual registration payable fee on 1st December every year preceding the year to which the registration renewal applies.

Please don't hesitate to email me if you have any concern.

Thank you
Bhavin Shah RDH

From: [Lyne Bouffard](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Wednesday, May 4, 2022 2:42:21 AM

All good
For myself.
Lyne

From: [Lyne Bouffard](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Wednesday, May 4, 2022 2:41:31 AM

All seems fair.
Lyne

From: [A Chase](#)
To: feedback@cdho.org
Subject: Stakeholder Feedback on Bylaw 5
Date: Sunday, May 8, 2022 1:23:15 PM

I agree with renewal date change to Dec.1 as the last day to renew. I find unfortunately, I am leaving my renewal until the last minute and it just adds to the stress of the holidays!

Thank you,

-Arielle Reed

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From: [estela laca](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Monday, May 9, 2022 9:26:46 PM

I agree with the proposed amendments.

Sent from my iPhone

From: kaynat_badshah
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Feedback, Kaynat Badshah (RDH)
Date: Wednesday, May 11, 2022 9:47:49 PM

Dear Council Members,

My name is Kaynat Badshah, and I am providing this feedback regarding the proposed amendments to Bylaws No. 5 Article 16.2: Annual Fees on behalf of myself.

As a recent dental hygiene graduate the 2022 annual registration fees was the first time I had renewed my license since graduation. The process itself was quite straightforward and convenient, where I received an email on November 15th, 2021 indicating the start for the renewal and self- assessment time period. Knowing myself and my situation/circumstance/capability I decided that it would be best that I renew my licence and complete the self-assessment on the same day of November 15th to not cause any future problems because it was my first time. Hence, going forward no matter what the date gets changed to I will complete the renewal on the day that I receive the email, thus the issue of Christmas/Holidays/New Years won't effect me, as it didn't the last time. However, I am concerned how that would most possibly affect the self-assessment time period. I understand that currently the time period for the renewal is November 15th to January 1st while the the completion of the self-assessment is from November 15th to January 31st. However, if the renewal gets pushed back to mid October possibly finishing by December 1st would that then also imply that the self-assessments will start during mid-October and are due by December 31st. Because for me it doesn't matter what the date is moved to, rather what's important is if I have to consider two different dates of mid October for the renewal and mid November for the self-assessment which would become more hectic and problematic for me.

That being said, if the date for annual fees does get moved to mid October than I would prefer that the start date for the self-assessment is moved to the same date as well.

Thank you for your time,
Kaynat Badshah (RDH)

From: [andrew.wieler](mailto:andrew.wieler@cdho.org)
To: feedback@cdho.org
Subject: Stakeholder Feedback on Bylaw 5
Date: Thursday, May 12, 2022 4:51:44 PM

There needs to be significant reduction in operating costs & thus reduction in regulatory fees.

Upon the ridiculous scrutiny of previous portfolio submission & request for further info in a number of goals, it is obvious that the college had an agenda to add unnecessary hoops for registrants to “jump” through & thus justifying the previous fee increase! After working in dentistry for over 30 years, the dentists & regulatory college seem to be in a struggle to determine whom has the ultimate power over the hard working hygienists! This is incredibly unfortunate as those of us that have continued to preserve in order to provide the best client centre we can, are continuously “raked” over the proverbial coals by either the regulatory college or egocentric dentists... ultimately the biggest sufferer in the situation is the clients!

Revise, revamp and gain a realistic governing stance in future... the previous approach has caused many fabulous practitioners to give up this fight to provide “client” care!
After all... isn’t that the ultimate point of why “all” of us are involved in the practice of dental hygiene in whatever our capacity?

Sent from my iPad

From: [denisec](#) [REDACTED]
To: feedback@cdho.org
Subject: Stakeholder Feedback on Bylaw 5
Date: Thursday, May 12, 2022 5:00:30 PM

CDHO

I don't think a fee increase is fair and do not agree with any increase. Registrants typically have to fight for fair wages, go years without pay increases, have to pay out of pocket for mandatory continuing education, many are not offered full time employment, and most have to pay out of pocket for any benefits.

Denise Calnan RDH

From: [Bernadette Coyne](#)
To: feedback@cdho.org
Subject: Stakeholder Feedback on Bylaw 5
Date: Thursday, May 12, 2022 5:32:51 PM

I would prefer not to have a fee increase and I would also prefer to keep the fees payable by January 1 as in previous years.

Bernadette Coyne
Sent from my iPhone

From: [Adele Labonte](#)
To: feedback@cdho.org
Subject: Stakeholder Feedback on Bylaw 5
Date: Thursday, May 12, 2022 5:38:03 PM

At this time times are tough. For many families/members. Increasing the CDHO's annual fee would be an additional financial burden on the members.

Sent from my iPhone

From: [Hannah Drury](#)
To: feedback@cdho.org
Subject: Stakeholder Feedback on Bylaw 5
Date: Thursday, May 12, 2022 6:11:39 PM

In regards to the deletion of the fee increase: in the current inflationary environment it is not fiscally prudent to stop the increase and then have to impose a larger increase in the coming years. A budget surplus can quickly be eaten away by unforeseen circumstances. It would be easier to take small fee increases yearly rather than a few large increases spread out, out of necessity. I believe it would be best to view the rate increases from a long term perspective.

As for the change in renewal dates, as long as the one month will be prorated (since we have paid for a full year to December 31st currently) it should be acceptable.

Kind Regards,

Hannah Drury

From: [Kelly LeBeau](#)
To: feedback@cdho.org
Subject: Stakeholder Feedback on Bylaw 5
Date: Thursday, May 12, 2022 6:37:52 PM

I would prefer the deadline for renewal to remain the same - december 31st

Thank you !

From: [Rebecca Kellar](#)
To: feedback@cdho.org
Subject: Stakeholder Feedback on Bylaw 5
Date: Thursday, May 12, 2022 7:00:50 PM

We do not need a raise in fees, for any reason at all. \$400 is plenty to charge each hygienist annually.

Sent from my iPhone

From: [France Lepage](#)
To: feedback@cdho.org
Subject: Stakeholder Feedback on Bylaw 5
Date: Thursday, May 12, 2022 8:10:32 PM

Hello,

Considering the impact of the pandemic, I think the rise in fees should be reconsidered for a later year.

Everyone has had to do major changes to their practice, some without extra time to accommodate. The stress has been high. Whether from employer demands, different views within RDH in the office; some are overtired and some have had to be laid-off for an undetermined amount of time.

Please reconsider this rise in fees.

