



Colour Codes:	
Board actions	Yellow
Board requests to staff	Cyan
Staff actions	Pink

Action Plan Items for 2019 June Board Meeting

For timing refer to Action Plan

1. Individual Actions:

- a. Board requests staff to work with the Board to determine interim action compliant with existing bylaws to reduce board size, increase public representation, and determination of a selection process for chair and vice-chair positions.
- b. Board requests staff to determine:
 - Effective nominations process for professionals standing for election to the Board, including required competencies and skills.
 - Competency and eligibility requirements for election, including purpose and content of mandatory workshop for individuals wishing to run for election.
 - All elected board members are elected at large based on specific competencies and diversity, including age.
 - Elected board member positions will be available to dentists, dental therapists and CDAs.
- c. Board resolves to identify and cease activities that reinforce concept of “membership” and volunteerism in favour of activities that are directly tied to public protection and support professional regulation (para 3.3 and 9.18), by requesting staff to:
 - Review current remuneration (expense) policy (para 9.28)
 - Remove “volunteer” from all formal communications
 - Discontinue annual volunteer recognition/awards ceremony (para 9.18)
- d. Board requests staff to engage outside expertise to work with Board and staff to draft amendments to Bylaw Part 2 (College Board).

2. Individual Actions:

- a. Board resolves to implement new eligibility requirement that promotes regulatory independence and a separation from professional influence through a



minimum three-year ineligibility period from the time registrants have held a board officer position or a committee chair position with a dental representative organization until they stand for election to the College Board.

- b. **Board requests staff to** engage outside expertise to work with Board and staff to draft addition to Bylaw Part 2 (College Board) regarding:
1. Any person who currently serves, or has served within the previous three years, as a board officer or a committee chair of any provincial or national dental representative organization for registrants or CDAs are ineligible to stand for election to the College Board.
 2. No College board member may simultaneously serve on the board or committee of a provincial or national dental representative organization for registrants. (s.3.34)

3. Individual Actions:

- a. **Board resolves to** create new eligibility requirement, that no registrant about whom a complaint is under investigation can:
- stand for election
 - be acclaimed to the Board
 - be appointed to a committee
- until the complaint has been resolved in their favour.
- b. **Board resolves to** create new eligibility requirement, that no registrant against whom a complaint has been “upheld” can:
- stand for election
 - be acclaimed to the Board
 - be appointed to a committee
 - be a member of the Board
 - be on a committee of the College.
- c. **Board requests staff to** engage outside expertise to work with Board and staff to draft amendments to Bylaw Part 2 (College Board) and Bylaw Part 4 (College Committees).

4. Individual Actions:



- a. **Board resolves that** any dentist who is a member of the Board or a committee of the College who has an open complaint under investigation should stand down until the complaint is resolved.
- b. **Board resolves that** any individuals on Committees who have open complaint will be advised of this recommendation and asked to comply.
- c. **Board to request staff to** determine process to inform Board and committees of change in complaint status of members.
- d. **Board to request staff to** engage outside expertise to work with Board and staff to draft amendments to Bylaw Part 2 (College Board) and Bylaw Part 4 (College Committees).

5. Individual Actions:

- a. **Board to approve** an extension on all committee terms expiring in June 2019 for another year.
- b. **Board to request staff to** consider terminology change from “policy” to “standards and guidance” and move discussion to Board at June board meeting
- c. **Board to request staff to** work with the Board to recommend a process for a governance review.
- d. **Board will direct staff to** review and recommend revised ideal committee and working group structure to determine right committees, right composition, including:
 - Core statutory committees: including Registration, Quality Assurance, Inquiry, Discipline, and Patient Relations Committee to seek to prevent professional misconduct of a sexual nature
 - Creation of Standards and Guidance Committee; terms of reference to included: increase ongoing collaboration on standards and guidance documents with other dental colleges.
 - Role and composition of Nominations Committee, i.e. consideration of expanded role to populate board and committees, removal of awards program oversight, and 50% public members
 - Need for board HR committee
 - Recommendations regarding each of board HR committee and/or Governance Committee – including authority and name



- Determination of future of Bylaws Working Group in light of Action Item 1 and immediate need for bylaw redrafting.
- e. **Board requests staff to** engage outside expertise to work with the Board and staff to draft amended Bylaw Part 4 (College Committees).

