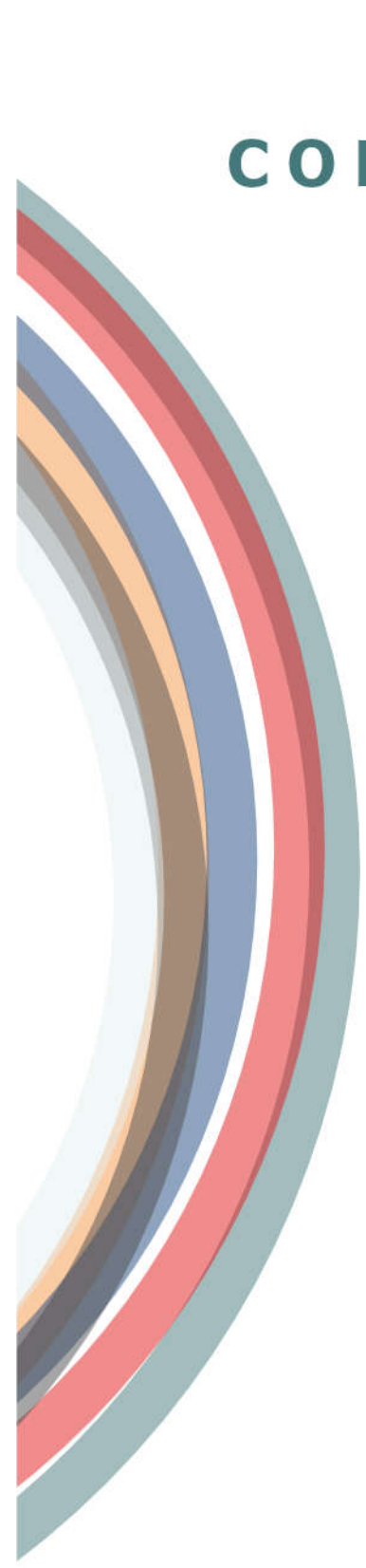


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**ANNUAL**



**REPORT**



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# LETTER FROM THE PRESIDENT AND EXECUTIVE DIRECTOR

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The past year has been one shaped by challenge, change, and success. Change requires collaboration and engagement from all areas of the organization. Throughout the past year, we have worked with the management team, Chief Examiners, and committee members to look critically at existing policies and processes with the aim of understanding the history, governance, and best practices to determine what changes needed to be made moving forward. This exercise led to significant process and by-law changes which will allow for greater efficiency and will help to ensure the right people are involved in the processes.

The commitment and ingenuity of the electronic examination implementation team over the last three years was evident when, in September 2018, the NDEB delivered its first examination electronically. A small cohort of individuals participated in the Dental Specialty Core Knowledge Examination (DSCKE) at Prometric Test Centres across Canada. The administration was a success and has paved the way for the delivery of the Assessment of Clinical Judgement electronically in May 2019. Moving to electronic delivery will allow the NDEB to efficiently deliver its examinations and assessments with added security while removing some barriers for examinees by making the examinations more accessible.

The Equivalency Process continues to present both opportunities and challenges. In the coming years, we will undertake a review of the Equivalency Process blueprint which gives us the opportunity to collaborate with our stakeholders and investigate alternative testing methods. Conversely, the rising number of applications to the process have put pressure on our existing operations as staff works to complete the in-depth credential verification process in the established timeframe. The Equivalency Process continues to present budgetary and legal challenges that the Board and staff have diligently handled. We are fortunate that we continue to be successful in defending our process; however, the ongoing legal challenges related to the Assessment of Clinical Skills have resulted in a need for increased operational support.

After a year of consultation and development, a new five-year strategic plan was adopted by the Board. The new plan identifies four key result areas for the organization. Staff is actively working on a roadmap for implementation of the plan which will be elaborated on later in the report.

We would like to recognize and thank everyone who has worked with the NDEB over the past year; from those who wrote questions for and developed examinations, administered and graded the clinical assessment, and of course the staff who manage the day to day operations of the NDEB. Your contributions to the mission of the Board are invaluable and we appreciate the time you have dedicated to supporting the NDEB's mandate.

We would also like to take this opportunity to thank Dr. Doug Mackey for his service as President over the last two years and look forward to his continued support. And finally, we would like to extend our gratitude to Dr. Mary Ann Wiseman for her many years of dedication to the Board as she completes her term as the representative from New Brunswick. We hope to have opportunities to work together in the future.



A stylized, handwritten signature in black ink.

Dr. Dennis Fuchs  
President



A stylized, handwritten signature in black ink.

