



College of Dental Technicians of BC

Strategic Plan of Priorities 2016 - 2018

Approved by the Board – June 2016

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Introduction

In December of 2015, the Board and staff met with a facilitator over a two day period to identify the strategic priorities for the College to focus on over the next two to three years. The decision to hold a planning session was made following the Board's review of the previous Strategic Plan for the College.

The Board acknowledged that most of the goals established in the 2005 Strategic Plan had either been met or were outdated and no longer relevant. The Board also recognized that in order to continue to regulate effectively, the College will need to adapt to current trends and advances in both the practice of dental technology and the regulatory environment.

This document builds on the strategic foundation established in the previous Strategic Plan. The College's Mission, Vision, and Values that were developed in 2005 remain the same. The Board and staff will use the priorities identified during the 2015 planning session and included in this document to establish specific goals and objectives as we move forward.

The College would like to express its sincere appreciation to Louise Watson from Navigo for facilitating the weekend meetings. It was not an easy task for her to keep us focused during the sessions, or to organize our thoughts and ideas into the document we now have to work from. Thanks Louise!

CDTBC Strategic Foundation

The CDTBC Board chose not to include the development of new Vision, Mission or Values during this strategic planning period. The following work was done in previous planning sessions prior to 2015.

Vision: the future we choose

The College of Dental Technicians of BC is a trusted regulator, promoting excellence and professionalism in dental technicians.

Mission: why we exist

We ensure that dental patients are receiving safe and informed care by appropriately regulating those who provide dental technology services and fabricate dental appliances.

Values

The CDTBC principles that guide our behavior:

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

CDTBC's Current Situation

During the 2015 planning, the Board reviewed an environmental scan and conducted a Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis. A brief summary is included below. This work helped Board members understand how the environment for dental technicians has changed and chose the strategic priorities that follow.

Important Trends

Trends in Health Regulation

Regulators in Canada and around the world are seeing significant changes in the way professions are being regulated. This appears to be governments' response to the general population becoming more knowledgeable about their health care needs and having higher expectations when considering treatment options. In recent years, various levels of government have been seeking ways to deal with expressed public concerns and the media attention surrounding the effectiveness of both the practice, and the regulation of various health care providers.

Research reveals that governments and regulatory bodies are looking for effective ways to address these concerns. We are seeing significant movement toward governments implementing regulations that focus more on improving patient outcomes and provide greater access to health care services. Regulation seems to be moving away from what has traditionally been a punitive, disciplinary structure, primarily reactive in nature, to one that takes a more proactive role to prevent unsatisfactory patient outcomes. Regulatory bodies are seeking ways to facilitate the compliance of its members in meeting professional expectations and standards before problems occur and disciplinary interventions are needed.

Trends in Dentistry and Dental Appliance Fabrication

The dental technology and dentistry industries are seeing rapid advances in both materials and techniques for treating patients. In addition, the internet is providing patients and dentists with access to a global market of dental products and services. Advances in digital technology and manufacturing are changing the way prostheses are fabricated and laboratory services are provided. Dentists can now ship or email laboratory work and prescriptions to laboratories anywhere in the world. And at this time, it is unclear who, if anyone, has jurisdiction over the services and products when accessed from outside of the regulator's jurisdiction.

Educational and certification programs are struggling to keep pace with these trends, yet both recognize that they must adapt in order to remain relevant and meet their respective mandates.

Trends in Dental Technicians' Practice

Three significant trends are surfacing in the practice of dental technology.

Firstly, registered dental technicians used to be the predominant owners of dental laboratories. Now, non-registered business people, as well as larger corporations, often own laboratories. This shift is impacting how effective we can be when we only regulate dental technicians and not the environment in which they work.

Secondly, demographic research reveals that 75% of RDTs are over 46 years of age, and we are seeing fewer young practitioners entering the profession with only 7% current RDTs under the age of 35. This trend raises concerns about the long-term viability of the profession itself.