Thank you

France

From: [Helen Day](#)
To: feedback@cdho.org
Subject: Stakeholder Feedback on Bylaw 5
Date: Thursday, May 12, 2022 9:20:50 PM

Hello,

I do not feel it is fair to be increasing our fees for the coming year.

It has been very hard for our profession.

I have not received a raise and all life's expenses have been raising at unmanageable costs.

I also feel that the college is not offering me any new services and or benefits to justify this increase.

Thanks

Helen

Sent from my iPhone

From: [Arely S](#)
To: feedback@cdho.org
Subject: Re: Bylaw No. 5 - Stakeholder Consultation Feedback
Date: Thursday, May 12, 2022 9:38:05 PM

Feedback on proposed amendments to Bylaw No. 5 Article 16.2: Annual Fees

I don't believe that fees should increase in this year, it would be very helpful if the fee was lower due to the other costs that we are experiencing with inflation. Also I personally don't work full time hours and its hard for me to afford the fee from CDHO + ODHA..

Regards,

Arely Salaniuk

From: [Sandra Perciballi](#)
To: feedback@cdho.org
Subject: Stakeholder Feedback on Bylaw 5
Date: Thursday, May 12, 2022 9:39:32 PM

Just a note to express my approval of the proposed bylaw changes. The provided rationales are plausible... it all makes logical sense.

Sandra Perciballi

Sent from my iPhone

From: [Kendra Moore](#)
To: feedback@cdho.org
Subject: Stakeholder Feedback on Bylaw 5
Date: Thursday, May 12, 2022 9:44:41 PM

Good Evening,

I am opposed to 1. the increase in fees and 2. the movement of the due date.

I feel that since the last increase, which was not that long ago and almost doubled our yearly payment, the college should allow the registrants to adjust to this significant increase for more time considering the inflation situation happening in these times.

I also prefer the December 31st renewal as it doesn't not interfere with preparing for the Christmas season. Actually, I would prefer the date to be in the summer so it would avoid Christmas altogether.

Regards,
Kendra J Moore

Sent from my iPhone

From: [Stefania Yasinsky](#)
To: feedback@cdho.org
Subject: Stakeholder Feedback on Bylaw 5
Date: Thursday, May 12, 2022 10:36:44 PM

Hello,

I have finished work, came home to be with my family, made dinner, cleaned up, did everyone's lunches for tomorrow. Only now, can I sit down.

Understandably that fees go up, my employer refuses to give me a raise.

All my expenses have got UP, except my salary!

Sent from my iPhone

From: [Linda Rosati](#)
To: feedback@cdho.org
Subject: Stakeholder Feedback on Bylaw 5
Date: Thursday, May 12, 2022 11:48:16 PM

I would very much appreciate the fee not going up and staying stable. It was a big shock when it originally went up about \$200. With covid and inflation on things like gas and groceries saving money is very hard. We also have to pay for so many course that affect our licensing. It just ends up being a lot.

Linda Bakhit-Rosati RDH

From: [Elaine Dunlop](#)
To: feedback@cdho.org
Subject: Stakeholder Feedback on Bylaw 5
Date: Thursday, May 12, 2022 11:59:52 PM

To whom it may concern

After such a huge jump in fees a few years back you would think there would be a reprieve for a long time. I'm very disappointed to hear that there is an upcoming increase in fees that has been considered. I hope that this will not go ahead and fees will remain as they are. With living expenses being out at all time high right now, I would hope our association would consider not increasing the annual fee at this time.

Thank you

Sent from my iPhone

From: [Twink cano](#)
To: feedback@cdho.org
Subject: Stakeholder Feedback on Bylaw 5
Date: Friday, May 13, 2022 6:27:46 AM

Good Day Sir,

In commencing the increase of registration fee, I think that its a fair judgement that you have remained it the same to \$415 as many of us are currently not working or only working part-time or have quit their jobs due to pandemic. Being part of this professional organization, there are so many changes that many of us did have the same feeling regarding portfolio, its so stressful and nerve breaking. It does not have to be like that. YES, we are professionals and we are accountable and responsible for our own actions and maintaining our continuing education up to its current states, but having so many requirements to submit to every 3 to 5 years is too much. Other professions like nurses, PT, DA, DDS, etc does not do that. So please, I am asking to make changes and ease up on us all Dental Hygienist as we are all love our professional careers and trust us all that we are doing our continuing education yearly.

Thank you for listening and understanding of our individual opinions.

Respectfully Yours,
Twinkle

[Sent from Yahoo Mail on Android](#)

From: [Enza De Fazio](#)
To: feedback@cdho.org
Subject: Stakeholder Feedback on Bylaw 5
Date: Friday, May 13, 2022 7:03:59 AM

I am in favour of removing or declining the bylaw increase.

Sent from my iPhone

From: [Claudia Crisan](#)
To: feedback@cdho.org
Subject: Stakeholder Feedback on Bylaw 5
Date: Friday, May 13, 2022 7:23:17 AM

Hello,

I am ok with keeping the same fee and also with changing the date for December 1st.
I would like to also propose the option of paying the fee in 2 installments, to make it easier for DH that work reduced hours and face hard financial times due to rising costs of living.

Thank you very much for taking time to consider my request.

Kind regards,

Claudia Crisan, RDH

From: [Cheryl Brown](#)
To: feedback@cdho.org
Subject: Stakeholder Feedback on Bylaw 5
Date: Friday, May 13, 2022 7:23:48 AM

Dear Committee,

Thank you for listening to the Registrants regarding an increase in fees as well as the due date for renewal.

I hope you have a wonderful day.

Kind regards,
Cheryl

[Sent from Yahoo Mail on Android](#)

From: [Debbie-Anne Coutu](#)
To: feedback@cdho.org
Subject: Stakeholder Feedback on Bylaw 5
Date: Friday, May 13, 2022 10:23:26 AM

Good morning,

I understand and agree with the proposed bylaw amendment. Thank you for not raising the registration fees. Greatly appreciated!

Kind regards,
Debbie

Debbie-Anne Coutu

Professeure / Coordonnatrice
tél. 705-560-6673, 3274
Sudbury ON
collegeboreal.ca



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From: [Tanya Johnson](#)
To: feedback@cdho.org
Subject: Stakeholder Feedback on Bylaw 5
Date: Friday, May 13, 2022 10:37:16 AM

I propose no fee increase. I have been in financial hardship since the pandemic. Personally I support my ill father, and I'm a single parent. My ex partner passed away this past July. I am not eligible for cerb. I have had an extremely difficult time making ends met. Please reconsider your decision.

Best regards,
Tanya Johnson

From: [Nina Lum](#)
To: feedback@cdho.org
Subject: Re: proposed increase license fee
Date: Friday, May 13, 2022 11:24:29 AM

Hello

I would like to propose to no Increase in license fee.

