

2021 CPMF SUMMARY

The College Performance Measurement Framework (CPMF) Reporting Tool has been developed by the Ontario Ministry of Health in collaboration with the health regulatory colleges. The CPMF examines how health regulatory colleges are meeting their mandate to protect the public interest. The goal of the framework is to strengthen accountability and help colleges continuously improve.

The CPMF considers seven regulatory domains: Governance, Resources, System Partner work, Information Management, Regulatory Policies, Suitability to Practice and Measurement Reporting and Improvement.

The CPMF Reporting Tool aligns with the RCDSO's commitment to analyze the work we do, make evidence-based decisions, identify areas for improvement, and create a strong foundation for the RCDSO as we move forward with transparency and transformation.



Domain 1: GOVERNANCE

? What does this mean?

Council maintains integrity in its decision making and has the required knowledge and skills to govern well. Efforts are continuously made to communicate with relevant audiences.

How are we doing?

- All members of Council and Committees take part in orientation to ensure that they have the required knowledge and skills to support good governance
- All candidates for Council and Statutory Committees must demonstrate [basic core competencies](#) and complete a "[Candidate Eligibility Course](#)" to run for election or to be selected to serve
- Council, individual Council members, and the Chairs of RCDSO's Committees have all been assessed using a performance evaluation framework that is administered by a third party and which includes individualized feedback to support professional growth
- [Council Materials](#) are available to the public and posted to our website in advance of our meetings – these materials remain on our site

What improvements are we making?

- A Governance Working Group has been struck, including external experts, to review best practices in governance and to make recommendations for improvement
- We have partnered with the Canadian Centre for Diversity and Inclusion (CCDI) to evaluate RCDSO culture and leadership and to embed the principles of equity, diversity and inclusion (EDI) into all College processes, programs, and services. This work is ongoing, and includes training of Council to support awareness of unconscious bias, diversity and inclusion, and cultural competence
- Beginning in 2021, Executive Committee meeting summaries are posted publicly and made available on the [RCDSO website](#) to promote transparency
- The Candidate Eligibility Course will be updated for the 2022 Council election cycle



Domain 2: RESOURCES

? What does this mean?

The College has the financial and human resources to fulfill its statutory and regulatory duties, now and in the future.

How are we doing?

- Our [Strategic Plan](#) and budget processes are closely aligned in order to support strong financial and resource stewardship
- Council receives and makes public an annual financial report on the RCDSO website
- Council approves the RCDSO annual budget, which includes salaries, headcount and other HR support costs
- RCDSO's [Strategic Plan](#) prioritizes staff development, staff performance and training on diversity, equity and inclusion (EDI)

What improvements are we making?

- The RCDSO has developed an Operating Reserve Policy and is currently engaged in a three-to five-year plan to fund an Operating Reserve



Domain 3: SYSTEM PARTNER

? What does this mean?

The College is working with other partners in the system to ensure it's responsive to the needs of the public.

How are we doing?

- The RCDSO engages extensively with a broad range of partners in support of our public protection mandate
- To ensure accurate and consistent professional expectations for the provision of care related to the COVID-19 pandemic, the RCDSO has engaged with a number of key system partners, including: Ontario's oral health colleges (i.e., Hygiene, Denturists, and Dental Technologists), the Ontario Dental Association (ODA), Public Health Ontario (PHO), Health Profession Regulators of Ontario (HPRO), the Canadian Dental Regulatory Authorities Federation (CDRAF), and Ontario's faculties of dentistry
- Additional key system partners include patients, members of the profession, the Ministry of Health, and the Canadian Centre for Diversity and Inclusion (CCDI)

What improvements are we making?

- We are collaborating with Ontario's other health regulatory Colleges (via HPRO) to adopt a consistent approach to the implementation of strategies to promote principles of equity, diversity and inclusion, including the adoption of Equity Impact Assessments (Equity Impact Assessments are formal decision support tools which help to proactively identify how a program, policy or similar initiative will impact population groups in different ways)
- In 2021, RCDSO became a member of the Citizen Advisory Group (CAG), which will enable the College to consult directly with members of the public on ongoing College work, including the development of new Standards and patient support documents
- In 2021, Council approved a strategic initiative to improve access to dental care in Ontario. In support of this initiative, the College will be engaging with a range of stakeholders including the Alliance for Healthier Communities and the ODSP Coalition
- A strategic project is currently underway to analyze and improve upon our stakeholder engagement



Domain 4:

INFORMATION MANAGEMENT

? What does this mean?

The College deals with the confidential information it retains securely.

How are we doing?

- The RCDSO has a designated Privacy Officer who is responsible for ensuring that the College complies with all applicable legislation and best practices related to the use and disclosure of personal information
- The RCDSO's Privacy Code, Information Security and Acceptable Use Policy, Password and Authentication Policy, Records Management Policy, and Social Media Policy address security issues with extensive mandatory IT security awareness training for all staff
- The RCDSO has protocols for handling an IT security emergency, cyber-attacks and system hi-jacks
- IT security at the RCDSO is regularly audited by automated systems and external security firms

What improvements are we making?