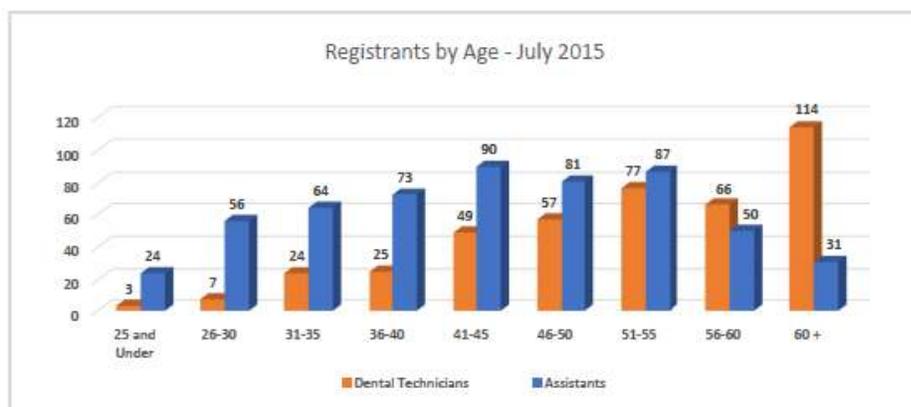
Thirdly, dental technicians today need more advanced skills and training to take advantage of the newer techniques in dental technology.

College of Dental Technicians Registrant Statistics - July 2015

Age Range	25 and Under	26-30	31-35	36-40	41-45	46-50	51-55	56-60	60 +	Total # of Registrants
Dental Technicians	3	7	24	25	49	57	77	66	114	422
% of Total	0.7%	1.7%	5.7%	5.9%	11.6%	13.5%	18.2%	15.6%	27.0%	
Assistants	24	56	64	73	90	81	87	50	31	556
% of Total	4.3%	10.1%	11.5%	13.1%	16.2%	14.6%	15.6%	9.0%	5.6%	

Number of Male RDTs = 332 (79%)
Number of Female RDTs = 90 (21%)

Number of Male Assistants = 339 (60%)
Number of Female Assistants = 217 (40%)



SWOT Analysis Key Trends December 2015

STRENGTHS (EXTERNAL)	WEAKNESS (INTERNAL)
<ul style="list-style-type: none"> • Stable office environment • Experienced Registrar • Small & Flexible organizational structure • Not overly bureaucratic so it is easy to respond to our registrants • “Low patient touch” regulator; therefore, relatively few resources go to investigating complaints. • Low cost to registrants • Historically stable financial position • Involved/interested board members • Transparent registration processes • Positive relationships with 3rd party stakeholders (gov’t, BCHR, etc.) • Input into educational programs 	<ul style="list-style-type: none"> • Length of time required to get changes accepted by government (slow process) • Difficult to support full mandates set by Government with the funds we have • Perceived low level of respect for CDTBC by our registrants • Historical issues with regulating assistants • No authority to regulate the practice environment around the Dental Technicians profession • Lack of successor for Registrar <ul style="list-style-type: none"> • Knowledge transfer • Continuity • Small staff / many tasks • Need to further define College’s Quality Assurance program
OPPORTUNITIES (EXTERNAL)	THREATS (EXTERNAL)
<ul style="list-style-type: none"> • Foreign Qualification Recognition program development • Board Member Training opportunities • Sharing Resources with other colleges • Development and adoption of a National examination and registration process • Increase Scope of Practice for Dental Technicians • Exploring regulation philosophy and structure • Opportunity to work with new educational institution 	<ul style="list-style-type: none"> • Aging registrant population <ul style="list-style-type: none"> • Risk that there will not be enough people to do work • Financial effect on the College as registrant base declines • Advancement of technology (CAD / CAM) replacing skilled workers • Government Policy Review <ul style="list-style-type: none"> • Trends in amalgamation of Colleges being dictated to us. • Improved oral hygiene and dental care may decrease demand for various dental appliances • Low level of collaboration between dentists & dental technicians • Globalization and outsourcing of dental appliance work • Health Professions Review Board interventions

Strategic Stakeholders and their Role

When planning, it is important that we are clear on the role that stakeholders play in delivering on our mandate and supporting us in keeping the public free from harm. The following six organizations are instrumental in our success.

