

College of Dental Technicians of British Columbia



Annual Report

April 1, 2017 - March 31, 2018



COLLEGE OF DENTAL TECHNICIANS OF BRITISH COLUMBIA

Report for the Year Ended March 31, 2018

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IT IS THE DUTY OF THIS COLLEGE
AT ALL TIMES:
TO SERVE AND PROTECT THE PUBLIC, AND
TO DISCHARGE ITS RESPONSIBILITIES
UNDER ALL ENACTMENTS IN THE PUBLIC
INTEREST

OBJECTS OF THE COLLEGE

- To superintend the practice of the profession;
- To govern its registrants according to this *Act**, the Regulations, and the Bylaws of the College;
- To establish the conditions or requirements for registration of a person as a member of the College;
- To establish, monitor, and enforce standards of practice to enhance the quality of practice and reduce incompetent, impaired, or unethical practice amongst registrants;
- To establish and maintain a continuing competency program to promote high practice standards amongst registrants;
- To establish, for a College designated under section 12(2)(h), a patient relations program to seek to prevent professional misconduct of a sexual nature;
- To establish, monitor, and enforce standards of professional ethics amongst registrants;
- To require registrants to provide to an individual access to the individual's health care records in appropriate circumstances;
- To inform individuals of their rights under this *Act**, the *Freedom of Information and Protection of Privacy Act*;
- To administer the affairs of the College and perform its duties and exercise its powers under this *Act**, or other enactments;
- In the course of performing its duties and exercising its powers under this *Act**, or other enactments, to promote and enhance the following:
 - Collaborative relations with other colleges established under this *Act**, regional health boards, designated under the *Health Authorities Act* and other entities in the Provincial health system, post-secondary education institutions and the government;
 - Interprofessional collaborative practice between its registrants and persons practicing another health profession;
 - The ability of its registrants to respond and adapt to changes in practice environments, advances in technology and other emerging issues.

* the *Health Professions Act*

Mission

CDTBC's mission is to ensure that dental patients are receiving safe and informed care by appropriately regulating those who provide dental technology services and fabricate dental appliances.

Vision

CDTBC is a trusted regulator, promoting excellence and professionalism in dental technicians.

Values

CDTBC principles that guide our behaviour:

- We act in a fair, objective and impartial manner.
- We are transparent in our communication and regulatory decisions.
- We are accessible, respectful and inclusive.



REGISTRAR'S REPORT



I am pleased to be able to provide this report on the College of Dental Technicians of BC for the fiscal period that ended on March 31, 2018. I feel very fortunate to work with a Board and staff who are committed to meeting our statutory obligation to regulate the profession in the public interest. As a College, we want to continue to strive for excellence

in our daily office activities and ensure that we are transparent, fair, objective, and impartial in all our operational processes. Despite having a small staff and limited financial resources, the College continues to effectively meet all the ongoing core functions of a regulatory College under the *HPA*.

The year has been a very busy one, and I believe the College has been making steady progress toward meeting the goals that the Board established in the Strategic Plan of Priorities for the three-year period from April 2016 to March 2019. An operational plan was developed that sets out specific objectives and their corresponding key performance indicators, which the Board uses to monitor this ongoing and important work of the College. More information about the strategic priorities can be found on page 5 of this report.

This past year, the College established an Ad Hoc Liaison Committee which met with the College of Dental Surgeons in mid-September. The intention was to explore ways that the two Colleges could promote better inter-professional collaborative practice between our respective registrants and consider the benefit of developing some common practice standards where there are overlapping elements in our scopes of practice. We also discussed the need to have a better understanding of the impact that emerging technologies are having on the delivery of dental health care. This included considering how the two professions may have to adapt their regulatory oversight to address the increasing prevalence of digital workflows, CAD/CAM, and 3D printing in the industry.