Dr. Marie Dagenais  
Executive Director and Registrar

# YEAR IN REVIEW

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**5192**

**PAPER EXAMINATIONS**

ADMINISTERED

**1386**

**ACS TYPODONTS**

EVALUATED

**20% INCREASE IN  
APPLICATIONS** TO THE  
EQUIVALENCY PROCESS

**31% MORE**  
COMPASSIONATE APPEALS  
HEARD



**1<sup>ST</sup> ELECTRONIC  
EXAMINATION**

ADMINISTERED



**1 SUCCESSFUL  
JUDICIAL  
REVIEW**



**1143  
CERTIFICATES**  
ISSUED



**64 EXAMINATION  
DEVELOPMENT  
WORKSHOPS**



**2799**  
APPLICATIONS  
RECEIVED



**357 TYPODONT  
VIEWING  
APPOINTMENTS**

# GOING DIGITAL

In September 2018, the NDEB celebrated a pivotal step in its transition to the electronic delivery of examinations. In September 2018, the successful delivery of the Dental Specialty Core Knowledge Examination at digitally Prometric Test Centres in Canada marked a pivotal step in the NDEB’s transition to electronic delivery.

Leading up to the September delivery, the NDEB ran three pilot tests to gain feedback on the usability of the software and identify any issues. An orientation video was also created to provide examinees with an overview of the functionality in the electronic exam and the opportunity to take a practice test.

Delivering the DSCKE electronically was only one part of the transition. For several months leading up to the delivery, our databases were tested and modified to ensure results could be processed and delivered to examinees. Meanwhile, the Electronic Examination Implementation Team developed a new registration process involving a third party and worked with applicants to ensure understanding of the new registration and scheduling process. From these activities, the NDEB developed a communication plan for examinees to be used in the coming year as the NDEB moves ahead with electronic delivery of the Assessment of Clinical Judgement (ACJ) in May 2019.

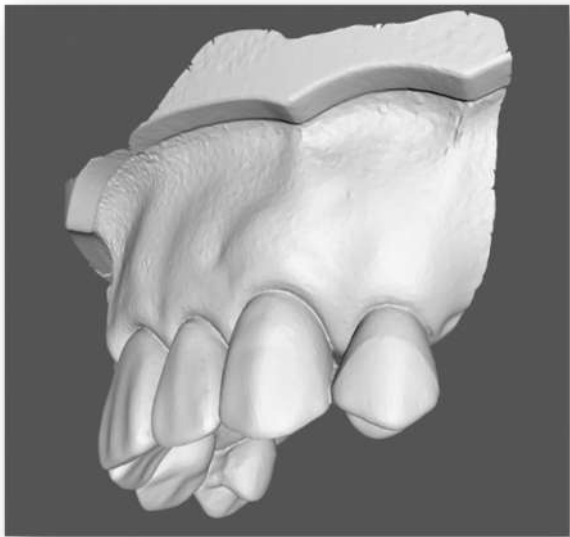
## Electronic Delivery Rollout Schedule

|              | 2018 | 2019 | 2020 | 2021  | 2022 |
|--------------|------|------|------|-------|------|
| DSCKE        | Sept |      |      |       |      |
| ACJ          |      | May  |      |       |      |
| Virtual OSCE |      |      |      | March |      |
| AFK          |      |      |      |       | Feb  |

## WHAT’S NEXT...

### Incorporating New Technology: Integrating 3D Models in the Virtual OSCE

Once the transition to the Virtual OSCE is complete, several limitations associated with the current presentation of images and models will be eliminated. Prevailing concerns include the calibration of hundreds of casts and models, damage to material during shipping, and cast breakage during the exam. In addition, images are currently presented at specific angles of perspective, thereby cueing the examinee’s viewing angle. The elimination of these restrictions will enhance the NDEB’s ability to test the examinees judgement.



The Virtual OSCE includes enhanced features unavailable in a paper-based format. The transition to the Virtual OSCE allows the use of virtual, rotatable 3D models in examination questions. This enhancement requires the examinee to employ judgement in evaluating items from multiple angles, offering an examinee the opportunity to show a higher degree of clinical judgement. This digital feature delivers a scenario far closer to real-life practice and more authentic to comprehensive patient care.

## Strategic initiatives

The NDEB's new strategic plan was developed in collaboration with multiple stakeholders. The results of interviews with stakeholders regarding the current and future environment were instrumental in the development of the plan. The findings were presented at three separate planning sessions with the NDEB Board, Executive Committee, and Management Team. From these meetings a set of four strategic initiatives were identified and refined.

1. Transition all examinations that are currently delivered in a paper and pencil format to an electronic format by 2024 in accordance with an established rollout plan resulting in strengthened security throughout development and administration of the examinations and greater access for examinees.
2. Review the Equivalency Process to ensure the desired outcomes are being met. Consider the knowledge, skills and abilities required for initial licensure as a general dentist in Canada and investigate ways to address competencies which ultimately affect the quality of service provided by dentists.
3. Enhance stakeholder relationships through open communication and collaboration. Be more accessible to stakeholders, to ensure processes are understood and work collaboratively with regulators and other partners. Develop ways to disseminate relevant information and a consistent message to key stakeholders, and extend expertise to other jurisdictions.
4. Develop and implement a risk management program to strengthen governance and management of the organization. Identify and prioritize risks and establish preventative and mitigating strategies.