Organization	Role in achieving our success
BC Ministry of Health	<ul style="list-style-type: none"> • This Ministry approves and supports our requested regulatory changes
Canadian Alliance of Dental Technology Regulators (CADTR)	<ul style="list-style-type: none"> • CADTR plays the lead role in developing common standards for educational and certification programs and processes • CADTR also provides opportunities for provincial regulators to share information and resources
BC Health Regulators (BCHR)	<ul style="list-style-type: none"> • BCHR creates opportunities for individual regulators to share information, resources and processes with other health professional Colleges in BC. • BCHR provides CDTBC with better representation to government
College of Dental Surgeons of BC (CDSBC)	<ul style="list-style-type: none"> • CDSBC registrants interact with the patients who receive the dental appliances and are critical partners as CDTBC addresses the trends impacting our regulatory environment. • Dentists can support CDTBC in efforts for regulatory change that can improve public safety.
College of Denturists of BC (CDBC)	<ul style="list-style-type: none"> • CDBC can be a key partner for developing common standards and amending regulation that currently limits the amount of inter-professional practice and collaboration between denturists and dental technicians in treating patients. • Denturists can support CDTBC in efforts for regulatory change
Dental Technicians Association of BC (DTABC)	<ul style="list-style-type: none"> • Association can assist with helping its members better understand the different roles of the College and the Association • Collaborate with CDTBC on driving regulatory change in practice environment

Our Priority Objectives

The Board identified a number of important priority areas during the strategic planning process; however, they decided it was more important to focus the College's resources on 6 specific areas over the next three years. If CDTBC achieves the outcomes before that date, additional priorities can be added.

Priority: Improve Relationships with Dentists

Dental technicians fabricate dental appliances as well as supervise others who do the fabrication; however, it is dentists who have the professional relationship with the patient. In most cases, a patient does not consider where the appliances are made, who made it, or the increased risks involved when fabrication occurs in an un-regulated environment. Consumers increasingly want to make informed decisions about the food and products they buy, with trends such as buy-local, free from GMO, organic, and more. We believe consumers would also benefit from having more information about where the appliance in their mouth was made.

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

Results we want to achieve:

- Patients choose to have their dental appliance manufactured by a registered dental technician.
- Dentists value the work done by registered dental technicians

Priority: Improve National Standardization

By working actively as part of the Canadian Alliance of Dental Technology Regulators (CADTR), CDTBC will benefit from peer learning with regulators from other provinces. We will work with CADTR towards developing common exam standards and administration processes as well as pan-Canadian education standards.

Results we want to achieve:

- Dental technicians meet the same standards for education and certification in every jurisdiction in Canada

Priority: Increase Scope of Regulation

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

We will explore how regulating laboratories and lab owners could improve the quality of dental appliances and workplace safety for employees.

Results we want to achieve:

- Dental appliance fabrication is supervised by an RDT
- The dental appliance product is free from infectious bacteria when ready to insert
- The dental appliance is fabricated using only materials that are approved by Health Canada
- Employees in dental laboratories are working in an environment that is safe

Priority: Leverage Shared Resources

Health regulators oversee a range of unique professions that require unique regulation; however, they also share many common processes and procedures. Regardless of the size of the College or the number of registrants, all are charged with the same responsibilities and obligations under the *HPA*. Meeting all of these obligations takes significant resources, both financial and human. CDTBC believes that by improving how we work with other Colleges and our association, we can find ways to reduce day-to-day administration and overhead costs and increase peer-to-peer learning.

Results we want to achieve:

- Resources are directed to our strategic priorities
- Reduced pressure on registrant fees

Priority: Improve Staff Capacity & Continuity

CDTBC currently employs 3 full-time and 1 part-time employees and wants to improve how these human resources are allocated to help the College achieve its strategic priorities. The Registrar's time will shift in those areas where tasks are routine to focus on larger strategic priorities. We will improve our succession planning by exploring where we can develop staff members to take on greater responsibilities and where we can build extra capacity through the development of a Deputy Registrar position.