6. Individual Actions:

- a. **Staff will** implement the action log at the June 2019 board meeting
- b. **Staff will** ensure an action log template will be attached to the draft minutes of each board meeting to track decisions made, actions outstanding and identify individual(s) responsible.
- c. **Staff will** ensure that a standing item is included on the board agenda informed by the action log to track outstanding actions
- d. **Staff will** ensure a new agenda item for board meetings for Action Items from the previous meeting's minutes.

7. Individual Actions:

- a. **Board to resolve** to discontinue executive limitation reports in favor of formal risk register.
- b. **Board requests staff to:**
 - Consider the terms of reference and composition of the Audit Committee
 - Develop process for identifying, assessing, escalating and managing organizational risks to the risk register

8. Individual Actions

- a. **Staff will** include the register of interests created from the declaration of interest forms in the board package.
- b. **Board requests staff to** publish on the CDSBC website the register of interests.
- c. **Board to have** a standing item on agenda to invite public questions or comments at board meetings and the AGM.
- d. **Staff to update Board on:**
 - The criteria for items to be included in the in-camera portion defined by CDSBC Bylaws and Freedom of Information requirements



- Changes to the briefing note template including adding a rationale if the issue goes on the in-camera agenda
- e. **Board to resolve to:**
 - Have open and transparent voting through show of hands; ballots will not be used. (para 3.51)
 - Have appropriate staff attend all meetings of the Board; meetings held without any staff present will be limited to those dealing with HR matters with possible exceptions to be determined at the discretion of the President and/or the Registrar
 - Ensure minutes are taken for all meetings including board only meetings.

9. Individual Actions

- a. **Board resolves to** re-commit to adherence to its own financial policies and procedures in relation to the procurement of legal advice.
- b. **Board requests staff to:**
 - commission independent internal audit advice to the Audit Committee from an accountancy firm contracted for that purpose
 - engage outside expertise to work with Board and staff to draft amendments to Bylaw Part 4 (College Committees) to remove requirement for board member participation in committee
 - re-evaluate the practicality and relevance of the Finance and Audit Working Group
- c. **Board officers resolve to** not attend the meetings of the Audit Committee unless invited to do so (para 3.60).

10. Individual Actions:

- a. **Board requests staff to** recommend a process for:
 - a governance review
 - embarking on a culture change to address the concerns identified in the report
- b. **[Staff to]** Hold a Board/staff workshop to identify good principles of governance including implementing best practices, and responsibilities of each of Board and staff member.



- Clarify roles and relationship between Board and staff
- Clarify the best role for senior staff participation at board meetings.
- Agree upon evaluation process and tools that could reinforce mutual trust
- Agree upon the appropriate communication mechanisms between staff and the Board

12. Individual Actions:

- a. **Board requests staff to:**
 - Review existing document suite and re-classify/re-label e.g. “Standards” (mandatory), “Guidance” (recommended as good practice), supporting documents (such as information sheets) and policy documents (reserved for internal policies and procedures)
 - Determine process and format for identifying standards and guidance documents
 - Index document suite
 - Review and re-classify existing sedation documents

13. Individual Actions:

- a. **Board requests staff to** engage outside expertise to work with Board and staff to draft amendments to Bylaw Part 2 (College Board) and Bylaw Part 4 (College Committees).
 - To include consideration regarding limiting Discipline and Inquiry Committee members from membership on other committees
- a. **Board resolves that** no elected board members will be a member of the Inquiry Committee or Discipline Committee until bylaw change is enacted.
 - Board will accept any immediate resignations of elected board members from these committees identified for the 2019/20 year.
- b. **Board to consider and recognize** the authority of the Board Member Conduct Agreement as independent of the Governance Manual (see para 2.27) and consider an addition that specifically targets the inappropriateness of any involvement in the complaints process or in attempting to influence or interfere in complaints in any way.



- c. Board members resolve to direct all inquiries regarding complaints to staff.
- d. Board requests staff to remove any board member access to Inquiry and Discipline meeting material (complaint files, meeting minutes, etc.).