The resulting five-year plan will strengthen the NDEB's role in contributing to oral health in Canada, and how it can best evaluate the competence of dentists now and in the future.

**Contributing to oral health in Canada by providing a fair, valid, and reliable evaluation of competence for the certification of dentists.**

### KEY RESULT AREAS



Transition to electronic



Review the Equivalency Process Blueprint



Strengthen communication with stakeholders



Manage risks

# GOVERNANCE



**Dennis Fuchs**  
*President*  
Saskatchewan



**Jim Richardson**  
*Vice President/Treasurer*  
British Columbia



**Doug Mackey**  
*Past-President*  
Nova Scotia



**Amarjit Singh Rihal**  
Manitoba



**Stefan Hass-Jean**  
Quebec



**Mintoo Basahti**  
Alberta



**Ron Yarascavitch**  
Ontario



**Andrew Rowe**  
New Brunswick



**Alan Robinson**  
Prince Edward Island



**Sneha Abhyankar**  
Newfoundland



**Nancy Auyeung**  
CDAC



**Martin Gillis**  
CDAC



**Polly Pachu**  
Public Representative

## NDEB BOARD

- 1 representative from each DRA
- 2 representatives from CDAC
- 1 public representative

The Board oversees the financial position and strategic direction of the NDEB. The Board is supported by staff who are responsible for managing the day to day operations, implementing strategic initiatives and delivering NDEB programs.



## EXECUTIVE COMMITTEE

Dr. D. Fuchs, President  
Dr. D. Mackey, Past President  
Dr. J. Richardson, Vice President/Treasurer  
Dr. A. Rihal  
Dr. S. Haas-Jean



## FINANCE AND AUDIT COMMITTEE

Dr. J. Richardson, Chair  
Dr. D. Fuchs  
Dr. A. Rihal  
Dr. S. Haas-Jean  
Mr. J. Mui



## BY-LAWS COMMITTEE

Dr. A. Rihal, Chair  
Dr. S. Abhyankar  
Dr. R. Yarascavitch



## EXAMINATIONS COMMITTEE

Dr. J. Richardson, Chair  
Dr. D. Fuchs  
Dr. S. Haas-Jean  
Dr. C. Ionescu  
Dr. J. Lai  
Dr. R. Love  
Dr. D. Mackey  
Dr. N. Morin  
Ms. P. Pachu



## RESEARCH COMMITTEE

Dr. J. Richardson  
Ms. I. Gonthier  
Dr. L. Neumann  
Dr. E. Lam  
Dr. B. Loney



## APPEALS COMMITTEE

Dr. C. Myers, Chair  
Dr. S. Abhyankar  
Dr. N. Auyeung  
Dr. C. Baker  
Dr. C. Bellevance  
Dr. T. Bloom  
Dr. J. Brennan  
Dr. J. Brouillet  
Dr. J. Gauthier  
Dr. E. Hutton  
Dr. C. Ionescu  
Dr. W. Judson  
Dr. C. Kiazzyk  
Dr. C. Lamarche  
Dr. L. Marchand  
Dr. T. Reeve  
Dr. K. Sroay  
Dr. C. Swanlund  
Dr. M. White  
Dr. D. Woo



## CHIEF EXAMINERS

Dr. R. Loney, OSCE  
Dr. B. Cleghorn, Written Examination  
Dr. N. Boorberg, Assessment of Fundamental Knowledge  
Dr. D. Haas, Assessment of Clinical Judgement  
Dr. G. Janke, Assessment of Clinical Skills  
Dr. E. Lam, Dental Specialty Core Knowledge Examination  
Dr. P. Chauvin, Virtual OSCE