In December 2017, the College of Dental Technologists of Ontario in collaboration with the Canadian Alliance of Dental Technology Regulators (CADTR) received funding from the Government of Canada's Foreign Credential Recognition Program (FCRP) for close to \$575,000 over two years to support the *Access to Dental Technology Project* (ADT). Led by CDTO, this pan-Canadian project will help reduce barriers to employment in Dental Technology for internationally trained newcomers to Canada. The project aims to ensure that Canada has the educated and skilled workforce needed to support professional and economic growth by expediting the assessment and licensure processes of Internationally Educated Dental Technology Professionals (IEDTPs) to practise the profession of dental technology in Canada.

As one of the members of the ADT Steering Committee, we will be working diligently over the next two years to ensure the successful completion of this project. Some of the objectives of this project include the development of Standardized

National Assessment process for initial registration, establish a minimum benchmark for Canadian dental technology educational programs, and implementation of a Foreign Qualifications Recognition process. The CADTR will be seeking input and feedback from registrants and other stakeholders as we gather information that is critical for making informed decisions on the projects outcomes. You can use this link to learn more about the [ADT Project](#).

In August, the College signed a six-month lease extension for the period from April 1, 2018 to September 30, 2018 at our current location in Richmond. Over the last year or more, the BC Health Regulators have been discussing the possibility of finding a suitable location where several Colleges could share a common space and some operational resources to reduce each individual College's overall expenses. The pending amalgamation of the three nursing Colleges into a single nursing regulator required them to find a location with enough space for the combined staffs. The purpose of our extension of the lease was to allow the nursing group time to find and develop a location that would meet the needs of a larger group of Colleges, including ours.

We now plan to move into the "College Hub" in September 2018, where it is expected that up to 14 Colleges will relocate over the next several years. While we do not yet have exact figures, we are anticipating lower annual operating expenses moving forward while enjoying the additional benefit of enhancing opportunities for further collaboration with other health care regulators. Effective mid-September 2018, the new mailing address for the College will be:

College of Dental Technicians of BC
Suite 900, 200 Granville Street
Vancouver, BC V6C 1S4

Check the College website for further updates.

As mentioned in last year's Annual Report, on March 1, 2017, the Registrars from all 23 Health Colleges, along with representatives from the Ministry of Health and the First Nations Health Authority (FNHA), signed a Declaration of Commitment to advance cultural safety and humility among regulated health professionals in BC. This declaration was the first step towards meeting the objective of improving health outcomes for First Nations and Aboriginal people in British Columbia. The BCHR and its member Colleges are continuing to work with FNHA to find practical ways to put this commitment into action. If you would like to learn more about practicing cultural safety and humility in the delivery of health-care services, visit the FNHA website at: www.fnha.ca/wellness/cultural-humility.

Respectfully Submitted by:
Ronald Revell, RDT
Registrar / CEO

CHAIR'S REPORT

I am grateful to the Board members for again entrusting me with the position of Board Chair. This past year has seen progress on several of the long-term projects that the CDT of BC has been working on in cooperation with other groups and regulators.

The Canadian Alliance of Dental Technology Regulators (CADTR) has been moving forward with developing the Foreign Qualifications Recognition project and the CDT of BC has been involved in providing support and input for this project.

A focus group consisting of dental technicians from across the country has been formed to provide input from current RDT's on what the profession currently needs in technicians entering the profession in Canada. Our registrar, Ron Revell, is the current chair of the CADTR and I am proud to be able to support working on national standards for our profession.

Our College has begun preparations to move our office space into the College Hub along with a large number of the other BC health regulators. This has been in the works for some time and should be completed in late 2018.



The advantages of working closely with other health regulators on a daily basis and the ability to share resources will help our Board learn best practices from other college Boards, have a better understanding of the common challenges all health regulators face in BC, and control costs going forward.

Respectfully Submitted by:

Angus Barrie, RDT
Chair of the Board

The College of Dental Technicians of BC (CDTBC) has the delegated authority under legislation in British Columbia to govern dental technology practitioners in the public interest. CDTBC's sole mandate is to serve and protect the public through the regulation of professional practice.



Strategic Plan of Priorities

In June 2016, the Board approved a Strategic Plan of Priorities that set out six specific goals to focus the College's resources on over the following three-year period. (A full copy of CDTBC Strategic Plan of Priorities can be found on the Publications section of the College website)
The College has prepared an operational plan and identified success indicators to track our progress in achieving those goals as shown in the outline below.

