

PDBNS STRATEGIC PLAN

2016–2019



PROVINCIAL DENTAL BOARD
OF NOVA SCOTIA

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EXECUTIVE SUMMARY

In 2015, the Provincial Dental Board of Nova Scotia initiated the development of their Strategic Plan.

Strategic Planning involves re-examining the vision, mission and values of an organization, setting out strategies for achieving its objectives over a number of years. The strategic plan sets a very clear direction for staff and members and serves as a decision making tool for the organization. All activity, guided by the core values, should support the strategic mission and vision of the organization.

Data was collected, information gathered, and surveys conducted. A current state analysis was completed based on the data, information and surveys. Members were invited to participate in a preliminary planning session which helped to develop the framework for the plan.

A steering committee consisting of Board members and the Registrar was formed to consider all of the data and to formulate the plan. Several meetings were held and many volunteer hours were contributed to effectively complete the plan.

The next steps for the organization include creating an operational plan, which will provide a road map for how the strategies will be achieved, and implementing a measurement and follow up process that will keep the plan at the forefront.

The time frame for the Strategic Plan is three years. In 2019 the Board will revise the Strategic Plan.

HISTORY OF THE PROVINCIAL DENTAL BOARD

The Provincial Dental Board of Nova Scotia was established on May 19, 1891 by an *Act to Incorporate the Dental Association of Nova Scotia*. This legislation was enacted by government for the protection of the public by establishing standards of matriculation and standards of qualification for dentists; and that privileges and protection be afforded to such dentists. This legislation created the Provincial Dental Board granting the Board the power to regulate the study of dentistry, to conduct final examinations, to examine degrees and credentials of dentists wishing to practise, to register and license dentists, to maintain the Dental Register, and to uphold the regulations.

Today, the Provincial Dental Board is the regulatory body for the professions of dentistry and dental assisting. The *Dental Act* (1992) and regulations pursuant to the *Act* allows the self-regulation of these professions. The Provincial Dental Board sets the requirements for registration and licensure of dentists and dental assistants, maintains Registers for dentists and dental assistants, addresses complaints through its discipline regulations, develops policy and standards for safe dental practice, and undertakes quality assurance of licensees through mandatory continuing dental education and dental practice review.

The Provincial Dental Board is presently undergoing a process which will see broad legislative amendments to the *Dental Act* and regulations. A principal change with the new legislation will be the separation of the Association and the Board, meaning the Nova Scotia Dental Association will have its own legislation. This will be a departure from the previous legislative model used for the past 125 years. However this will not change the positive relationship the organizations have enjoyed during this time.

Subsequent to the adoption of the current version of the *Dental Act*, the regulatory landscape for dentistry and dental assisting has changed in Nova Scotia and will continue to change. Since it was enacted in 1992, other legislation such as the Agreement on Internal Trade (1995) and the Fair Registration Practices Act (2008) have impacted the

registration and licensing processes of the Provincial Dental Board. In Nova Scotia other legislation such as the Regulated Health Professions Act (2012) has enabled the Provincial Dental Board to work with the twenty-one health regulatory bodies and the Department of Health and Wellness in collaborative partnerships to support its regulatory mandate of upholding the public's interest in the dental profession.

The Provincial Dental Board as an active member of the Canadian Dental Regulatory Authorities Federation (CDRAF) and the Canadian Dental Assistants Regulatory Authorities (CDARA) stays current on national regulatory issues in dentistry and dental assisting. The Provincial Dental Board also engages with the Commission on Dental Accreditation of Canada (CDAC) which ensures national standards are met in dental and dental assisting education programs, the National Dental Examining Board (NDEB), National Dental Assisting Examining Board (NDAEB), and the Royal College of Dental Surgeons of Canada (RCDC) for the certification of dentists, dental assistants and dental specialists through the administration of national board exams.

The Provincial Dental Board recognizes that it must uphold the foundation upon which the public's trust has been built with operations based on a sound strategic plan. This is a necessary approach to navigate the growing complexity of health regulation in Nova Scotia.

MESSAGE FROM THE CHAIR

“If you don’t know where you’re going, any road will take you there.”

- GEORGE HARRISON

Recently a colleague asked me why the Provincial Dental Board of Nova Scotia would need a strategic plan. This question is not easily answered in one or two sentences.

The Board’s strategic plan is a written document that points the way forward for our organization. Our strategic plan spells out where we are going over the next three years and how we are going to get there. The plan lays out our mission statement and mandate, core values and vision, and our organizational goals. Our strategic plan is a valuable tool that will serve the purpose of helping our organization do a better job, because the plan focuses the energy, resources, and time of all involved in the organization in the same direction. Most importantly, the strategic plan clearly states what our licensees and other stakeholders, - and most importantly, the public - can expect from the Board.