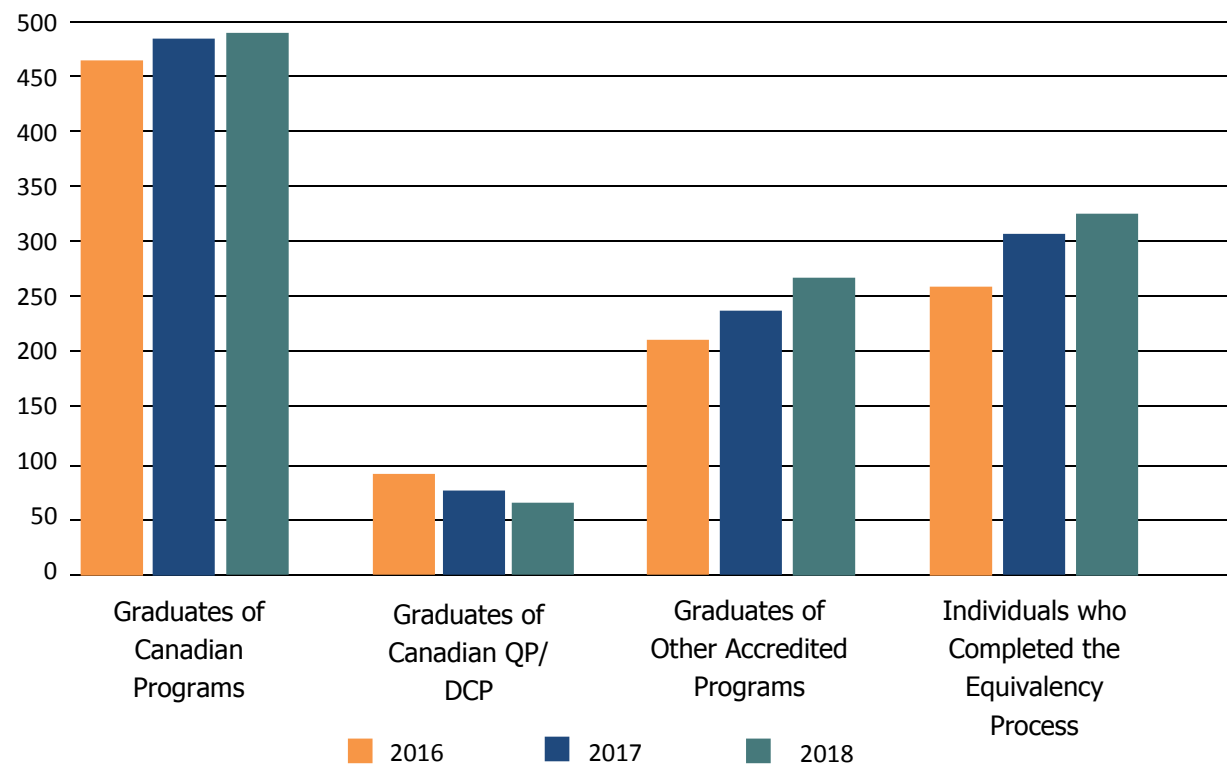


# CERTIFICATION

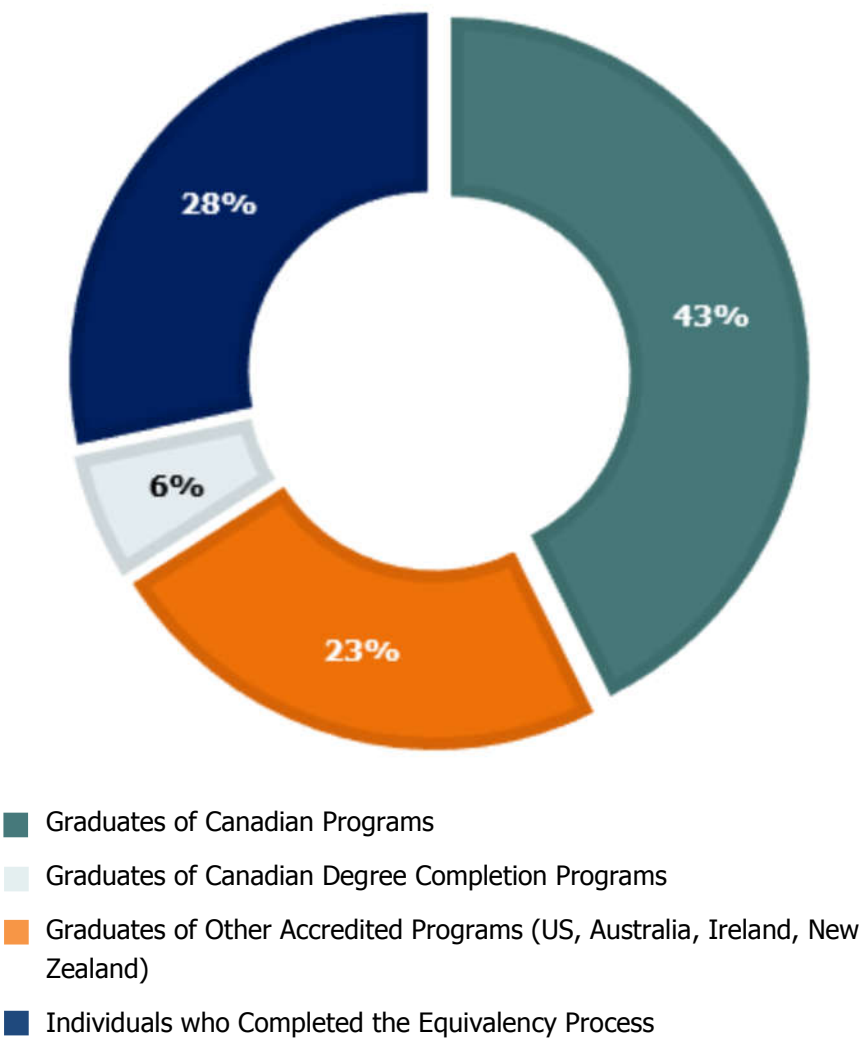
To receive NDEB certification, an individual must be a graduate of a dental program and successfully complete the Written Examination and OSCE. Obtaining NDEB certification means that an individual has demonstrated that they meet the competencies required of a beginning dental practitioner in Canada. The Dental Regulatory Authorities (DRA) in Canada rely on the NDEB certificate as evidence that a potential licensee has met the national standard.