It has been so challenging with Covid and not having regular work.

It's so challenging for so many hygienists.

Please reconsider this fee increase.

Thank you, N.Lum

[Sent from Yahoo Mail for iPhone](#)

From: [DONOFRIO](#)
To: feedback@cdho.org
Subject: Stakeholder Feedback on Bylaw 5
Date: Friday, May 13, 2022 11:45:39 AM

To those involved

I absolutely do not approve of any price increase in our memberships.

These last 2 years have been very hard for hygienist.

Rent on a Bloor Street location is very high. With most of the CDHO staff working from home, is there a return date?? Or will this be the new normal?? I trust the CDHO is being cost effective.

As for the payments being due December 1 instead of January 1 this is fine, but we as hygienist will be paying double for one month? Approximately \$34 that is a large amount of money when multiplied by all the hygienists in Ontario. Where will that money be allocated or donated?? So is there really a price freeze?

Thanks for the opportunity for feedback and your consideration for not increasing our fees.

Teresa D'Onofrio

From: [f sahni](#)
To: feedback@cdho.org
Subject: Stakeholder Feedback on Bylaw 5
Date: Friday, May 13, 2022 12:48:50 PM

I would not like Increase in fee actually want it to go down. Hyg. we have and had hard time to get hours. Getting Fee hike is not really fair.

I feel Cdho to back us when we are not paid for patient cancellations give us enough hours not take advantage at work to just call us for 3 hours. There should be minimum number of hours to be paid to Dental hygienist. Things are getting worst. We are always asked about our portfolio, patients etc. but we never have cdho to back us. Please no fee increase you can see our inflation and prices hike.

Thank you.
Fsahni

Sent from my iPhone

From: [Laura Perri](#)
To: feedback@cdho.org
Subject: Stakeholder Feedback on Bylaw 5
Date: Friday, May 13, 2022 1:22:14 PM

Attn: Dr. Glenn Pettifer, Registrar/CEO

Dear Dr. Pettifer,

Thank you for your request for stakeholder consultation and feedback on Bylaw 5. I appreciate the College's engagement with its members to promote an inclusive and collaborative organization.

Further to my review of Bylaw 5, I appreciate the date change to December 1st renewal from the original date of December 31st.

I believe the 45-day period prior to this new renewal deadline coincides with the renewal dates of the national and provincial association memberships, each which include malpractice insurance. This will give the registrant ability to renew their College registration and chosen association membership (with insurance) simultaneously.

However, I believe the malpractice insurance period begins on or around January 1st. I also feel the mandatory CDHO self-assessment should remain due no earlier than January 31, as this gives the registrant time to reflect on their previous year's achievements, and plan for goals ahead. I recall many College email reminders to complete the mandatory self-assessment by the January 31st due date as this is due a month after the CDHO registration renewal deadline and may be possibly missed or forgotten.

With this consideration, I question if the CDHO registration renewal date could be moved to January 31st and coincide with the deadline for self-assessment. This date will also be after the malpractice insurance start date to ensure registrants are covered when practicing.

Regarding renewal fees, due to the many challenges of the COVID-19 pandemic, no increase in fees will be ideal and appreciated.

Thank you for your consideration.

Sincerely,

Laura Perri, RDH, B.Sc., M.Ed.

From: [Tia Piché](#)
To: feedback@cdho.org
Subject: Stakeholder Feedback on Bylaw 5
Date: Friday, May 13, 2022 3:10:29 PM

To whom it may concern,

The only thing that makes me nervous is the change of January 1st to be December 1st. I hope I don't miss the deadline. I'm very glad the fees are going to stay @ \$415 and not \$435 or higher and so forth. The jump to \$400 was a big one to readjust to, especially right before the holiday season.

Thank you for taking the time to review my feedback.

Kindest regards
Tia Piché RDH

From: [Lucy Alyea](#)
To: feedback@cdho.org
Subject: Bylaw No. 5 Article 16.2: Annual Fees
Date: Friday, May 13, 2022 4:06:50 PM

Good afternoon,

I am completely in agreement with the bylaw amendments as set out in the CDHO E-Brief. It makes complete sense to me to move forward the registration deadline to allow for investigation of unpaid fees prior to the year's end.

I am also happy that the registration fees will not be going up in 2023.

Have a lovely weekend!

Lucy

Lucy Alyea BSc. RDH
15 Brentwood Ave.,
Kitchener, On N2H 2C4
office@uptowndh.com
www.uptowndentalhygiene.com

From our smiles to yours

Council BRIEFING NOTE

Meeting date:	June 10, 2022
Agenda item:	Revision of College Bylaw 5 regarding Appointment of Member of the Public to College Committee or Working Group
Appendices:	College Bylaw 5 – Table of Proposed Revisions
References:	See Table of Proposed Revisions
Owner:	Council
Staff support:	Registrar

Issue: Council is asked to consider a series of amendments to the [College Bylaw 5](#) that would provide for the appointment of a member of the public (as distinct from the public members of Council who are appointed by the Lieutenant Governor in Council [LGIC]) to a CDHO Committee or Working Group. Such appointments provide one avenue of strengthening the Ownership Linkage between the Council and its moral owner, the public. It provides for the opportunity to augment the public voice provided by LGIC appointees in situations when a Working Group or Committee does not require an LGIC appointee but still needs a public voice. These non-LGIC appointees could also supplement the public voice on Statutory Committees that do have LGIC appointees.

Public protection rationale: If approved, these amendments would provide Council with the ability to appoint members of the public (who are not public members of Council appointed by the LGIC) to Statutory or Non-Statutory Committees or Working Groups. Providing for the articulation of a clear public voice in its work supports Council's mandate to regulate in the public interest and supports its Ownership Linkage.

Source of Authority:

[CDHO Bylaw 5](#)

Background:

This item speaks to the appointment of members of the public (who are not public appointees appointed by the LGIC) to College Committees (and Working Groups). The existence of a strong public voice in the work of the College and Council is essential to achieving the mandate of the College. Amending the College Bylaw 5 to allow for the

appointment of members of the public (who are not members of the public appointed by the LGIC) by Council can augment the public voice provided by LGIC appointees in situations when a Committee or Working Group does not require an LGIC appointee but still needs a public voice. These non-LGIC appointees could also supplement the public voice on Statutory Committees that do have LGIC appointees.

Providing for the articulation of a clear public voice in its work supports Council's mandate to regulate in the public interest. Engaging members of the public in this manner also provides the Council with an avenue that contributes to its Ownership Linkage.