The strategic planning process has helped uncover ways to improve performance. First, by setting direction and priorities: we need a strategy because it sets the direction and establishes priorities for our organization. Also, by simplifying decision-making, in that our strategy will have already prioritized the activities necessary for success. And finally, by communicating our message. When stakeholders know where you’re going, it allows even greater opportunities for people to help you maximize your success in getting there.

Self-regulation is a responsibility and privilege that has been given to dentistry by government on behalf of the public of Nova Scotia. With consideration and emphasis on the core values of trust, responsibility, professionalism, and integrity, we look towards our key areas of focus- governance, regulatory compliance, communication and

operations, to enhance and improve the relevance and function of the Board through to 2019 and beyond. The strategic plan is designed to be a flexible document that will serve as a guide to our future. As we put this plan into action, we will be continuously measuring progress and evaluating the outcomes to make sure we are consistently meeting our goals.

We asked much of our committee, Board, and staff members in the creation of this document, and it is exceptionally gratifying to see how much has been accomplished in such a short time. Thanks to the committee members for their dedication; Dr. Kevin Walsh, Dr. Clare Champoux, Ms. Marina Crawford, and Dr. Martin Gillis, and a special sincere thank you to Ms. Brenda Fair of Fairwinds Training and Development Inc. for her wisdom, focus and exceptional patience during the process!

"Now we know where we are going!"

-Dr. Christopher Baker,
Chair, PDBNS

STRATEGIC FRAMEWORK



STRATEGIC PLAN COMPONENTS

PDBNS VALUES

Trust: Maintaining the public's confidence in the dental profession

Responsibility: Executing our duties in a fair and just manner to meet our mandate of public protection

Integrity: Ensuring protection of the public's interest through evidence-based decisions and best practices

Professionalism: Maintaining our leadership role in promoting high standards of practice

MISSION

The Provincial Dental Board of Nova Scotia is a legislated body mandated to ensure public protection in matters related to the delivery of oral care through the licensing and regulation of dentists and registered dental assistants

VISION

The PDBNS will maintain the privilege of self-governance by proactively meeting the challenges of an evolving profession; increasing trust and awareness.

PDBNS STRATEGIC INITIATIVES

Regulatory Compliance

Licensees are compliant with the Act, regulations, policies and guidelines of the PDBNS

Governance

A capable, functional and efficient Board responsible to uphold legislation and ensure public protection

Collaboration and Communication

Strong relationships and informed partners collaborating for optimal public protection

Operations

Efficient, effective use of the appropriate level of resources for maximum output

STRATEGIC INITIATIVE # 1: REGULATORY COMPLIANCE

Goal: Licensees are compliant with the Act, regulations, policies and guidelines of the PDBNS

Objectives:

1. Identify common root causes of complaints and proactively address issues with licensees
2. Ensure patients' best interests are protected through proper decision making by the licensed provider regardless of the practice model
3. Improve licensee compliance with more efficient audit processes
4. Ensure Provincial RDA scope of practice reflects national competency standards
5. Improve licensee compliance by expanding the scope of mandatory core CDE specific to regulatory requirements

6. Define best practice standards for emerging innovations and treatment modalities

7. Revise the Code of Ethics to reflect changing practice and societal norms

STRATEGIC INITIATIVE #2: GOVERNANCE

Goal: A capable, functional and efficient Board responsible to uphold legislation and ensure public protection

Objectives:

1. Optimize Board and committee member performance
2. Present draft legislation for a new Act to the Province
3. Ensure Government understands the benefits of self-governance
4. Create and formalize proactive crisis management protocols to enable the Dental Board to prevent and respond to critical events

STRATEGIC INITIATIVE #3– COLLABORATION AND COMMUNICATION

Goal: Strong relationships and informed partners collaborating for optimal public protection

Objectives:

1. Provide information and resources to licensees that enable them to maintain compliance with all regulatory obligations
2. Build and maintain relationships with key stakeholders for mutual benefit and policy development
3. Build public awareness and confidence in the Dental Board and its role in public protection

STRATEGIC INITIATIVE #4: OPERATIONS

Goal: Efficient, effective use of the appropriate level of resources for maximum output

Objectives:

1. Ensure sufficient human resource capacity to support the operations of the Board
2. Ensure members of the Board are trained and oriented so that they are able to fulfill their duties effectively
3. Efficiently manage statistics and other data in order to prepare timely and accurate reports on dental regulation in the Province
4. Explore opportunities for shared premises and human resources (NSDA/Network Members)