Between January 1 and December 31, 2018, the NDEB issued 1143 certificates. This is consistent with the previous year.

Certified by Stream 2016-2018



Certificates Issued in 2018



# EXAMINATIONS AND ASSESSMENTS

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Created by an Act of Parliament, the NDEB is dedicated to supporting the health of Canadians by maintaining the national standards for general dentistry in Canada. It does this through the delivery of three different programs: the Certification Process for graduates of accredited dental programs, the Equivalency Process for graduates of non-accredited dental programs, and the Dental Specialty Core Knowledge Examination (DSCKE) for graduates of non-accredited dental specialty programs.

## Certification Process

To become a licensed dentist in Canada, graduates of accredited dental programs must successfully complete the NDEB's Certification Process. This process comprises two examinations; the Written Examination and the OSCE. The examinations are based on the competencies expected of a beginning dental practitioner in Canada.

## Equivalency Process

Graduates of non-accredited dental programs who want to be certified as general dentists in Canada must successfully complete the NDEB Equivalency Process or an accredited Qualifying/Degree Completion Program prior to being eligible for participation in the Certification Process. The Equivalency Process includes three assessments: the Assessment of Fundamental Knowledge, the Assessment of Clinical Judgement and the Assessment of Clinical Skills.

## Dental Specialty Core Knowledge Examination

Graduates of non-accredited dental specialty programs who are interested in becoming licensed specialists in Canada may apply to take the DSCKE. The DSCKE is a tool used by accredited specialty programs to evaluate individuals for admission to the Dental Specialty Assessment and Training Programs.

In order to participate in the DSCKE, applicants must show that they have graduated from a dental specialty program in a university that is sanctioned by the government of the country in which it is located to award such degrees. The dental specialty must be one of the nine dental specialty programs recognized in Canada.

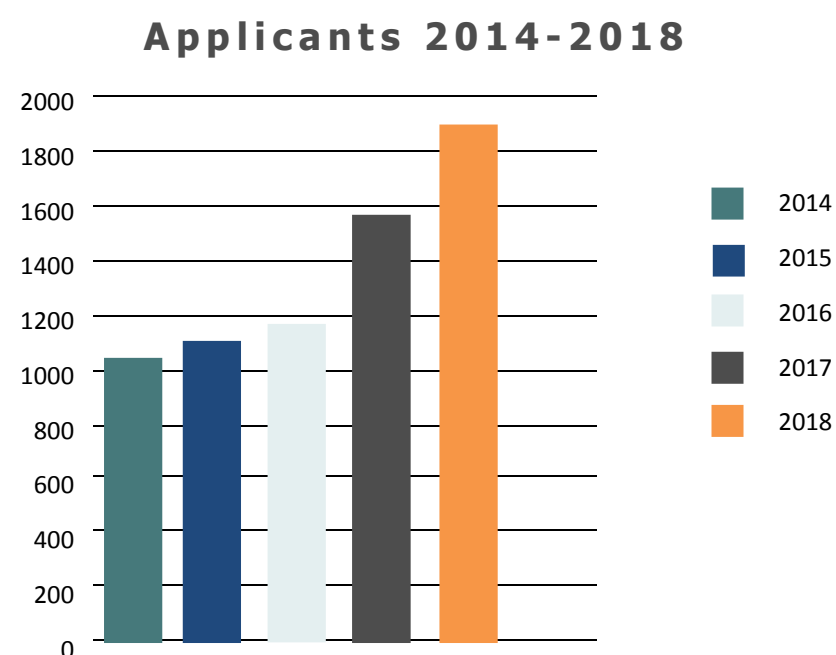
The NDEB continues to provide service to the Canadian Dental Regulatory Authorities (DRAs), by facilitating examinations upon request. For various reasons, DRAs may request testing during or outside of the NDEB's regular testing dates. Fees, approved by the Board annually, are applied based on the testing date requested.