The amendments to Bylaw 5 that would allow for this appointment of members of the public to College Committees or Working Groups are outlined in the accompanying [Table](#). For greater clarity, these suggested amendments DO NOT mandate the appointment of member(s) of the public to any Committee or Working Group. Instead, they provide Council with the ability to make such appointments, should the wish to do so arise.

Such modifications to Bylaw 5 could be adopted by Council with a 2/3 vote. A 60-day consultation is not required for changes to these Articles.

Decision

WHEREAS the Health Professions Procedural Code of the *Regulated Health Professions Act* provides Council with the authority to make Bylaws relating to the administrative affairs of the College; and

WHEREAS Council has received the information it requires to make a decision regarding the proposed amendments to the College's Bylaw 5 concerning the discretionary appointment of members of the public to College Committees or Working Groups;

THEREFORE, BE IT RESOLVED THAT the proposed amendments to Bylaw No. 5 be approved.

MOVED:

SECONDED:

VOTE

CARRIED:

DEFEATED:

Bylaw No. 5

Section	Current	Proposed Change
1.1	“Non-Council Member” means a Registrant of the College who is not a member of the Council and who is appointed by Council to serve on one or more of the College’s Committees;	“Non-Council Member” means a Registrant of the College or a member of the public who is not a member of the Council and who is appointed by Council to serve on one or more of the College’s Committees;
3.1 (17)	(17) The Registrant does not have a conflict of interest to serve as a member of Council or has agreed to remove any such conflict of interest before taking office.	(17) The Registrant does not have a conflict of interest to serve as a member of Council or has agreed to remove any such conflict of interest before taking office. An individual who is not a Registrant is eligible for appointment as a Non-Council Member if the following criteria are met: (a) The individual resides in Ontario; (b) The individual is not currently the subject of a disciplinary or incapacity proceeding, and at least six years have elapsed since the individual complied with all aspects of any disciplinary order, by a regulatory authority to which he or she is subject; (c) The individual has not, within the last three years, been found guilty of an offence under the Criminal Code (Canada) or any other criminal offence in any jurisdiction, and a period of at least three years has elapsed since the individual fully complied with any penalty imposed as a result of any such finding; (d) A period of at least one year has passed since the individual has been an officer, director or employee of any Professional Advocacy Association;

Bylaw No. 5

Section	Current	Proposed Change
		<p>(e) The individual is not an employee of the College and has not been an employee for at least one year;</p> <p>(f) Council has not disqualified the individual from serving as a Non-Council Member during the three years before the date of the appointment;</p> <p>(g) The individual is not a member of the Council of any other College created or governed under the Act;</p> <p>(h) The individual has not initiated, joined, continued or materially contributed to a legal proceeding against the College or any Committee or representative of the College within one year from the date of appointment;</p> <p>(i) The individual does not have a conflict of interest to serve as a Non-Council Member or has agreed to remove any such conflict of interest before taking office.</p>
3.3 (1)	(1) The Council may appoint a Registrant who is not a Council Member to a Committee. These individuals shall be designated as Non-Council Members.	(1) The Council may appoint a Registrant or a member of the public who is not a Council Member to a Committee. These individuals shall be designated as Non-Council Members.
3.5	A Registrant who has served in any combination as an Elected Member, Selected Academic Member or Appointed Non-Council Member for nine consecutive years is not eligible for election, selection or appointment to Council or any Committee for a period of one year from the termination of his or her office.	<p>A Registrant who has served in any combination as an Elected Member, Selected Academic Member or Appointed Non-Council Member for nine consecutive years is not eligible for election, selection or appointment to Council or any Committee for a period of one year from the termination of his or her office.</p> <p>An individual who is not a Registrant who has served as a Non-Council Member for six consecutive years is not eligible for appointment as a Non-Council Member for a period of one year from the termination of his or her office.</p>

Bylaw No. 5

Section	Current	Proposed Change
3.8 (3-4)	<p>(3) A person who has served as a Council or Non-Council Member may not become an employee of the College until one year has passed following the expiration of their term of office.</p> <p>(4) A Council Member who has been disqualified from sitting on the Council ceases to be a member of the Council and ceases to be a member of any Committees, including any panel, to which he or she had been Appointed.</p>	<p>(3) The Council shall disqualify an individual who is not a Registrant from serving as a Non-Council Member if the individual:</p> <ul style="list-style-type: none"> (a) is found to have engaged in professional misconduct, to be incompetent, or to be incapacitated by a regulatory authority to which he or she is subject; (b) subject to the discretion of Council to excuse the absence, fails to attend two consecutive meetings of a Committee without reasonable cause or fails, for any reason, to attend three consecutive meetings of a Committee of which she or he is a member; (c) fails, without reasonable cause, to attend a hearing of a panel for which he or she has been selected; (d) breaches section 36 of the Act which, in the opinion of Council, is of such a nature that warrants disqualification; (e) fails, in the opinion of the Council, to discharge properly or honestly any office to which he or she has been Appointed; (f) has breached the Code of Conduct or conflict of interest provisions of this bylaw which, in the opinion of the Conduct Committee or its delegate, is of such a nature that warrants disqualification; (g) ceases to be a resident of Ontario; (h) becomes a member of a Council of any other College regulated under the Act; (i) is found guilty of a criminal offence which, in the opinion of Council, is of such a nature that warrants disqualification;

Bylaw No. 5

Section	Current	Proposed Change
		<p>(j) is or becomes an officer, director or employee of a Professional Advocacy Association;</p> <p>(k) initiates, joins, continues or materially contributes to a legal proceeding against the College of any Committee or representatives of the College.</p> <p>(4) A person who has served as a Council or Non-Council Member may not become an employee of the College until one year has passed following the expiration of their term of office.</p> <p>(5) A Council Member who has been disqualified from sitting on the Council ceases to be a member of the Council and ceases to be a member of any Committees, including any panel, to which he or she had been Appointed.</p>
3.9 (11)	<p>(11) An appropriate sanction imposed by the Conduct Committee may include one or more of the following:</p> <ul style="list-style-type: none"> (a) censure of the Council or non-Council member verbally or in writing; (b) removal of the Council or non-Council member from any committee on which he or she serves; (c) removal of a Council or non- Council member as a Chair of any committee on which he or she serves; (d) exclusion of the Council or non-Council member from all or part of meetings of the Council or any committees; (e) restricting access to confidential information by the Council or non-Council member; (f) disqualification of an elected Council member; 	<p>(11) An appropriate sanction imposed by the Conduct Committee may include one or more of the following:</p> <ul style="list-style-type: none"> (a) censure of the Council or Non-Council Member verbally or in writing; (b) removal of the Council or Non-Council Member from any committee on which he or she serves; (c) removal of a Council or Non-Council Member as a Chair of any committee on which he or she serves; (d) exclusion of the Council or Non-Council Member from all or part of meetings of the Council or any committees; (e) restricting access to confidential information by the Council or Non-Council Member; (f) disqualification of an elected Council Member;