- We have implemented a new Privacy Code and Privacy Breach protocol to govern the disclosure of, and requests for information
- Work is ongoing to fully implement the RCDSO's new Customer Relationship Management system (CRM) platform which will further modernize our information management processes. The adoption of this system allows for more effective data collection and analysis that supports RCDSO decision making. The new platform also provides additional tools to support dentist interactions with the RCDSO, for example, the online application and renewal processes
- We have undertaken a records digitization initiative to ensure that RCDSO records are protected from physical risks. This digitization project is key for utilization of data to support the College's regulatory processes
- Work is ongoing to update and fully implement records classification and retention protocols that better reflect the increasingly digital nature of our records and also promote a greener approach to the management of paper documents



Domain 5:

REGULATORY POLICIES

? What does this mean?

The College issues policies, standards and guidelines to the profession based on best available evidence and shows alignment with other Colleges.

How are we doing?

- The RCDSO aims to review Standards on a five-year cycle with reviews being expedited if there are important changes in the dental practice landscape, research evidence, legislation or direction from Council
- The RCDSO has a multi-staged consultation process that captures input from a range of stakeholders including the public, dentists, experts and other system partners

What improvements are we making?

- We are in the process of developing new approaches to Standards review and development to promote efficiency, to better engage with key stakeholders, and to improve the clarity and utility for dentists and the public. As part of this work, RCDSO staff are considering how to better incorporate principles of EDI into Standards work
- We are actively developing supplementary tools and resources as a companion to our Standards
- We are engaged with Ontario's other oral health regulatory Colleges to ensure consistent guidance across the oral health professions related to the COVID-19 pandemic



Domain 6:

SUITABILITY TO PRACTICE

? What does this mean?

The College registers only individuals who are qualified, skilled and competent. Dentists in practice remain competent safe and ethical.

How are we doing?

NOTE: Please see the [full CPMF Report](#) for data related to this measure.

- The RCDSO comprehensively reviews new applications; we use a standardized checklist of required documentation
- Every year dentists are required to complete a questionnaire that explores professional conduct as part of the annual membership renewal process
- The RCDSO communicates standards via email, website content and continuing education courses to support dentists in applying new standards to their practices
- The RCDSO assesses practice through an online [Practice Enhancement Tool \(PET\)](#), [Practice Assessments and Peer Assessments](#). All Ontario dentists are required to participate in the Quality Assurance Program on a regular cycle and have mandatory continuing education (CE) requirements
- The complaints process supports individuals filing a complaint. [The College's website](#) and [YouTube Channel](#) contain accessible and detailed information about the complaints process and how to raise a concern about a dentist

What improvements are we making?

- Our current timelines for processing complaints and Registrar's investigations do not meet the statutory targets. In 2020, the RCDSO initiated an evaluation of complaints, investigations and decision-making processes, supported by data and analysis provided by our new Customer Relationship Management system (CRM). Numerous process improvements have been implemented to address the backlog of cases. As a result of this work, 677 files went before the Inquiries, Complaints and Reports Committee (ICRC) for decision in 2021, a 50% increase (n=226 additional files) over the number of casefiles before the ICRC in 2020. Further planning and process improvements will aim to significantly improve timelines
- The annual renewal has expanded to include additional questions to gain a better understanding of what dentists are doing in their practice and to identify and track future practice trends
- We are developing our regulatory data strategy

Domain 7:



MEASUREMENT, REPORTING & IMPROVEMENT

? What does this mean?

The College continuously assesses risk, measures, evaluates and improves its performance and is transparent about performance and improvement activities.

How are we doing?

- The RCDSO launched its first [Strategic Plan](#) in 2019 with strategic objectives and accompanying Key Performance Indicators (KPIs) (see the [Council Report](#) beginning on page 45 of the November, 2021 Council meeting materials)
- The RCDSO has established comprehensive risk frameworks for all core regulatory areas as part of the 2021-2023 Strategic Plan

What improvements are we making?

- An organization-wide transformation is underway which aims to improve stakeholder experience in every aspect of our work. The RCDSO is collecting insights from several initiatives, partnerships, and surveys to learn from the patient voice and hear perspectives from the profession. Data and analysis will be shared with the public and profession in 2022
- Since last year's CPMF submission, the RCDSO's KPIs have been finalized with the assistance of the College's Data Scientist (see the [Council Report](#) beginning on page 45 of the November, 2021 Council meeting materials)
- We have undertaken the development of new data management systems and processes that will support data collection, analytics, and reporting as part of the Strategic Plan. These resources are essential for the evaluation of the College's performance against its KPIs and to demonstrate our results and effectiveness
- The RCDSO now reports KPIs to Council at quarterly intervals to update Council and the public on our progress towards completing our operational and strategic projects