The NDEB does not perform verification of credentials as part of this service; therefore, requests of this nature are not for the purpose of certification. Additionally, statistics for these examinations are not included in the NDEB's historical pass rates.

## EQUIVALENCY PROCESS APPLICATIONS

Since the establishment of the Equivalency Process in 2010, the NDEB has received just under 12,000 applications. The number of applications received annually increased at a consistent rate between 2011 and 2015, with a significant increase occurring in 2017 and 2018.

Individuals who apply to the Equivalency Process are graduates of non-accredited dental programs around the world. With the highest numbers being from India, Pakistan, China, and the Philippines.



As part of the Equivalency Process, all applicants must go through a detailed credential verification process. The credential verification process is established based on best practice and involves verification of academic credentials received from both the applicant and the issuing institution.

The purpose of the credential verification process is to confirm that an applicant's program is accredited in the country in which it is located and to detect fraudulent documents. Documents are verified based on the standard format of issue from educational institutions by country.

## 2018 AT A GLANCE



APPLICANTS FROM  
**90** COUNTRIES

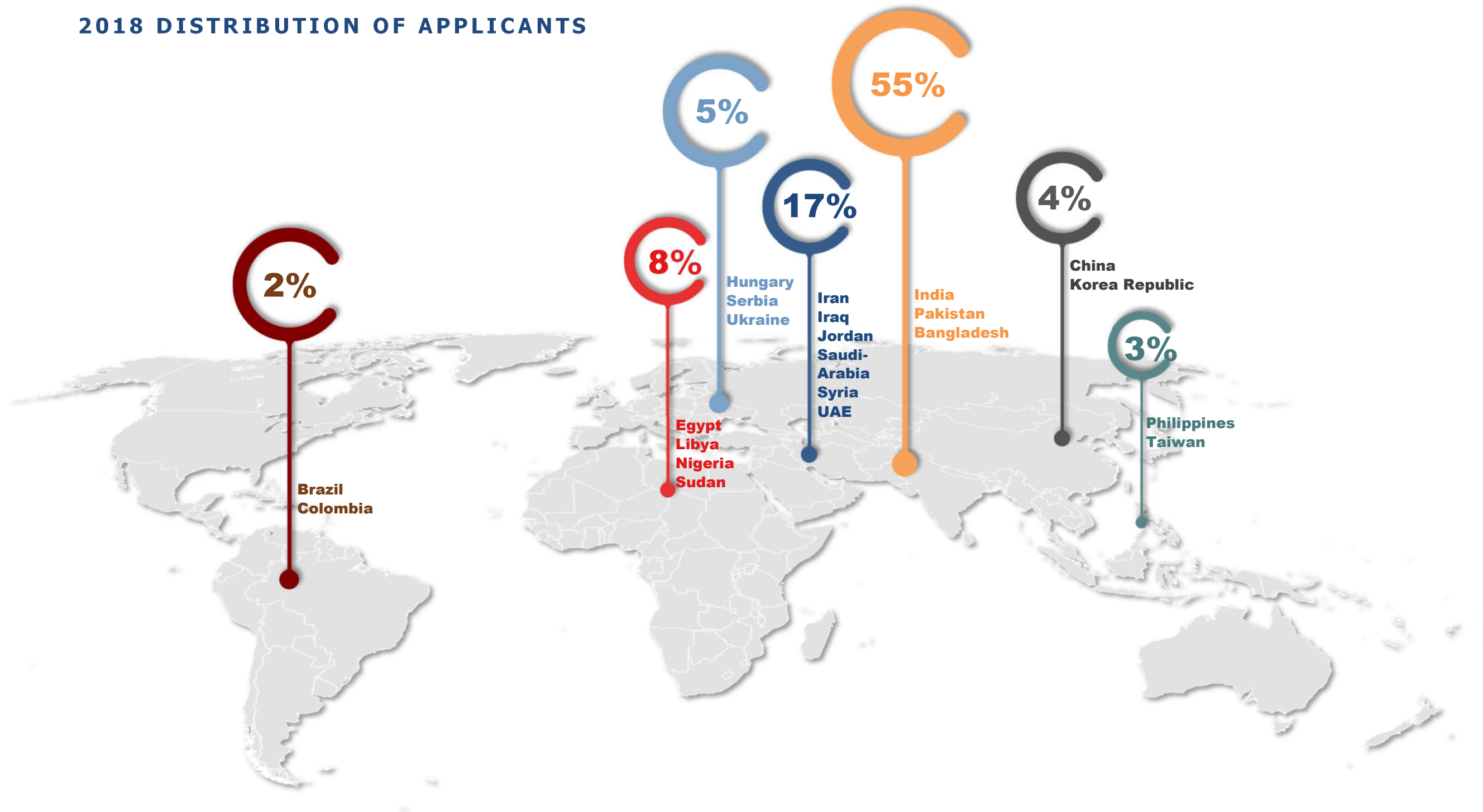


**20%** INCREASE IN  
APPLICATIONS



AVERAGE TIME FOR  
CREDENTIAL VERIFICATION  
**14-16 WKS**

## 2018 DISTRIBUTION OF APPLICANTS



\* For the purpose of this illustration, countries with less than 10 applicants have not been included.