Bylaw No. 5

Section	Current	Proposed Change
	<p>(g) delivery of a report to the Public Appointments Secretariat requesting the removal of a Council member who has been appointed by the Lieutenant Governor in Council; or</p> <p>(h) any other sanction appropriate to the circumstances.</p>	<p>(g) delivery of a report to the Public Appointments Secretariat requesting the removal of a Council member who has been appointed by the Lieutenant Governor in Council; or</p> <p>(h) any other sanction appropriate to the circumstances.</p>
5.11 (3- 8)	<p>(3) The Registration Committee shall be composed of at least:</p> <p>(a) three Council Members who are Registrants;</p> <p>(b) two Council Members who are Public Members;</p> <p>(c) one, or more, Registrant of the College who is a Non-Council Member, as needed. The total number of Non-Council Members shall not exceed the total number of Council Members on the Committee.</p> <p>(4) The Inquiries, Complaints and Reports Committee shall be composed of at least:</p> <p>(a) four Council Members who are Registrants;</p> <p>(b) four Council Members who are Public Members; and</p> <p>(c) one, or more, Registrant of the College who is a Non-Council Member, as needed. The total number of Non-Council Members shall not exceed the total number of Council Members on the Committee.</p> <p>(5) The Discipline Committee shall be composed of:</p> <p>(a) every Council Member; and</p> <p>(b) one, or more, Registrant of the College who is a Non-Council Member, as needed. The total number of Non-</p>	<p>(3) The Registration Committee shall be composed of at least:</p> <p>(a) three Council Members who are Registrants;</p> <p>(b) two Council Members who are Public Members;</p> <p>(c) one or more Registrant of the College who is a Non-Council Members^s, as needed. The total number of Non-Council Members shall not exceed the total number of Council Members on the Committee.</p> <p>(4) The Inquiries, Complaints and Reports Committee shall be composed of at least:</p> <p>(a) four Council Members who are Registrants;</p> <p>(b) four Council Members who are Public Members; and</p> <p>(c) one or more Registrant of the College who is a Non-Council Members^s, as needed. The total number of Non-Council Members shall not exceed the total number of Council Members on the Committee.</p> <p>(5) The Discipline Committee shall be composed of:</p> <p>(a) every Council Member; and</p> <p>(b) one or more Registrant of the College who is a Non-Council Members^s, as needed. The total number of Non-</p>

Bylaw No. 5

Section	Current	Proposed Change
	<p align="center">Council Members shall not exceed the total number of Council Members on the Committee.</p> <p>(6) The Fitness to Practise Committee shall be composed of:</p> <ul style="list-style-type: none"> (a) every Council Member; and (b) one, or more, Registrant of the College who is a Non-Council Member, as needed. The total number of Non-Council Members shall not exceed the total number of Council Members on the Committee. <p>(7) The Quality Assurance Committee shall be composed of at least:</p> <ul style="list-style-type: none"> (a) three Council Members who are Registrants; (b) two Council Members who are Public Members; and (c) one, or more, Registrant of the College who is a Non-Council Member, as needed. The total number of Non-Council Members shall not exceed the total number of Council Members on the Committee. <p>(8) The Patient Relations Committee shall be composed of at least:</p> <ul style="list-style-type: none"> (a) two Council Members who are Registrants; (b) three Council Members who are Public Members; and (c) one, or more, Registrant of the College who is a Non-Council Member as needed. The total number of Non-Council Members shall not exceed the total number of Council Members on the Committee. 	<p align="center">Council Members shall not exceed the total number of Council Members on the Committee.</p> <p>(6) The Fitness to Practise Committee shall be composed of:</p> <ul style="list-style-type: none"> (a) every Council Member; and (b) one or more Registrant of the College who is a Non-Council Members, as needed. The total number of Non-Council Members shall not exceed the total number of Council Members on the Committee. <p>(7) The Quality Assurance Committee shall be composed of at least:</p> <ul style="list-style-type: none"> (a) three Council Members who are Registrants; (b) two Council Members who are Public Members; and (c) one or more Registrant of the College who is a Non-Council Members, as needed. The total number of Non-Council Members shall not exceed the total number of Council Members on the Committee. <p>(8) The Patient Relations Committee shall be composed of at least:</p> <ul style="list-style-type: none"> (a) two Council Members who are Registrants; (b) three Council Members who are Public Members; and (c) one or more Registrant of the College who is a Non-Council Members, as needed. The total number of Non-Council Members shall not exceed the total number of Council Members on the Committee.

BRIEFING NOTE

To: Council

From: Chair

Date: June 10, 2022

Topic: Policy Content Review: Governance Process Items for Consideration

Council will review and discuss if any changes should be made to the GP 6.2 Ownership Linkage Committee Terms of Reference and GP 11 Council Linkage with Ownership policies.

GP-6.2 Ownership Linkage Committee Terms of Reference

The Ownership Linkage Committee will assist the Council in fulfilling its responsibilities regarding connection with the owners.

1. A current ownership linkage plan that enables constructive Council dialogue with owners related to Ends issues, and emphasizes linkages with the moral owners
 - 1.1. An initial ownership linkage plan provided to the Council for decision by December 2017.
 - 1.2. An evaluation of the effectiveness of the plan by December annually, with input from the Council.
 - 1.3. An updated ownership linkage plan, annually by December, with input from the Council.
 - 1.4. An organized written presentation of information collected from groups within the ownership, in a format useful to the Council for Ends deliberations, by December annually.
2. The Committee's authority enables it to assist the Council in its work, while not interfering with Council holism.
 - 2.1. The committee has no authority to change Council policies.
 - 2.2. The committee has authority to spend funds as required, in accordance with its Council approved budget for meetings and other activities related to its deliverables.
 - 2.3. The committee has authority to use staff resource time normal for administrative support around meetings, as well as administrative support included in the Council's ownership linkage plan.
3. The Committee's composition shall enable it to function effectively and efficiently.
 - 3.1. The Committee shall be composed of two public members and two professional members.
 - 3.2. The committee chair shall be determined at the committee's first meeting and selected by the committee from among its members.
 - 3.3. Members shall be appointed annually in January.

GP-11 COUNCIL LINKAGE WITH OWNERS

The “moral owners” of the College of Dental Hygienists of Ontario (CDHO) are defined as the public of Ontario.

The Council shall be accountable for the CDHO to its owners as a whole. The Council shall act on behalf of the owners as a whole, rather than being advocates for specific geographic areas or interest groups.