The CDTBC also wants to improve the use of technology to free up staff time that can then be re-assigned. We will improve the College's organizational memory and document repeated operational processes through the development of written policy and operational manuals.

Results we want to achieve:

- Strategic priorities are resourced with time and budget.
- The College ensures continuity in its long-term operations.

Priority: Improve Relationship with the Association

Everybody wins when the association and CDTBC understand and value each other's distinct roles, and look for opportunities to work together on shared goals that improve patient safety and satisfaction.

Together, we can communicate with registrants about the benefits of our unique roles and continue to build and strengthen the College and the DTABC into organizations that deliver on their mandates with excellence.

Results we want to achieve:

- Association and its members (dental technicians) value the role of the College as the regulator for the profession
- Registrants are actively involved (or interested) in College activities

Calendar 2016 - 2017 by Quarter

The calendar below sets out the time-frame established for staff to initiate the various stages of work that will be identified as necessary to accomplish the results the College wants to achieve in each of the identified priority areas.

It is expected that much of the work involved in meeting these objectives will be of an ongoing nature and will likely overlap the introduction of each new initiative as we move forward.

2016 Q1 Apr - Jun	2016 Q2 Jul - Sept	2016 Q3 Oct - Dec	2017 Q4 Jan - Mar	2017 Q1-2 Apr - Sept
Review and formulate action plan Develop project plan for each objective (Q1 projects by the end of March 2016) Determine what to delegate to free up Registrar time	Increase scope of regulation Improve relationship with the Association Leverage shared resource	Improve National Standardization	Improving staff capacity & continuity	Improving relationships with dentists
Due for the Board February 13 meeting Present 1 project (increase scope) Review working document from Strategic Plan Session Develop Delegation list				

Next Steps

The following steps were outlined and agreed upon at the end of the 2015 planning session:

The Board confirmed their commitment to the priority work chosen, and acknowledge that no new projects will be introduced for the next 2-3 years, unless significant changes take place that demand the Board review and adapt its priorities.

The Registrar will lead the staff in the development of project plans for each of the priority objectives identified.

The Board will review and approve the working plans, then work with the Registrar to appropriately allocate the needed resources to implement the plan.

NOTE: The Board agreed that appropriate regulation of assistants will be recognized and addressed as needed in the relevant project area.

Appendix

Core and Non-Core Work Allocation

Core: work we do directly related to delivering on our mandate

In-between: work we do in support of the core work

Non-Core: work we chose to do

Not our work: work we do that could be done by another organization

CORE	IN-BETWEEN
<ul style="list-style-type: none"> • Maintain Register • Database Update • Registrant Record Keeping • Set Code of Ethics • Set Practice Standards • Board Meetings • Annual General Meeting • Committee Meetings • Prepare Annual Report for Government • Committee Reports • Continuing Education Program • Quality Assurance Program • Website Maintenance • Complaint Processing • Draft Bylaws • Liaison with CDI • Liaison with VCC • Liaison with Government • Liaison with other regulatory colleges • Investigations 	<ul style="list-style-type: none"> • Board Member Orientation • Committee Membership Dev. • Fiscal Schedule • Policy Discussion • Policy & Regulation Review • Exam Administration • Lab Inspections • Lab Inspection Prep & Follow-up • Budget Development • Financial Statements • Reconciliations • Review Invoices • Payment Processing/Banking • General Inquiries (public/registrants) • Office Admin (Insurance/Staff) • Develop Forms for College Use • Mail Correspondence • Application Prep • Application Processing • Prepare Meeting Minutes
NON-CORE	NOT OUR WORK
<ul style="list-style-type: none"> • General Research/info gathering • Winter Newsletter • College Booth (PDC) • Lab Record Keeping • Liaison with Association • School Visits • Lab Name Approval • Jurisprudence Review 	