Leverage Shared Resources

CDTBC will continue to work with other regulatory Colleges and the DTABC to find ways of reducing day-to-day administration and overhead costs while increasing peer-to-peer learning.

- Sharing office space with some of the other Colleges
- Develop common frameworks with BCHR for several regulatory functions including:
 - ◆ QA Program Development
 - ◆ Publication of Discipline Decisions
 - ◆ Board Member Orientation & Training
- Working with our Provincial counterparts through the CADTR to develop a standardized National certification process

Improve National Standardization

CDTBC seeks to actively work with the Canadian Alliance of Dental Technology Regulators (CADTR) towards developing common exam standards and administration processes as well as pan-Canadian education standards.

- Applied for and received federal funding for an "Access to Dental Technology Project" through CADTR
- Updating the Canadian Competency Profile for Dental Technology Practice
- Serving as a member of the PAC for Provincial Dental Technology Programs
- Reviewing curriculum from each Canadian Dental Technology Program

Improve Relationship with Association

CDTBC will work with DTABC towards educating our registrants about the benefits of our unique roles and continue to build and strengthen our respective organizations to ensure that we deliver on our mandates with excellence.

- Continue to work with the Association Executive on matters of common interest
- Actively look for additional opportunities to involve the DTABC Members in providing information on matters related to current practice and advances in technology

Strategic Plan of Priorities

Improve Staff Capacity and Continuity

CDTBC will explore opportunities to develop staff members to take on greater responsibilities, utilize technology to improve organizational memory and optimize staff time, and develop a Deputy Registrar position.

- Provide opportunities for staff to take on new responsibilities
- Provide resources and support for staff career development
- Prepare job description and criteria for Deputy-Registrar recruitment

Improve Relationships with Dentists

CDTBC seeks to build our relationship with the College of Dental Surgeons, the BC Dental Association, as well as dentists themselves so that patients are aware of their options when choosing where and by whom their dental appliance is fabricated.

- Establish CDSBC Liaison Committee
- Chair / President of each Board to meet informally to discuss possible collaborative opportunities
- Meet with BC Dental Association to promote benefits of dentists using regulated Dental Technicians in BC

Increase Scope of Regulation

CDTBC will review the scope of what and who we regulate, as well as how we update our regulations to ensure it is effective in keeping the public safe.

- Review and provide feedback on DTABC's proposed increase to the Scope of Practice from a regulatory perspective
- Review current College policies and procedures to we meet our mandate to regulate in the public interest

COLLEGE STRUCTURE

LEGISLATIVE BASE

The role of the College and its authority and powers are set out in the *Health Professions Act*, the Regulations and the College Bylaws. The Bylaws provide a framework for the organizational structure of the College and set out the various responsibilities of members of the Board, Committees, staff, and individual registrants. Patients who receive dental technology services in BC rely on the College to ensure that its registrants are competent and practice in an ethical and professional manner.

INTERNAL ORGANIZATION

The Board and Board Members

CDTBC is governed by a nine-member Board that includes six elected professional members and three public members appointed by the Minister of Health. Board members have the primary responsibility to govern, control and administer the affairs of the College in accordance with the Health Professions Act, the Regulation and the Bylaws.

Staff and Others

The College staff includes the Registrar/CEO, Manager of Finance and Registration, and Registration Coordinator. The College also contracts works with a number of other individuals who assist with exam invigilation, marking of practical exams assignments, or in other support positions when appropriate. Consultants and outside contractors are also required from time to time, including an independent auditor, legal counsel, IT experts, and various other support personnel as needed.

Registrar/CEO

The Registrar is the chief executive officer of the College and is appointed by the Board. He is the public representative of the College on the regulation of the profession and is ultimately responsible for the day-to-day administration of the affairs of the College. The Registrar is also responsible for providing and managing the staff needed to support the work of the Board and each of its Committees. The Registrar acts as a liaison for the Board with the staff and all other persons who provide services to the College.

Manager of Finance and Registration

The Manager of Finance and Registration reports to the Registrar and is responsible for the daily management of the College's accounting and financial system, processing registration applications, and maintaining our registration records and database. Additional duties include providing some administrative support to the Board and Finance Committee, as well as managing the Continuing Education program.

Registration Coordinator

The Registration Coordinator is responsible for the administration of registration examinations, processing registration applications and renewals, updating various College records, and providing registrants and the public with information about the College. The Registration Coordinator also provides administrative support to the Registrar, including preparing general and confidential correspondence, conducting background research, and taking minutes at various College meetings. The Registration Coordinator also updates the College website and the registration database.

COLLEGE STRUCTURE

STAFF AND OFFICE HOURS

Staff:	Ronald Revell, RDT	Registrar / CEO	rrevell@cdtbc.ca
	Susan Still	Manager, Finance and Registration	sstill@cdtbc.ca
	Wincy Ranson	Registration Coordinator	wranson@cdtbc.ca
Auxiliary:	Greg Tamkin	Examination Invigilator	(Practical Examinations)

Office Hours	9:00 a.m. - 5:00 p.m.	(Monday to Friday)
Telephone	604-278-8324	
Facsimile	604-278-8325	
Email Inquires	info@cdtbc.ca	

RECORDS

The office maintains records as follows:

- Register – including registrant’s name, registration class, business address, business telephone number, any limits or conditions on the registration, and cancellation or suspension of every person granted registration
- Individual active registrant records - including applications for registration, registration renewals, quality assurance records, etc.
- Archived registrant records - records for individuals who are removed from the Register
- Financial records
- Inquiry Files, Records of Discipline Hearings, and Investigation Files
- Board & Committee Meeting Minutes
- General information pertaining to:
 - Registration requirements in other jurisdictions
 - Other regulatory bodies
 - Liaison groups, consultant services
 - Related legislation
 - Registration Examination results

BOARD AND COMMITTEE MEMBERSHIP

FOR THE PERIOD ENDING MARCH 31, 2018

COLLEGE BOARD

Elected Members

Angus Barrie, RDT (Chair)
Bryan Bowie, RDT (Non-practicing) (Vice-Chair)
Laurie Costello, Assistant
Anil Kumar, RDT
Frank Lando, RDT
Avi Tutelman, RDT

Appointed Public Members

Vacant Position - (Pending Appointment)
Dr. Michael Curry, MD, LLB, JD, CCFP
Pawanjit Joshi, BA, LLB

Inquiry Committee

Pawanjit Joshi, BA, LLB (Chair)
Laurie Costello, Assistant
Dr. Michael Curry, MD, LLB, JD, CCFP
Anil Kumar, RDT
Frank Lando, RDT

Registration Committee

Angus Barrie, RDT (Chair)
Bryan Bowie, RDT (Non-Practicing)
Emily Chan, CPA, CA
Dr. Michael Curry, MD, LLB, JD, CCFP
Avi Tutelman, RDT

Finance Committee

Emily Chan, CPA, CA (Chair)
Bryan Bowie, RDT
Anil Kumar, RDT

Discipline Committee

Avi Tutelman, RDT (Chair)
Emily Chan, CPA, CA
3 RDTs as needed

Quality Assurance Committee

Avi Tutelman, RDT (Chair)
Angus Barrie, RDT
Emily Chan, CPA, CA
Laurie Costello, Assistant
Pawanjit Joshi, BA, LLB

Association Liaison Committee

Angus Barrie, RDT
Pawanjit Joshi, BA, LLB
Avi Tutelman, RDT

PLA Committee

Bryan Bowie, RDT (Non-practicing) (Chair)
Dr. Michael Curry, MD, LLB, JD, CCFP
Frank Lando, RDT

Exam Review Panel *

Pawanjit Joshi, BA, LLB
Anil Kumar, RDT
1 RDT as needed

* If Needed

BOARD AND COMMITTEE MEETING EXPENSES

SCHEDULE OF BOARD AND COMMITTEE MEETING EXPENSES

YEAR ENDED MARCH 31, 2018	2018	2017
Board	\$ 12,899	\$ 15,023
Finance Committee	1,487	789
Registration Committee	785	969
Inquiry Committee	604	35
Quality Assurance	442	100
Other Committees & Directed Activities	216	150
	<u>\$ 16,433</u>	<u>\$ 17,066</u>

	BOARD	COMMITTEE	TOTAL	TOTAL
E. Chan	\$ 698	\$ 449	\$ 1,147	\$ 1,618
A. Tutelman	559	322	881	1,153
P. Joshi	–	260	260	344
T. Roche	–	–	–	75
D. Carney	–	–	–	1,155
A. Barrie	1,005	336	1,341	2,058
A. Kumar	829	226	1,055	1,121
B. Bowie	2,674	938	3,612	2,392
F. Leak	161	–	161	2,910
F. Lando	687	100	787	–
M. Curry	407	–	407	694
L. Costello	421	108	529	–
Other Expenses	5,458	795	6,253	3,546
	<u>\$ 12,899</u>	<u>\$ 3,534</u>	<u>\$ 16,433</u>	<u>\$ 17,066</u>

Amounts paid to Board and Committee members include the cost of travel to attend meetings.

COMMITTEE REPORTS

The Chairs of each of the College's Committees are required by statute to submit a written report of their specific activities to the Board. The following reports were submitted for the fiscal year ended March 31, 2018.

INQUIRY COMMITTEE

The Inquiry Committee deals with all complaints regarding registrants according to the authority of section 33 of the *Health Professions Act*. The Registrar provided staff support for the Committee.

The Committee met once by teleconference and once in-person during the year to deal with eleven new files that were opened by the IC on its own motion. These investigations were with respect to registrants who allegedly had not complied with the requirement to submit to a Criminal Record Re-check in order to renew their registration with the College.

Seven of the files were resolved with no further action required on the part of the Committee, and four are still active as of March 31, 2018.

On behalf of:

Pawanjit Joshi, BA, LLB

Chair, Inquiry Committee

REGISTRATION COMMITTEE

The Registration Committee is responsible for all matters related to applications for registration as authorized by section 11 of the Bylaws. The Committee operates under the established Terms of Reference as approved by the Board. The Registration Coordinator provided staff support for the Committee during this period.

The Committee held two in-person meetings and one teleconference meeting over the past year. During these meetings, the Committee:

- ◇ reviewed and made changes to the Practical Exam procedures to address some safety concerns related to Candidates operating the casting machine equipment at Vancouver Community College (VCC).
- ◇ reviewed and approved the newly revised Dental Technology Sciences curriculum at VCC.
- ◇ approved two special requests for an additional attempt at the registration examinations, one request for reinstatement, and one request for consideration of foreign credential equivalency.

Angus Barrie, RDT

Chair, Registration Committee

PRIOR LEARNING ASSESSMENT COMMITTEE

The PLA Committee oversees all aspects of the College's Prior Learning Assessment Program. The PLA program provides a way for those who do not have a formal education in dental technology to demonstrate that they satisfy the training and experience requirements of Bylaw 29. (2), and therefore are eligible to apply for registration as a Dental Technician.

The Committee held one in-person meeting this year to review three self-assessment workbooks, and approved three other applicants to challenge the PLA Eligibility Examination.

Bryan Bowie, RDT (Non-practicing)

Chair, Prior Learning Assessment Committee

QUALITY ASSURANCE COMMITTEE

The Quality Assurance Committee is responsible for establishing and administering a quality assurance program, and administers the continuing education program of the Board as authorized by the Bylaws (section 14). The Committee operates under Terms of Reference that have been approved by the Board. The Registrar provided staff support for the Committee during this period.

The Committee met once this past year to review the QA Program format and consider options for a limited roll-out and pilot-testing of the QA Self-Assessment Questionnaire. The Committee intends to ask a small group of Dental Technician volunteers to complete the questionnaire and provided feedback on their experience using this new tool. The Committee will then use the information gathered through the pilot testing to further develop the questionnaire into a final version. Once the questionnaire has been fully developed and tested, the Committee expects it will provide registrants with a useful tool to use as they consider their individual strengths, as well as areas of practice that may benefit from additional learning opportunities in each Continuing Education Cycle.

Avi Tutelman, RDT

Chair, Quality Assurance Committee

FINANCE COMMITTEE

The Finance Committee oversees the College's system of financial administration and advises the Board on various financial matters as authorized by section 15 of the Bylaws. The Committee operates under the established Terms of Reference approved by the Board. The Registrar and the Manager of Finance provided staff support for the Finance Committee during this period.

I was pleased to be re-appointed as the Committee Chair, being a public member and holding the CPA, CA designation. As in previous years, the Committee met in person in April to review the proposed operating and capital budgets for the fiscal period and recommend approval of the budget to the Board. The Committee also held three meetings by teleconference to review the unaudited quarterly statements.

Emily Chan, CPA, CA

Chair, Finance Committee

ASSOCIATION LIAISON COMMITTEE

The Association Liaison Committee is an ad hoc committee that meets with representatives of the Dental Technicians' Association (DTABC) on an "as-needed" basis. The Committee did not meet formally this past year, however, the lines of communication have remained open and active through emails, telephone calls, and informal meetings between each organization's staff and members.

Moving forward, we will continue to seek ways to ensure our registrants and members are aware of the differing mandates of the College and the Association, and will continue to keep each other informed of issues or opportunities facing the dental technology profession as they arise.

Ronald Revell, RDT

Registrar / CEO

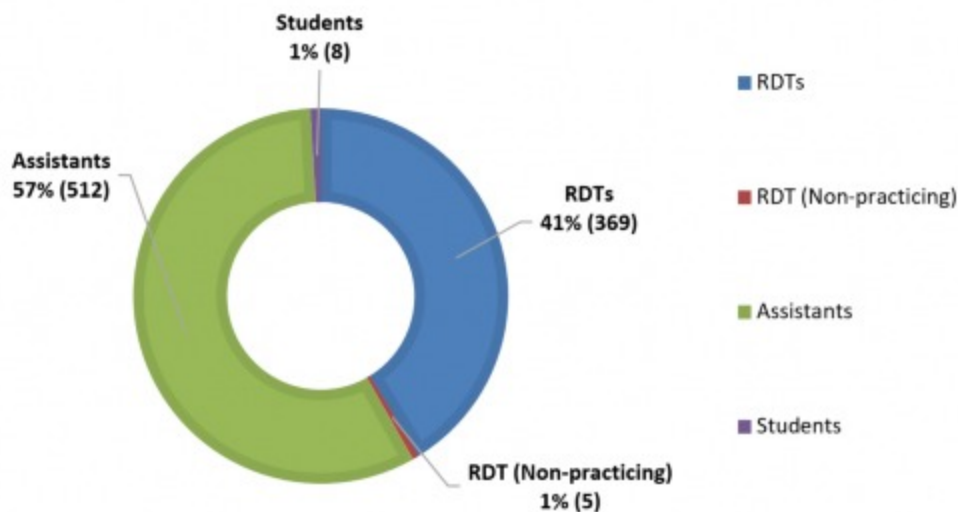
ANNUAL ACTIVITIES and STATISTICS

REGISTRATIONS

Requirements and conditions for registration in each class of registrant are set out in the Bylaws. The College can see significant fluctuations in the number of Dental Technician registrants throughout the year due to hiring practices of dental laboratory owners and their work-flow requirements. Dental Technician registrations will usually increase slightly after the practical exam period as successful Candidates complete their registration process in the fall and early winter. At each renewal period in the past few years, we have seen an increasing number of RDTs being removed from the Register as they decide to retire from the profession.

The chart below shows the number of registrants by registration class as of March 31, 2018.

**REGISTRATIONS BY REGISTRATION CLASS
(BASED ON 894 REGISTRANTS)**



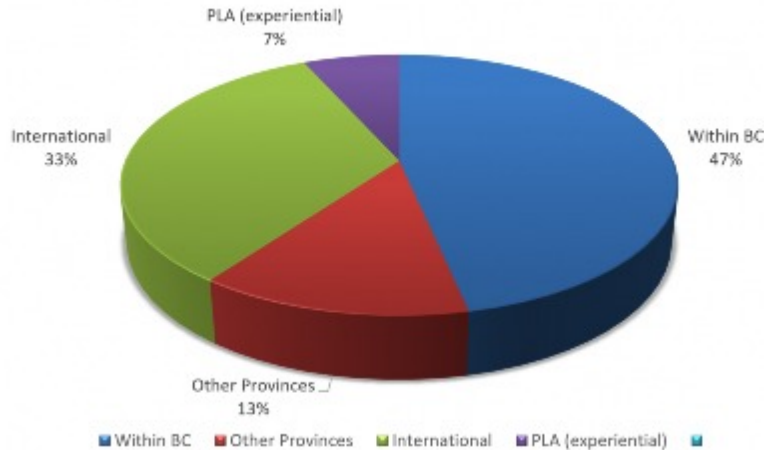
Number of Registrants removed from the Register at the end of the fiscal period

Registered Dental Technicians	-25
Dental Technician Assistants	-64

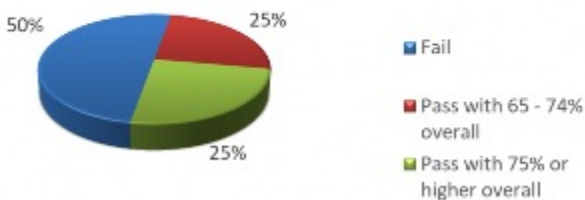
EXAMINATIONS

The College's authority regarding examinations is set out in sections 19 (1) (j) and 20 of the *Health Professions Act*, and section 11 (3) of the Bylaws. Theory and practical exams test for entry-level competency in the profession.

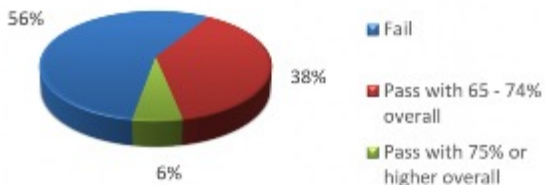
WHERE APPLICANTS RECEIVED THEIR EDUCATION (Total 15)



2017 JURISPRUDENCE EXAM RESULTS FOR 32 CANDIDATES

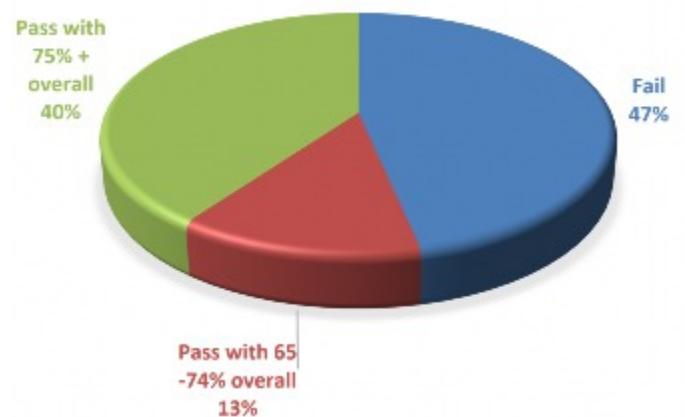


2017 COMPETENCY EXAM RESULTS FOR 32 CANDIDATES



13 Candidates approved for the Practical Exams

2017 PRACTICAL EXAM RESULTS FOR 30 CANDIDATES



16 Candidates approved for Registration

FINANCIAL HIGHLIGHTS

The following statements are highlights of the College's financial position as at March 31, 2017 taken from the full audited financial statements, which are available from the College office upon request, and are posted on the College's website at www.cdtbc.ca.

STATEMENT OF FINANCIAL POSITION

AS AT MARCH 31, 2018	2018	2017
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ASSETS

CURRENT ASSETS

Cash and term deposits	\$ 908,547	\$ 845,342
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Prepaid expenses	<u>5,743</u>	<u>11,676</u>
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	914,200	857,018
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TERM DEPOSIT RESTRICTED	152,176	149,796
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CAPITAL ASSETS (Note 3)	<u>62,166</u>	<u>85,756</u>
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	<u>\$ 1,128,542</u>	<u>\$ 1,092,570</u>
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LIABILITIES

CURRENT LIABILITIES

Accounts payable and accrued liabilities	\$ 7,249	\$ 6,999
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Deferred revenue (Note 4)	458,860	452,968
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Deferred rental benefit	--	1,227
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	<u>466,109</u>	<u>461,194</u>
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DEFERRED CONTRIBUTIONS RELATED TO

CAPITAL ASSETS (Note 5)	-	4,460
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	<u>466,109</u>	<u>465,654</u>
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NET ASSETS

INVESTED IN CAPITAL ASSETS	62,166	81,296
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DISCIPLINE LEGAL RESERVE (Note 6)	152,176	149,796
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UNRESTRICTED	<u>448,091</u>	<u>395,824</u>
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	<u>662,433</u>	<u>626,916</u>
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	<u>\$ 1,128,542</u>	<u>\$ 1,092,570</u>
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COMMITMENTS (Note 7)

FINANCIAL HIGHLIGHTS

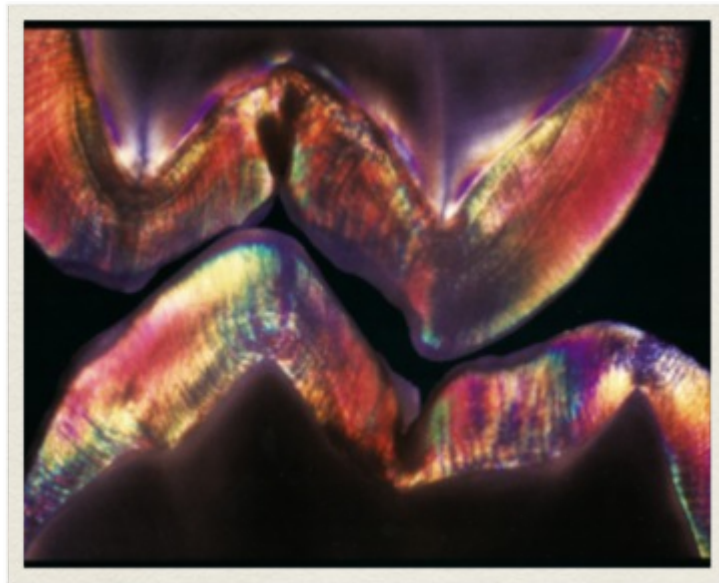
STATEMENT OF REVENUE AND EXPENSES

YEAR ENDED MARCH 31, 2018	2018	2017
REVENUE		
License and registration fees	\$ 477,083	\$ 479,951
Examination fees	28,675	27,550
Interest	9,686	7,248
Amortization of deferred contributions relating to capital assets	4,460	4,460
Fines and hearing fees	2,475	5,035
Other	1,074	1,122
	523,453	525,366
EXPENSES		
Salaries and benefits	239,939	238,458
Rent	73,808	72,577
Repairs and maintenance	30,874	14,182
Amortization	28,697	33,818
Examination	21,824	22,273
Board and Committee meetings (Schedule)	16,433	17,066
Legal and accounting	16,126	12,967
Bank charges and credit card processing	11,984	10,130
Liaison activities	9,947	15,025
Office supplies	7,478	7,951
Telephone, fax and internet	7,183	7,334
Insurance	5,573	4,990
Staff and member	4,779	6,292
Annual report and meeting	3,500	1,569
Consulting	2,909	1,140
Office equipment lease	2,191	2,556
Registrant communications	1,001	2,502
Staff and member education	887	75
Promotional activities	712	-
Registrar	697	2,302
Resource materials	582	406
Awards and scholarships	386	256
Benefits administration and WCB	229	206
Public education	197	4,000
Inspections	-	11,994
	487,936	490,069
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES FOR THE YEAR	\$35,517	\$35,297



**COLLEGE OF DENTAL TECHNICIANS OF BC
N208 – 5811 COONEY ROAD
RICHMOND, BC
V6X 3M1**

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*Image: cross section of upper and lower natural teeth
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