1. The privilege of self-governance has been granted to College of Dental Hygienists of Ontario (CDHO) by the *Regulated Health Professions Act, 1991*, S.O. 1991 C. 18. This legislation requires the CDHO to carry out its activities and govern registered Dental Hygienists in a manner that protects and serves the public interest. As the representative of the owners, the Council is obligated to identify and know what the owners want and need.
2. When making governance decisions, Council Members shall maintain a distinction between their personal interest as “customers” of the College and their obligation to speak for others as a representative of the “owners” as a whole. As the agent of the owners, the Council is obligated to identify and know what the owners want and need.
3. The Council shall gather data in a way that reflects the diversity of the ownership. It shall meet with, gather input from, and otherwise interact with owners in order to understand the diversity of their perspectives.
 - 3.1. The Council recognizes that in order to exercise the authority to self- govern the profession of Dental Hygiene that it must maintain a relationship with registrants as one sub-set of the overall moral ownership. Council shall, in obtaining perspectives from registrants, emphasize areas of public interest and avoid areas reflecting the profession’s self-interest. It shall take these perspectives into account when making decisions, provided always that the interests of the public are protected.
4. The Council may develop a policy permitting the College to act as an advocate for the profession provided such action is consistent with the public interest.
5. The Council will establish and maintain a three-year ownership linkage plan, in order to ensure that the Council has intentional and constructive dialogue and deliberation with the owners, primarily around the organization’s Ends. The plan will include selection of representative owners for dialogue, methods to be used, and questions to be asked of the owners. The information obtained from this dialogue with owners will be used to inform the Council’s policy deliberations.
 - 5.1. All Council members are accountable to the Council for participating in the linkage with owners as identified in the plan.
6. The Council will consider its ownership linkage successful if, to a continually increasing degree:
 - When developing or revising Ends, the Council has access to diverse viewpoints that are representative of the ownership regarding what benefits this organization should provide, for whom, and the relative priority of those benefits.
 - The owners are aware that the Council is interested in their perspective.
 - If asked, the owners would say that they have had opportunity to let the Council know their views.
 - The owners are aware of how the Council has used the information they provided.

BRIEFING NOTE

To: Council

From: Chair

Date: June 10, 2022

Topic: Policy Content Review: Executive Limitations Items for Consideration

Council will review and discuss if any changes should be made to the Ends Policies: Global End, E-1, E-2, E-3, and E-4.

ENDS POLICIES

Global End

The College of Dental Hygienists of Ontario (CDHO) exists so that people who access dental hygienists in Ontario receive safe, ethical, quality dental hygiene services where the worth of results justifies expenditure of available resources.

1. Dental hygienists provide safe, effective care consistent with current standards of practice.
 - 1.1. Dental hygiene practice reflects the evolving needs of the public and supports access to care.
 - 1.2. Registered dental hygienists actively participate in continuous quality improvement that aligns with the current scope of practice.
 - 1.3. Registered dental hygienists demonstrate professional judgment in their practice.
 - 1.4. Dental hygienists engage with their clients for optimal oral health outcomes and client-centered care.
2. Dental hygienists engage other professionals to achieve optimal health outcomes for Ontarians.
3. Decision makers have evidence-informed and actionable information, particularly in the areas of:
 - Dental hygiene practice
 - Regulating the practice of dental hygiene
 - Access to essential oral health services in Ontario
4. The public has access to information about the benefits of regulated dental hygiene practice, the role of the CDHO, and the CDHO's regulatory processes.

Suggested Motions – Friday, June 10, 2022

12.0 MONITORING BOARD PERFORMANCE

12.1 GP-6.2 Ownership Linkage Committee Terms of Reference

MOTION 1: **THAT** Council has assessed the monitoring report for Governance Process 6.2 and determined there is sufficient, verifiable evidence of a reasonable interpretation; OR

MOTION 2: **THAT** Council has assessed the monitoring report for Governance Process 6.2 and determined that the interpretation is reasonable but there is insufficient verifiable evidence and has asked for a new monitoring report by [date]; OR

MOTION 3: **THAT** Council has assessed the monitoring report for Governance Process 6.2 and determined that the interpretation is not reasonable and has asked for a new monitoring report by [date].

Moved:

Seconded:

VOTE:

12.2 GP-6.11 Council Linkage with Ownership

MOTION 1: **THAT** Council has assessed the monitoring report for Governance Process 6.11 and determined there is sufficient, verifiable evidence of a reasonable interpretation; OR

MOTION 2: **THAT** Council has assessed the monitoring report for Governance Process 6.11 and determined that the interpretation is reasonable but there is insufficient verifiable evidence and has asked for a new monitoring report by [date]; OR

MOTION 3: **THAT** Council has assessed the monitoring report for Governance Process 6.11 and determined that the interpretation is not reasonable and has asked for a new monitoring report by [date].

Moved:

Seconded:











VOTE:







THE GOVERNANCE COACH'S ADVISORY

CDHO Council

Coaching Advisory

Meeting Date	03/22	mo/yr	mo/yr	mo/yr	mo/yr
Ownership					
Governance Position					
Council Holism					
Ends Policies					
Council Means Policies					
Executive Limitations Policies					
Policy Sizes					
Delegation to Management					
Any Reasonable Interpretation					
Monitoring					

Key:

-  No activity this meeting on which to assess model consistency
-  Model consistent, based on minutes of this meeting
-  Not contravening principle, but opportunity for improvement
-  Not consistent with principle

NOTE FROM ROSE MERCIER: This the first Coaching Advisory Report since the first one I prepared in September 2016. In the interim I have attended most Council workshops and meetings as well as several Executive Committee meetings which afforded the opportunity to comment on Council's application of, and fidelity to Policy Governance principles. Council has reached a stage of maturity in its application that does not warrant ongoing presence. We provide Coaching Advisories to the majority of our coaching services clients. The report is based on a review of the meeting package and minutes. It is organized in the same fashion each time which offers you and me an opportunity to track progress on any identified items.

**College of Dental Hygienists of Ontario Council
March 4, 2022 Meeting**

Ownership

Policy Governance® Principle: The Council governs on behalf of the government to whom it has a legal accountability and the people who access dental hygienists in Ontario – to whom it has moral accountability its “moral owners.” The Council has an obligation to be the informed voice of the owners. The Council provides leadership by first serving, seeking to put the interests of the owners ahead of any personal interests Council Members may have.