16. Individual Actions:

- a. [Staff to ensure] Implementation of new [Public and Registrant Participation at CDSBC Board Meetings and Annual General Meetings] policy takes place at AGM and Board meeting

17. Individual Actions:

- a. Board to request staff to determine effective nominations process, competency and eligibility requirements and identify and cease activities that reinforce concept of membership and volunteerism (see Action Item 1).
- b. Board to implement eligibility requirements to promote regulatory independence (see Action Item 2).
- c. Board to resolve to stop collecting fees for BC Dental Association (see Action Item 21).
- d. [Board to request staff to continue taking] efforts regarding outreach to engage dentist registrants

18. Individual Actions:

- a. Board to request staff to undertake:
 - To address the implications and limitations of nomenclature change to a single term – registrant – to refer to all three types of health professionals we regulate.
 - Assessment of activities where participation of CDAs and dental therapists is lacking, and to recommend opportunities to profoundly increase their participation.
 - This will include re-assessment of CDA and dental therapist participation on all committees, at all levels, including chair.
- b. [Board to request staff to] Define a formal role for CDA board member to address the audience and provide a place on the agenda at AGM

20. Individual Actions:



- a. [Staff to] publish on website and newsletter the fee breakdown that is currently only provided to dentists in hard copy renewal packages. This will include that membership in the BC Dental Association is not mandatory for registration with the College; however, a fee equivalent to the BC Dental Association membership fee is required.
- b. [Staff] The annual report to include individual registration and renewal fee breakdown in addition to aggregate amounts collected.

21. Individual Actions:

- a. Board will immediately resolve that within three years, the College will discontinue collection of a fee from registrants that is equivalent to the BC Dental Association membership fee, as Bylaw Section 3.10 (2) provides the authority to do so.
- b. Board to resolve that once the College has stopped collecting the BCDA fees, it will pursue removal of Bylaw Section 3.10 that provides authority for the College to collect funds as an agent for an association, defined as the Canadian Dental Association or the BC Dental Association.
- c. Board to request staff to recommend timing of this change to the Board, including consultation with BCDA.

22. Individual Actions:

- a. Board requests staff to:
 - Review committee structure to include a Standards and Guidance Committee mandated to develop, maintain and review standards of practice and professional ethics that reflect up-to-date practice and legislation (see Action Item 5).
 - Review committee structure to include a Patient Relations Committee (see Action Item 5).
 - Initiate review of existing standards to re-codify and clarify which are standards (mandatory) and which are guidance (recommended)
 - Review any work underway on the development of standards and guidance documents, and determine application to patient safety and patient-centred care.
- b. Staff to initiate a communications strategy to support this.



23. Individual Actions:

- a. **Board to request staff** consider best practices in the area of development of standards:
 - Hold workshop for senior staff on policy development led by expert
 - Collaboration with other dental colleges with shared scope
- b. **[Staff]** Consideration of public and stakeholder engagement and input on standards development including stakeholder mapping (Action Item 14)

24. Individual Actions

- a. **Board requests staff to** develop a plan to simplify and improve access and clarity for public around our standard and guidance documents, including:
 - Addressing inconsistencies of style, taxonomy and formatting.
- b. **Staff will** develop a style guide including a plain-language principle for all official communications.

26. Individual Actions:

- a. **Board requests staff to** engage outside expertise to work with the Board and staff to draft amendments to Bylaw Part 4 (College Committees).
- b. **Board requests staff to** review process to minimize staff influence, increase Inquiry Committee efficiency and data collection regarding the effectiveness of the remedial approach.
- c. **Staff to** initiate internal organizational review to consider moving the monitoring function into the complaints department

29. Individual actions:

- a. **[Staff to]** Discontinue use of executive limitation reports to the Board and replace with reporting document to allow for reporting progress of strategic plan and KPIs (para 4.157)
- b. **Board to request staff to** develop a risk registry which will allow regular monitoring and identification of risks for reporting to the Audit Committee and Board.
 - Risks will be categorized, e.g. legal, financial, operational/strategic and reputational.
 - Determine monitoring process and schedule.



- c. Build risk register monitoring into Audit Committee terms of reference and add as standing agenda item for each Audit Committee meeting.

31. Individual Actions:

- a. Board requests staff to initiate development of a process to consistently collect information about patients and the public as part of the College's strategic planning and development of standards and guidance.

32. Individual Actions:

- a. Board workshop on governance will address board effectiveness and agreement by board members on steps they will take to deliver on this Action Plan.

The workshop will address better governance through consensus building and focus on regulatory responsibilities.

- b. The Board will commit to focusing on its core responsibilities:
 - Ensuring the College complies with its mandate and the law
 - Setting strategy and monitoring performance
 - Holding the registrar and chief executive to account for delivery