Map courtesy of [https://www.freepik.com/free-vector/world-map-blue-template\\_718596.htm](https://www.freepik.com/free-vector/world-map-blue-template_718596.htm) Designed by Freepik

## EXAMINATION STATISTICS

|                        |              | 2018        |           | 2017        |           |
|------------------------|--------------|-------------|-----------|-------------|-----------|
|                        |              | Examinees   | % Pass    | Examinees   | % Pass    |
| WRITTEN<br>EXAMINATION | March        | 822         | 85        | 800         | 88        |
|                        | May          | 238         | 82        | 247         | 87        |
|                        | November     | 313         | 83        | 316         | 90        |
|                        | <b>Total</b> | <b>1373</b> | <b>84</b> | <b>1363</b> | <b>88</b> |
|                        |              |             |           |             |           |
| OSCE                   | March        | 798         | 91        | 797         | 96        |
|                        | May          | 204         | 95        | 210         | 98        |
|                        | November     | 277         | 96        | 288         | 98        |
|                        | <b>Total</b> | <b>1279</b> | <b>93</b> | <b>1295</b> | <b>97</b> |
|                        |              |             |           |             |           |
| AFK                    | February     | 679         | 46        | 640         | 44        |
|                        | August       | 906         | 51        | 744         | 48        |
|                        | <b>Total</b> | <b>1585</b> | <b>49</b> | <b>1384</b> | <b>46</b> |

## EXAMINATION STATISTICS CON'T

|       |              | 2018       |                 | 2017       |                 |
|-------|--------------|------------|-----------------|------------|-----------------|
|       |              | Examinees  | % Pass          | Examinees  | % Pass          |
| ACJ   | June         | 410        | 43              | 342        | 38              |
|       | December     | 533        | 44              | 494        | 32              |
|       | <b>Total</b> | <b>943</b> | <b>44</b>       | <b>836</b> | <b>34</b>       |
|       |              |            |                 |            |                 |
| ACS   | June         | 351        | 40              | 422        | 40              |
|       | December     | 342        | 32              | 390        | 38              |
|       | <b>Total</b> | <b>693</b> | <b>36</b>       | <b>812</b> | <b>39</b>       |
|       |              |            |                 |            |                 |
|       |              | Examinees  | Mean Score in % | Examinees  | Mean Score in % |
| DSCKE | February     | 5          | 78              | 8          | 83              |
|       | September    | 10         | 78              | 9          | 82              |

## APPEALS

### Compassionate Appeals

A compassionate appeal can be submitted by any examinee who believes they were prevented from demonstrating their ability during an examination because of a serious health condition or unanticipated event that occurs immediately before or during an examination. Compassionate appeals are heard by the Executive Committee.

In 2018, the Executive heard 63 Compassionate Appeals.

### ACS Appeals

When an examinee has failed the Assessment of Clinical Skills (ACS), they can submit an appeal to the Appeals Committee requesting that a specific grade or grades be changed. Appeal submissions are reviewed by three member panels of the Appeals Committee.

Prior to submitting an appeal, examinees have the opportunity to view their typodonts from the assessment. This provides them with the opportunity to review their work and determine if an appeal should be submitted.

Of the 212 individuals who were unsuccessful in the June 2018 ACS, 112 appealed their result. This is consistent with the percentage of individuals who appealed their unsuccessful ACS result in the previous year.

The NDEB regularly reviews the costs associated with creating, delivering and scoring its examinations and aims to set all fees on a cost recovery basis. In 2018, the costs associated with materials and appeals for the ACS increased by 30%. This resulted in an increase in both the assessment fee and the appeals fee for 2019.

|                           | 2017 | 2018* |
|---------------------------|------|-------|
| <b>Total ACS failures</b> | 495  | 212   |
| <b>Total appeals</b>      | 278  | 112   |
| <b>Total Dismissed</b>    | 248  | 105   |

\* June 2018 only

In addition to the ongoing expenses associated with the ACS appeals process, the NDEB has had a significant increase in legal costs associated with the ACS. These costs are in direct relation to judicial review applications filed by participants who have failed the ACS.

The judicial reviews are a significant drain on NDEB resources, both human and financial. As a result, the NDEB has taken steps to ensure it has the resources to support the existing applications and any future applications received.

In 2018, the NDEB received a favourable judgement to a judicial review in British Columbia. This is the second decision of this kind made in favour of the NDEB. As of December 31, 2018, the NDEB has been served with 10 judicial review applications.

# FINANCIALS

## Summary of Financial Operations – 2018

The National Dental Examining Board of Canada (NDEB) operates as a non-profit organization.

Revenues are derived from the following key sources: participants in accredited examinations (21%), participants in non-accredited assessments (59%), and new applicants (18%). The remaining 2% of revenues come from the DSCKE assessment, DRA exams and other small items. Expenditures include staffing and other costs required to support the development and delivery of exams/assessments. To the extent possible, costs are allocated directly to exams/assessments, with general administrative costs being allocated on the basis of estimated effort to administer each exam/assessment.

The annual audit is performed by Welch LLP. Summarized financial statements are attached.

Looking forward, NDEB has developed a budget for fiscal 2018-2019 and a 5-year financial plan. The 2018-2019 operating budget is approximately \$11.8 million and incorporates approved fee increases for accredited and non-accredited applications and exams/assessments. The longer term view takes into account the new strategic plan which will focus on 4 key areas: i) transitioning paper exams to an electronic format; ii) reviewing the equivalency process blueprint; iii) strengthening communications with stakeholders; and iv) managing risk.

NDEB is also striving to build its Internally Restricted Net Assets (Reserve Fund) to approximately \$7.6 million. The fund is intended to provide funding for general and legal contingencies, and examination security and development.

## Summary Financial Statements

The following summary financial statements include the summary statement of financial position as at June 30, 2018, and the summary statement of operations for the year then ended. These summarized statements are derived from the financial statements of the National Dental Examining Board of Canada which were audited by Welch LLP.

## SUMMARY FINANCIAL STATEMENTS

Year ended June 30, 2018 with comparative information for 2017

|                    |                                       | 2018             | 2017             |
|--------------------|---------------------------------------|------------------|------------------|
| <b>Assets</b>      | Cash                                  | 2,497,768        | 1,705,022        |
|                    | Accounts Receivable                   | –                | 131,459          |
|                    | Prepaid Expenses                      | 93,019           | 66,151           |
|                    | Accrued Interest                      | 12,019           | 14,277           |
|                    | Investments                           | 6,757,493        | 4,577,793        |
|                    | Capital Assets                        | 578,552          | 1,047,260        |
|                    |                                       | <b>9,938,851</b> | <b>7,541,962</b> |
| <b>Liabilities</b> | Trade and other Operating Liabilities | 634,133          | 494,371          |
|                    | Deferred Revenue                      | 2,673,500        | 2,284,300        |
|                    |                                       | <b>3,307,633</b> | <b>2,778,671</b> |
| <b>Net Assets</b>  | Unrestricted                          | 3,307,880        | 2,580,280        |
|                    | Internally Restricted                 | 3,323,338        | 2,183,011        |
|                    |                                       | <b>6,631,218</b> | <b>4,763,291</b> |
|                    |                                       | <b>9,938,851</b> | <b>7,541,962</b> |

## SUMMARY FINANCIAL STATEMENTS CON'T

Year ended June 30, 2018 with comparative information for 2017

|                                                      | 2018             | 2017             |
|------------------------------------------------------|------------------|------------------|
| <b>Revenue</b>                                       |                  |                  |
| Application Fees (accredited, non-accredited, DSCKE) | 2,576,500        | 1,750,450        |
| Examination Fees (accredited)                        | 2,975,400        | 2,505,704        |
| Assessment Fees (non-accredited)                     | 8,292,075        | 7,273,205        |
| DSCKE Examination Fees                               | 29,250           | 41,000           |
| Other income                                         | 135,333          | 142,784          |
| Payment processing fees                              | (858,715)        | (633,785)        |
|                                                      | 13,149,843       | 11,079,358       |
| <b>Operating Expenses</b>                            |                  |                  |
| Direct expenses                                      |                  |                  |
| Certification (accredited, non-accredited)           | 143,168          | 148,505          |
| Examinations (accredited)                            | 666,013          | 694,473          |
| Assessments (non-accredited)                         | 5,061,997        | 3,782,852        |
| DSCKE                                                | 15,445           | 11,124           |
| Other                                                | -                | 32,239           |
| Administrative expenses                              | 4,935,620        | 4,722,244        |
|                                                      | 10,822,243       | 9,391,437        |
| Internally Restricted                                | 459,673          | 581,422          |
|                                                      | 11,281,916       | 9,972,859        |
| <b>Excess of Revenue over Expense</b>                | <b>1,867,927</b> | <b>1,106,499</b> |

### Notes to the Summary Financial Statements

The information provided in the summary financial statements is in agreement with the related information in the audited financial statements.

The summary financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations.



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