I recognize I am pointing out the obvious; however, it is important to resume ownership linkage activities as soon as practicable. The addition of Ends focused questions in the client survey commissioned by staff was a practical way to gain input from the larger public. The plans to identify groups and organizations that encompassed the organization's moral owners was also a promising possibility. Reviewing the plans which had been outlined prior to the pandemic is a good starting point for the new committee.

Governance Position

Policy Governance® Principle: The Council forms the middle link in a chain of moral authority between the owners and the Registrar. The Council's role is to set direction for the organization on behalf of the owners, and properly empower the Registrar to manage. The Council is accountable for its own work and how it does that work. The Council is also accountable for what it has delegated to the Registrar. All authority in the staff organization and in Council committees and officers flows from the Council.

There are no issues with this principle.

Council Holism

Policy Governance® Principle: The Council has authority only as a group. Individual Council Members do not have any authority. Committees do not have any authority other than that specifically authorized by the Council. When the Council speaks with authority it has only one voice.

There are no issues with this principle.

Ends Policies

Policy Governance® Principle: The Council defines in writing policies which describe the outcomes or effects that the organization is to produce, the recipients of those outcomes, and what it is worth to

produce them. These are Ends policies. All decisions that are *not* about outcomes, recipients, or worth are means decisions.

Ownership linkage activities should be part of a plan leading towards an Ends Review. Given that the last significant review of Ends took place in 2017 and the context in which regulatory organizations operate is changing, it would be timely to prepare a plan leading towards a full Ends review process, perhaps in September 2023 or March 2024. Other elements of this plan would be exploration of trends/factors potentially impacting the College, and environmental scanning. I would be happy to suggest ways of approaching the latter two items.

Council Means Policies

Policy Governance® Principle: The Council defines in writing the job results, practices, and discipline that make up its own job. These policies are about the Council's means. To distinguish them from the means used by the staff, they are called Governance Process policies. The Council also defines in writing the details of how it will delegate to and hold the Registrar accountable. These means policies are called Council – Registrar Delegation policies.

I want to draw Council's attention to an item of meeting process, specifically the Consent Agenda. Given that I provided the agenda template that Council is now using, I have actually created this situation I want to address. I chalk this up to continual learning on my part. A Consent Agenda is intended for Items about which the Council needs to make a decision and which are anticipated to be routine or non-controversial. To save time, these items are grouped together for one motion. A good example of an item that belongs on a Consent Agenda are meeting minutes which Council needs to approve in order to confirm that they are an accurate record of their decisions. A motion to approve these types of items on the Consent Agenda is appropriate.

Most of March's Consent Agenda items were reports which are more precisely defined as incidental information, i.e., information which Council wants to receive and may wish to ask questions for clarification. Unless a report contains items about which Council needs to make a decision – and therefore needs to make a motion – there is no need to 'approve' a report. If a report contains items for which Council needs to approve, the decisions items should be taken from the report and allocated to the appropriate item on the agenda.

I am attaching a copy of The Governance Coach blog that addresses this question of the appropriate use of the motions to "approve" reports which explains underlying rationale.

I would suggest that Council consider revising the agenda template to create separate agenda items for Consent Agenda and Incidental Information.

On another point, you continue to be diligent about policy content review and self-monitoring, important habits for any governing body wishing to achieve exemplary governance.

I also want to note the excellent work that Council is doing with respect to ensuring that it has appropriate leadership on Council by providing a solid orientation to new Council members and developing a competency framework for Council. Great job.

Executive Limitations Policies

Policy Governance® Principle: The Council makes decisions about the means of the operational organization. However, rather than prescribing Council-chosen means -- which would enable the Registrar to escape accountability for attaining Ends, these policies define limits on operational means, thereby placing boundaries on the authority granted to the Registrar. These means would be unacceptable because they are unlawful, imprudent, or unethical, even if they worked to achieve Ends. Written policies describing these limits are called Executive Limitations.

There are no issues with this principle.

I noticed that Council had an education session on risk management reinforcing the importance of identifying, assessing, treating and monitoring risks in fulfilling the College's mandate of protecting the public. I am attaching a second article with this report that describes the robust risk system inherent in the application of the principle related to Executive Limitations. Council needs to be proactive in identifying and understanding potential areas of risk and ensuring they are adequately addressed in Council's policies so that they are subject to the systematic monitoring critical to fulfilling the fiduciary duty of oversight.

Policy Sizes

Policy Governance® Principle: Council policies in every category are developed one level at a time, from the broadest, most inclusive level to succeeding levels of detail. Each level of detail added further limits the range of interpretation that is delegated. The policies in Ends, Governance Process, Council – Registrar Delegation, and Executive Limitations categories are comprehensive, and there are no Council policies outside of these four categories. They replace, at the Council level, more traditional documents such as mission statements, strategic plans and budgets.

There are no issues with this principle.

Clarity and Coherence of Delegation

Policy Governance® Principle: The Council delegates operational matters only to the CEO. The Council does not delegate to anyone who reports to the CEO. The Council does not give Council officers or committees jobs that interfere with, duplicate, or obscure the job given to the Registrar. The Registrar is accountable to the Council for everything that happens in the operations of the organization.

There are no issues with this principle.

Any Reasonable Interpretation

Policy Governance® Principle: The Registrar is given the right to make more detailed decisions about Ends and operational means, using any reasonable interpretation of Ends and Executive Limitations policies. (If there is no Registrar, the Council must delegate to two or more individuals, avoiding overlapping expectations or causing confusion about the authority of various managers.) The Council President is given the right to use any reasonable interpretation of Governance Process and Council – Registrar Delegation policies unless the Council has explicitly given that right to another Council member or Council Committee.

There are no issues with this principle.

Monitoring

Policy Governance® Principle: The Council monitors the performance of the organization by fairly, systematically and thoroughly assessing whether the Registrar has made a reasonable interpretation of the policies it has delegated to the Registrar (Ends and Executive Limitations), and provided data demonstrating accomplishment of that interpretation. The Registrar's evaluation is simply the cumulative summary of these assessments.

I have provided redline comments on the monitoring reports, primarily for use by the Registrar. I have commented individually to the Registrar and the President about the fine quality of the reports given that this is the first series of reports prepared by the new Registrar.

Celebrate Your Progress

Council continues to demonstrate excellent processes along with engaging in activities that develop its knowledge and skills in governing.

Keep Getting Better (One area we recommend you address as soon as possible)

I reinforce the intention to restart Council's work in ownership linkage.

SUMMARY OF SUGGESTIONS FOR FURTHER ACTION

	Action Item	Coaching Report meeting date	Decision re Action	Date Action Completed
	General			
	Linkage			
1	Proceed with planning and implementing ownership linkage activities.	March 2022		
	Council-Management Delegation			
	Ends			
1	Prepare a plan of specific activities intentionally leading to a full review of Ends policies.	March 2022		
	EL Policies			
	Finances			
	GP Policies			
	Agenda, Minutes and Meetings			
1	Consider separate agenda items for Consent Agenda and Incidental Information	March 2022		
	Monitoring			
	Completed – to be removed from next list			



WAIT! BEFORE THE BOARD APPROVES THAT REPORT...

- Posted by Richard Stringham, December 2, 2021

...perhaps it shouldn't!

Some boards have an interesting perspective on reports. They view a report as something the board needs to adopt or approve. On one hand, this is understandable. If the board doesn't make a decision whether it will adopt or approve a report, what should the board do with it? At The Governance Coach, we're constantly reminding boards that they are commanders, not advisors. So, doesn't it make sense that the board should put its stamp of approval on reports?

On the other hand, what value is added by the board adopting a report? Unless the report provides actions for the board to undertake, what is the decision the board is making?

But then again, what harm could there be in adopting a report?

Robert's Rules of Order makes the point with a sobering message:

In rare instances after [a board] has received a report, it may have occasion to adopt the (entire) report; an affirmative vote on such a motion has the effect of the [board] endorsing every word of the report – including the indicated facts and the reasoning – as its own statement. ... Adoption of an entire report is seldom wise except when it is to be issued or published in the name of the whole organization.

When is a report published in the name of the whole organization? Financial statements which are provided to the general membership or regulatory authorities would be one example. Indeed, financial statements are a report of the financial status of the organization and often, the board is legally required to approve such statements before their release to those outside of the board and management.

Here is where some boards get confused. They receive an auditor's report and think their job is to approve the auditor's report, when really their job is to approve the financial statements before those statements are presented outside the organization.



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The audit is a method for checking whether the financial statements from management comply with accounting standards (e.g., GAAP) and are free from material misstatement. Consequently, after having received an audit report, an appropriate motion would be: “That the financial statements be adopted.”

You may have noticed that I referred to *receiving* the audit report, instead of *adopting or approving* the report. This is the source of yet another misconception. Some may feel the need to make a motion: “that the report be received.” However, if the board has received the report, there is no value in such a motion. After all, could you honestly oppose such a motion if the report has been received?

At the beginning of this blog, I posed the question: “If the board doesn’t make a decision whether it will adopt or approve a report, what should the board do with it?”

The answer lies in the purpose of the report.

Is it a *monitoring report*? If so, the board should make an assessment decision based upon the report contents. For example: “Moved that, based upon the monitoring report received [date], the board finds evidence of compliance with a reasonable interpretation of the policy for Treatment of Staff.” In making such a motion, the report itself was neither adopted, nor approved.

Is it *information to inform a policy decision*? If, following such information, the board makes changes to its policies, then it only needs to make motions with those changes.

Is it a report which is to be *published in the name of the organization for those beyond the board and management*, such as the financial statements noted above? The adoption of such a report should be handled carefully because the board is on record as agreeing with every word and number. In the case of a board using Policy Governance, it likely will require the use of a Required Approvals Agenda process



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THE VALUE OF A ROBUST SYSTEM REGARDING RISK

- Posted by Jannice Moore
- On August 7, 2019
- Executive Limitations, Policy Governance System, Risk

A recent Governance Briefing from Davis Polk* details an interesting decision from the Delaware Supreme Court on the importance of boards exercising oversight of risk. The case revolved around a listeria outbreak at an ice cream production facility, which resulted in devastating losses, including several deaths.

To quote from the article, “the case tells us that (i) a director must make a good faith effort to oversee risk; and (ii) failing to make that effort breaches the duty of loyalty, where good faith means “to try” to put in place ‘a reasonable board-level system of monitoring and reporting’ . . .” The court decision in favor of the plaintiff relied heavily on lack of a process in place to keep the board apprised of risks (safety risk in this case), and lack of evidence in board minutes that key risks were disclosed to the board. The importance of policies regarding material risk, and board awareness of information regarding material breaches of those policies was also emphasized in this briefing.

When used as intended, Policy Governance® provides a systematic way of ensuring such processes are in place.

- It includes a set of Executive Limitations policies, in which the board outlines in advance for the CEO the organizational circumstances or situations that are unacceptable because they are imprudent or unethical. This allows the board to identify the amount of risk it considers unacceptable.
- In those Executive Limitations, the board can also indicate what information it needs from the CEO about risk to ensure the policies are sufficiently robust. This would include disclosure of material risks.
- It provides a place where the board can specify in its own processes how often it will review those policies for adequacy.
- It clearly identifies the routine frequency with which the board will monitor to ensure the policies are followed. Monitoring involves measurable evidence of policy compliance, not just vague reports or “trust me” statements from the CEO. In addition to the routine monitoring, the board may choose to monitor at any time circumstances warrant.
- The board’s assessment of monitoring reports is clearly recorded in the minutes, providing evidence that the board did exercise oversight.

A systematic approach to oversight of risk enables a board to address the “good faith” element of its fiduciary responsibility.

*<https://www.briefinggovernance.com/2019/06/Delaware-supreme-court-on-director-risk-oversight-and-independence/>



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Suggested Motions – Friday, June 10, 2022

14.0 MONITORING CEO PERFORMANCE

14.1 EL- 6 Investment

MOTION 1: **THAT** Council has assessed the monitoring report for Executive Limitations Policy 6 and determined there is sufficient, verifiable evidence of a reasonable interpretation; OR

MOTION 2: **THAT** Council has assessed the monitoring report for Executive Limitations Policy 6 and determined that the interpretation is reasonable but there is insufficient verifiable evidence and has asked for a new monitoring report by [date]; OR

MOTION 3: **THAT** Council has assessed the monitoring report for Executive Limitations Policy 6 and determined that the interpretation is not reasonable and has asked for a new monitoring report by [date].

Moved:

Seconded:

VOTE:

Suggested Motion – Friday, June 10, 2022

14.0 MOTION TO MOVE IN CAMERA

MOTION: **THAT** Council move in Camera as per RHPA, *Schedule 2, Section 7(2)(d)* at ____:____ p.m., for agenda item 14.1.

Moved:

Seconded:

VOTE:

Suggested Motion – Friday, June 10, 2022

14.0 MOTION TO MOVE OUT OF CAMERA

MOTION: **THAT** Council move out of Camera as per RHPA, *Schedule 2, Section 7(2)(d)* at ____:____ p.m.

Moved:

Seconded:

VOTE:

Suggested Motions – Friday, June 10, 2022

17. ADJOURNMENT

MOTION: **THAT** the Council meeting be adjourned at ____:____ p.m.

Moved:

Seconded:

VOTE: