

November 1

October 31

# 2018 to 2019



College of  
**Dental Hygienists  
of Nova Scotia**

A N N U A L R E P O R T

## CDHNS Mega End (Mission):

*The College of Dental Hygienists of Nova Scotia exists so that, in the best interest of the public, the practice of dental hygiene is effectively regulated and the integrity of the profession is supported through the cost-effective stewardship of resources.*

## Vision:

*The College of Dental Hygienists of Nova Scotia, operating in the best interest of the public, is a self-sustaining regulatory authority whose members are recognized by the public as essential health care providers. The College supports an environment of interprofessional collaboration, professional advancement and equitable access to health care for all Nova Scotians.*

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This report covers the College of Dental Hygienists of Nova Scotia’s responsibilities and actions between November 1, 2018 to October 31, 2019

Date: April 22, 2020



## CHAIR'S MESSAGE

*Dear friends and colleagues,*

*As Chair of the College of Dental Hygienists of Nova Scotia (CDHNS), it is my privilege to present the Annual Report for November 1, 2018, to October 31, 2019. I would like to take this time to highlight my great appreciation for registrants, staff, partners, and our successes.*

*This year spans two Chair's terms – Jennifer Clark served her second year as Chair until June 30, 2019, when her Council term expired. I wanted to take this opportunity to thank her for her commitment and dedication to the dental hygiene profession and the CDHNS Council.*

*It has been an honour to have assumed the role of Chair of CDHNS on July 1, 2019, of this fiscal year. Carrying out the processes of the Council has been an incredible opportunity. I am inspired by CDHNS for their commitment to the process. A well-designed orientation allowed new Council members to gain an understanding of the work and offer valuable input starting at their first meeting.*

*Council education has been filled with great learning. In September 2019, Council had the opportunity to learn from Deanna Williams regarding best practice approaches to mandating public interest and CDHNS lawyer Marjorie Hickey about a legislative review.*

*In October, Stacy Bryan and I had the opportunity to attend the Canadian Dental Hygienists Association's National Conference in St John's, Newfoundland where we met with Chairs and Registrars of Dental Hygiene regulatory bodies and associations from across Canada. We shared learnings around professional mentorship and improved policies for better public protection.*

*I am grateful to our Registrar, Stacy Bryan, for her strong ability to create oral health partnerships. Throughout this past year, she, along with the CDHNS Legislative Committee and other fellow dental hygienists, met with the provincial party in power and the official opposition regarding the oral health of Nova Scotians. Stacy is leading the proposed amendments to our dental hygiene regulations that included a survey of CDHNS members to ensure that their voices were heard (which was developed during this time period but launched late November 2019). We also met with the Provincial Dental Board of Nova Scotia (PDBNS) and the Nova Scotia Dental Association (NSDA) to discuss the proposed changes to our Regulations.*

*I am thankful to CDHNS Committees and staff for their achievements, including our May 24, 2019 AGM. CDHNS held a highly successful 10-year celebration of self-regulation as a College last May. We highlighted our professional commitment to the oral health of all Nova Scotians and celebrated the hard work and dedication of individuals who helped us to reach this milestone.*

*While this Annual Report outlines the activities and financial audit that occurred from November 1, 2018, to October 31, 2019, I would be remiss if I did not acknowledge what is occurring as I write this message. These are exceptional times for the globe and for our province. Our Registrar quickly and successfully adapted to this unprecedented time during COVID 19. Whether you helped others from afar or protected those most vulnerable to the virus from the front line, on behalf of CDHNS, I extend the deepest gratitude for your contribution to the health and future of Nova Scotians.*

*Shannon K. O'Neill*  
Shannon O'Neill

*CDHNS Chair, July 1, 2019 to June 30, 2020*

# INTRODUCTION

## Background

Dental hygienists have been providing services to Nova Scotians since 1955. The profession has been self-regulating since May 15, 2009. The profession is regulated under the Dental Hygienists Act of Nova Scotia (2007) and the Dental Hygiene Profession Regulation. The Act facilitates efficient and effective delivery of dental hygiene services in a wide variety of settings including interdisciplinary health centres, independent dental hygiene practices, dental offices, community health, continuing care facilities, and home care settings.

## THE ROLE OF THE COLLEGE

The Dental Hygienist Act and Regulations give us the authority to:

- determine who is qualified to practice dental hygiene in Nova Scotia
- set and administer standards of practice
- resolve complaints about dental hygienists and administer discipline when necessary

As the regulatory authority, the College requires Nova Scotia dental hygienists to:

- meet or exceed the standards for registration and renewal of licences
- meet the requirements of the CDHNS's continuing competence program
- meet the Practice Standards approved by the CDHNS
- abide by the approved Code of Ethics

By meeting these professional expectations, Nova Scotia's dental hygienists are well prepared to provide safe, effective oral health care services to their clients.

## OVERVIEW OF SERVICES PROVIDED BY THE PROFESSION

In their practice, dental hygienists do one or more of the following:

- assess, diagnose and treat oral health conditions through the provision of therapeutic, educational and preventive dental hygiene procedures and strategies to promote wellness,
- provide restricted activities authorized by the regulations, and
- provide services as clinicians, educators, researchers, administrators, health promoters, and consultants.

## Restricted Title

Only a member of the College of Dental Hygienists of Nova Scotia who holds a practising licence may use the following titles, abbreviations and initials:

- dental hygienist
- registered dental hygienist
- DH
- RDH

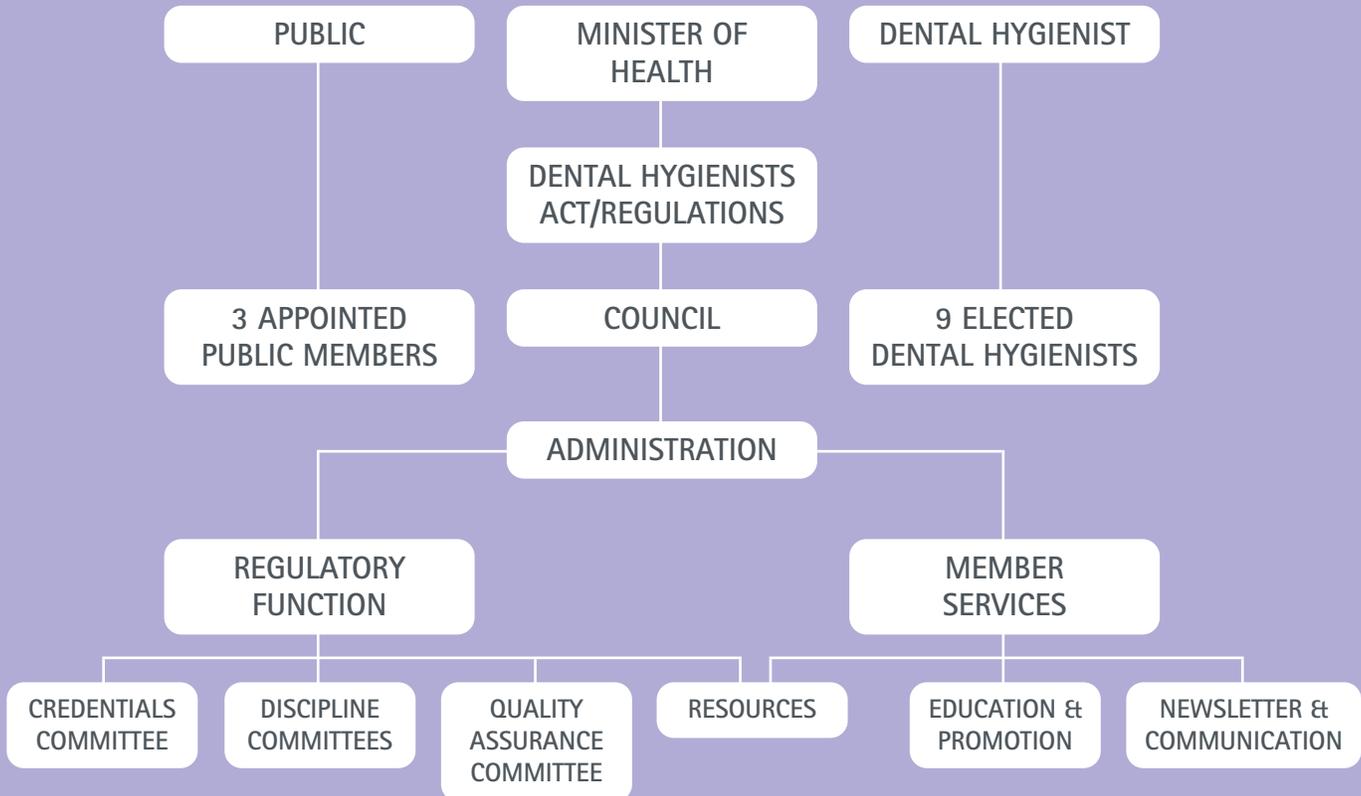
### What constitutes dental hygiene practice in Nova Scotia?

Section 22 of the Act provides details regarding dental hygiene scope of practice. In conjunction with the Regulations (including Sections 25 and 26: Scope of Practice), the practice of dental hygiene is defined. Only CDHNS members who hold a practising license may engage in the practice of dental hygiene in Nova Scotia, whether as a volunteer or for remuneration. The practice of dental hygiene includes members who act as clinicians, educators, researchers, administrators, health promoters, and/or consultants.

# ORGANIZATIONAL STRUCTURE

The CDHNS is established through the Dental Hygienists Act of Nova Scotia (2007). Council, Statutory Committees, and other positions are determined in accordance with the Act and Regulations. The organizational structure is set out below.

## ORGANIZATIONAL CHART



### Licence Renewal Deadlines

Accordingly, all information must be received by the CDHNS by the specified date on the renewal notice, as determined by Council. The application deadline for renewal for the 2020 licence is October 13, 2020 (11:59 pm). **A complete application, including payment of fees and any other requirements e.g., CPR at the level specified by Council, must be received by that deadline\*.**

Individuals who do not meet the Council-set deadline of **October 13, 2020** but submit a **complete renewal** application between **October 14 and October 31, 2020** will be required to pay additional fees. During this time period:

- Members wishing to renew their practising licence must pay an additional **\$100 payment**.
- Members wishing to renew in the non-practising licence category must pay an additional **\$20 payment**.

Members who do not renew by **October 31, 2020** will have their licence suspended. If they want their licence renewed, they will be required to pay reinstatement fees in addition to the \$100 payment, and will be required to provide proof they have met all other licensing requirements. If repeated and flagrant violations of these deadlines and the renewal process occur, a complaint may be referred to the Investigation Committee.

*\*Typically, full payment of fees is required for an application to be considered complete, and the deadline for submission of a complete application includes payment of fees by the same deadline. However, in light of this unprecedented situation, Council will be looking at payment options in line with legislation to assist registrants who may be experiencing hardship due to the pandemic. The deadline for the payment of fees for registrants undergoing financial hardship will be determined at a later date.*

Council as of July 1, 2019\*

(Front L-R) RaeLynn MacLean, Danielle Newell, Allison Craig (Back L-R) Greg Glynn\*, Dale Keefe\*, Michele Brennan\*, Lindsay Macdonald, Shannon O'Neill, Hilary Boudreau (Missing: Mallory Brent, Teanne MacCallum, Nicole Stevens) See the Council paragraph below for further explanation on the appointment of the three public members.



## GOVERNANCE

### COUNCIL

The Council is comprised of not fewer than nine regulated members of the College, elected by the members, and three members of the public appointed by Governor in Council. Council appoints the Registrar, and members of the Credentials, Investigation, and Hearing Committees. As of October 31, 2019, the CDHNS still awaited appointment of the full complement of public members. *Three Public Members were appointed November 1, 2019, which filled these three positions.*

### COUNCIL'S ROLE

Council held two in-person business meetings, one virtual meeting, and an Annual General Meeting between Nov 1, 2018 and October 31, 2019 to fulfill the responsibility of managing and conducting the business of the CDHNS.

### REGISTRAR & COMPLAINTS DIRECTOR

The Registrar performs all duties designated to that position by the legislation and those other duties delegated by the Council. The Registrar also serves as Complaints Director. The Complaints Director receives and directs written complaints to the Investigation Committee or may, in exceptional circumstances, refer a compliant directly to the Hearing Committee.

### COLLEGE MANAGEMENT AND STAFF

College staff, including volunteer staff, is responsible for employing the appropriate means to ensure enforcement of the Act and Regulations, and achieving the CDHNS's goals and objectives (Ends) through application of policies established by the Council, and within the resources available.

**Stacy Bryan**, Registrar/CAO, Complaints Director

**Anna-Marie Gonsalves**, Administrative Assistant (to October 29, 2019)

**Kelly Hurlburt**, Member Services Coordinator

Please note: As of December 3, 2019, Neha Singh joined the CDHNS as the Administrative Assistant.

### Volunteers

The CDHNS is indebted to its myriad of volunteers who selflessly dedicate their time and talents to serve the CDHNS in a variety of ways, including Committee work, providing educational sessions requested by the public, and providing feedback to surveys and CDHNS documents.

# STANDING COMMITTEES

## CREDENTIALS COMMITTEE

The Credentials Committee consists of no fewer than five individuals, three of whom are College members and two public representatives. As required by the Fair Registration Practices Act, the Credentials Committee acts as an appeal body for registration and licensing decisions. The Credentials Committee reviews registration and licensing issues referred to them by the Registrar. Applicants for registration or licensing may request to appear before the Credentials Committee. Members may appear before Council on matters of licensing. The Credentials Committee decisions on registration are final.

Jocelyn Burke	Chair
Shauna Hachey	Vice Chair, as of March 1, 2019
Christine Ingram	
Karen MacDonald	
Alma Wade	
James Craig	Public Member
Greg Glynn	Public Member

## INVESTIGATION COMMITTEE

The Investigation Committee (IC) investigates complaints concerning any member of the College regarding a disciplinary matter directed to it from the Complaints Director. When a complaint has been forwarded from the Registrar, the Chair will appoint a panel of three members of the committee, one of whom must be a public representative to investigate the complaint according to the legislation and policies.

Kim Haslam	Chair
Karen Flinn	Vice-Chair
Karen Alcoe	
Joyce Lind	as of Jan 1, 2019
Christine Robillard	
Paulette Anderson	Public Member
Nancy Berkshire	Public Member
Kore-Lee Cormier	Public Member

## HEARING COMMITTEE

The Hearing Committee consists of a group of no less than 5 practising CDHNS registrants and 2 members of the public appointed by Council. These individuals have agreed to be available to hear a complaint referred from the Investigation Committee or the Registrar. When a complaint is referred to hearing, the Chair of the Hearing Committee appoints a panel of five persons from the Committee, at

least one of whom is a public representative, to act as the Hearing Panel for purposes of the discipline process.

David Purdy	Chair
Denise Zwicker	Vice Chair
Shauna Hachey	
Katherine MacKeigan	
Wendy Stewart	
Susan (Sue E.) Walker	as of Jan 21, 2019
Michael Maddalena	Public Member
Elizabeth Mullally	Public Member

## QUALITY ASSURANCE COMMITTEE (QAC)

The Quality Assurance Committee, formerly known as the Continuing Competency Committee, consists of no less than five members. Under the direction of the Registrar, conducts the Continuing Competency Audit and reviews other matters concerning the mandatory continuing competency program referred to it by Administrative staff.

Sonya Bishop	Chair
Sandra Rhodenizer	Vice-Chair
Melanie Carpenter	as of May 6, 2019
Brooklyn Hurlbut	to Feb 28, 2019
Palmer Nelson	
Sydney Nelson	
Kaleigh Wagner	
Brittany Weagle	as of May 6, 2019

## MEMBER SERVICES COMMITTEE

This Committee is the vehicle through which members have the opportunity to participate, engage and promote the dental hygiene profession. It is an advisory committee to the Registrar or designate. It serves as a liaison between CDHNS membership, as a whole, and CDHNS Administration/Registrar. Some of the responsibilities include coordinating the Annual CDHNS Continuing Competency event, undertaking projects considered to be of interest and professional benefit/promotion to the general membership of CDHNS and exploring options and opportunities to support CDHNS in achieving ENDS.

Angie Nowe	Chair
Susan Keating-Bekkers	Vice Chair
Kim Haslam	Secretary
Jennifer Cox	
Ruth McConkey	
Sydney Nelson	to December 31, 2018
Katie Powers	
Kelly Hurlburt	CDHNS Designate



Stacy Bryan -  
Registrar/Chief  
Administrative  
Officer (CAO)

## EXCELLENCE IN DENTAL HYGIENE CARE - REGULATING THE PROFESSION

### National Examination

Successful completion of the National Dental Hygiene Certification (NDHCB) Examination is required for registration with the CDHNS. The examination is offered three times per year at sites throughout Canada. Dalhousie University serves as the exam site in Nova Scotia. The CDHNS is a voting member of the National Dental Hygiene Examining Board (NDHEB) and licensed members of the CDHNS sit on the NDHCB exam development committee. The NDHCB has two Practice Exams on their website which current members of the CDHNS can complete as a continuing competency opportunity.

### **Jurisprudence Examination:** *Knowledge of Dental Hygiene Practice in Nova Scotia: Jurisprudence*

All applicants for licensing must successfully complete a jurisprudence exam for Nova Scotia which assesses an applicant's understanding of the legislation, standards of practice, and other matters relevant to the practice of dental hygiene in Nova Scotia. There are two courses (with exams) that meet these criteria – *the Jurisprudence (JP) Course for Nova Scotia* or *the Self-Initiation (SI) Course for Nova Scotia* (exam includes SI and JP exam content). Both are offered as an online course on the Canadian Dental Hygienists Association (CDHA) website. Current members can complete the Jurisprudence Examination as a continuing competence learning opportunity.

### Clinical Examinations/Practice Hours

Applicants who graduate from non-accredited programs must pass any examination or examinations approved by the Council, in addition to meeting all other requirements. Generally, the NDHCB certificate and an approved performance-based (clinical) exam is required. The Regulations require those who have been away from practice for three years or more to complete an approved clinical exam or other examination(s) as determined by Council and delegated to the Registrar.

In February 2015, the CDHNS Council approved a practice hours requirement for licensing or licence renewal. The CDHNS is seeking a regulatory change and three-year NOTICE has been served to the membership of the change noted below.

Council served notice to the CDHNS members that all registrants will need to acquire 600 practice hours in a three-year period to be eligible for licence renewal.

For registrants who have graduated more than three years prior to their application for a licence or licence renewal, the registrant must provide evidence of 600 hours of practice as a dental hygienist within the 3 years immediately preceding the date the Registrar receives a complete application.

**Hours of practice are being tracked beginning November 1, 2017 and the 600 hours requirement will take effect on November 1, 2020.** For more information and background on this subject see Unison, Vol 43, Issue 3 Quality Assurance - Practice Hours. To provide feedback on this requirement, please contact the Registrar at registrar@cdhns.ca.

### Accredited Dental Hygiene Programs

Applicants applying for initial registration must be graduates of a dental hygiene program accredited by the Commission on Dental Accreditation of Canada (CDAC) or the Commission on Dental Accreditation of the American Dental Association; or they must successfully complete any examinations approved by Council.

CDAC accredits dental hygiene programs in Canada and has a reciprocal agreement with the Accreditation Commission in the U.S. The Federation of Dental Hygiene Regulators of Canada (FDHRC) has representatives on CDAC. During this time period, the CDHNS Registrar sat on the Commission, the Dental Hygiene Education Committee, and chaired the CDAC Finance Committee.

## CODE OF ETHICS AND PRACTICE STANDARDS

Code of Ethics and Practice Standards provide direction for health professionals in their practice. The CDHNS has adopted the CDHA Code of Ethics and Practice Standards as well as the National Dental Hygiene Competency Statements. The Act considers failing to maintain the Standards of Practice or failing to uphold the Code of Ethics adopted by the College as unprofessional conduct.

CDHNS Standards Documents:

- CDHA Entry-to-Practice Competencies and Standards for Canadian Dental Hygienists

- CDHA Code of Ethics
- CDHNS Care Directive for the Use of Local Anaesthetics
- CDHNS Best Practices: Self Initiation
- CDHNS Best Practices: Record Keeping
- Practice Protocol on Whitening /Bleaching
- Practice Protocol on Use of Lasers in Dental Hygiene Care

Other useful documents recognized by the CDHNS include: Safety Code 30 – Radiation Protection in Dentistry and the Nova Scotia Dental Association’s Infection Prevention and Control Guidelines.

## CONTINUING COMPETENCY PROGRAM (CCP)

In addressing the CDHNS’s responsibility to protect the public, quality assurance is one element that the CDHNS uses to meet this responsibility of ensuring dental hygienists provide safe and effective dental hygiene care. The Dental Hygienist Regulations provide for the establishment of quality assurance programs. A mandatory CCP has been in place since 2009. Council has delegated the responsibility for the administration of the program to the Registrar. Each registrant must meet the program requirements as set out in the Regulations and the Program Requirements document. Registrants must obtain 45 Continuing Competency Credit hours within a three year reporting period. A registrant’s

three-year cycle begins on the January 1 closest to their date of licensure. The cycle renews every three years thereafter, as long as a practising licence is maintained.

An external auditor conducts a random selection of registrants for the CCP audits, annually, and the audits are completed by the Quality Assurance Committee (QAC) in February each year. If a member fails to meet the CCP requirements, the member is required to submit a written plan on how they will meet the requirements and in what time frame. If a member does not submit documents as requested, the College may take one or both of the following actions – A complaint may be

initiated and processed through the College’s disciplinary process and/or the Registrar may suspend their licence in accordance with Subsection 34 (1) of the Regulations, until such time as all documents are submitted and their CC requirements have been met.

Continuing Competency Audit Results	Total Performed	Total Complete (at initial review)	Extension granted	Total Incomplete	
				Pending (more info required)	Did not meet requirements
2015	39	29	–	10	
2016	40	34	–	6	
2017	42	31	1*	7*	3*
2018	38	27	3*	7*	1*
2019	Audits for the year ending Dec 31, 2019 took place Feb 2020				

\* All members met the requirements by their set deadlines.

## Quality Assurance Committee (QAC)

The Committee met two times during this fiscal year. The committee communicates continually by email to give guidance to the Registrar and staff on specific member questions.

The first meeting, November 2018, the Committee met to review and revise the CCP Requirements and review the survey results. The updated document, approved by Council

in December 2018, came into effect on **January 1, 2019** and is posted on the CDHNS website. Summaries of the survey results and the planned phase-in of changes were published in the Unison’s 2018 Winter edition.

The second meeting was in February and was for 1.5 days. The first day was to focus on changes to the Continuing Competence Program. The purpose of the review is to ensure compliance with legislation and to make the requirements more streamlined with a goal of improving clarity and

making the CCP requirements easier to understand. This included a focus on right touch regulation.

On the second day, the Committee met to conduct the 2018 audits for members whose cycle ended on December 31, 2018. The audit results were reported in the 2019 Spring Unison newsletter following audit completion.

The revisions to the current Continuing Competency Program continue and a survey is planned for Spring 2020 regarding phase 2 of the revisions. A summary of the planned phase-in of changes were published in the Unison's 2019 Winter edition as well as notice to members of the upcoming CCP survey.

## MEMBER STATISTICS

The Act and Regulations established a general register of members. Within that general register there are six possible classes of registrants: practising licence holders, non-practising members, provisional licence holders, student members, life members, and honorary members.

Practising licence holders may practice dental hygiene in the province subject to the Act and Regulations and may use the protected titles.

Non-practising membership is for individuals who were previously on the College's Practising Licence holder register. Those holding non-practising membership may not engage in the practice of dental hygiene in Nova Scotia, but their names remain on the non-practising register list. They are not authorized to use the protected titles. Non-practising members are generally on maternity or disability leave, continuing further education, or seeking employment in another field. Some are employed as dental hygienists outside the province of Nova Scotia.

Provisional licence holders may practice dental hygiene in the province but must do so only for a specific period of time and according to any provisions placed on the licence by the CDHNS.

The CDHNS licensing year is from November 1 to October 31.

**Life membership** may be granted to a dental hygienist who has been a registered member in good standing of the College or its predecessor for at least 15 years, has been nominated by five voting members and has made an outstanding contribution to the College or the profession, as determined by Council.

**Honorary membership** status may be granted to any person who is not otherwise eligible for registration or licensing, is nominated by at least 5 voting members and has made such outstanding contributions to the College or to the profession of dental hygiene that the person is deserving of honorary status as determined by Council.

## CDHNS MEMBERS

Registrants as of January 31, unless noted	2017	2018	Oct 31, 2018	Oct 31, 2019
Practising	673	689	704	729
Non-Practising	49	47	46	49
Provisional	0	0	0	1
Honorary	1	1	1*	1*
Life	3	3	3*	3*
<b>Total</b>	<b>725</b>	<b>737</b>	<b>754</b>	<b>783</b>

\* The honorary member and two of the life members do not hold practising or non-practising licenses.

## NEW REGISTRATIONS COMPLETED

November 1, 2018 to October 31, 2019

Graduates Dalhousie	28
Oulton	8
Other New Registrants	21
<b>Total</b>	<b>57</b>

## Independent Dental Hygiene Practitioners (included in practising members table)

The Regulations allow registered and licensed dental hygienists to provide services directly to the public in any practice setting. Practice settings can include long term care facilities, collaborative practices, multi discipline clinics, mobile services, or a standalone office. There are approximately 18 practising members who have self-identified as independent dental hygienists who provide mobile services or practice in stand alone clinics.

## Restricted Activities Authorization

Practising licence holders who have provided the Registrar with the evidence required to verify that they have achieved competence to perform a restricted activity or practice in a self-initiating manner as set out in the Dental Hygienists Regulation are authorized to perform those activities. Members must not perform these activities until they have received recognition or authorization from the College.

The following table shows the distribution of those who held practising licences and have received CDHNS authorization to work in a self initiating manner, and to administer local anaesthetic as part of their dental hygiene practice in Nova Scotia.

Restricted Authorization	Authorized to Self-Initiate	Recognized to Administer Local Anaesthetic
January 31, 2017	668*	253
January 31, 2018	684*	283
October 31, 2018	700	292
October 31, 2019	726	327

\*Please note: These numbers have been corrected from previous years' reports.

## COMPLAINTS DIRECTOR REPORT

The CDHNS manages complaints, investigations and hearing processes in accordance with the Dental Hygienists Act, Regulations, other applicable legislation and policies. It is the College's policy to respond to formal written and signed complaints from all sources – members of the public, employers, other health professionals, other Colleges and members of the College. The Registrar acts as Complaints Director and may lay a complaint on behalf of the College. The Registrar receives and directs written complaints to the Investigation Committee except in exceptional circumstances where the Registrar may refer a complaint directly to the Hearing Committee.

There were two formal complaints to investigate from April 17, 2018 to October 31, 2019. Due to the nature of the complaints, only one Investigation Panel was required:

1. On April 17, 2018, the College received two complaints of alleged professional misconduct. A panel of the Investigation Committee dismissed the complaint pursuant to section 43(1)(a) of the *Dental Hygienists Act* on March 6, 2019. Complaints were dismissed because the allegations could not be substantiated.

## FACILITATING CONTINUING COMPETENCY

The College is committed to facilitating opportunities for quality, evidence based and relevant continuing education for the membership. To meet this commitment, the CDHNS undertook a number of activities between Nov 1, 2018 and Oct 31, 2019.

**2019 CDHNS AGM Highlights:** On May 24, 2019, the February 1, 2018 to October 31, 2018 Annual General Meeting (AGM) took place at Atlantica Hotel in Halifax, Nova Scotia with 183 members in attendance. The Council Chair, Jennifer Clark called the meeting to order and introduced the Council members present.

Jennifer Clark also outlined the work done by the Council and the Legislative Committee on the comprehensive review of the Dental Hygienist Regulations to determine areas that may require revision. This review was completed with the following lenses – (1) areas that are causing barriers to Nova Scotians' ability to access oral health care, (2) areas that require clarity, for example, ones that are often misinterpreted, and (3) registration/licensing areas that require an update to facilitate safe, efficient, and effective processes. The ultimate goal is to have clear, effective regulations that will help to improve the oral health of all Nova Scotians. Twelve areas identified for revision were outlined. Jennifer also informed registrants that in addition to consulting with other stakeholders, including the Provincial Dental Board, the NSDA, and government, the CDHNS would be seeking further input from CDHNS registrants. This included the Registrant survey that was to be circulated sometime in late fall 2019.

Outgoing Council Members – Jennifer Clark (Chair) and Carrie Morrison (Executive Member), were presented with small tokens of appreciation for their years of service.

The *Annual Report Feb 1, 2018 to Oct 31, 2018*, including the Council approved Audited Financial Statements, was received by the membership and was posted on the CDHNS website for members and the public to view.

The CDHNS had its first election of Council members since the inaugural Council transition in 2008/2009, resulting in the first electronic voting election. The following individuals were declared duly elected for Council for a two-year term effective July 1, 2019:

Hilary Boudreau	RaeLynn MacLean
Mallory Brent	Danielle Newell
Lindsay Macdonald	Nicole Stevens

Following adjournment of the AGM, the CDHNS held an event celebrating 10 years of self-regulation. There were 130 members and special guest in attendance. This was a wonderful event of reflection and celebration. Thank you to all who attended this event.

## LOCAL ANAESTHETIC – CONTINUING EDUCATION

Prior to approving an individual's application for authorization to administer local anaesthetic (LA), the CDHNS reviews the local anaesthetic program completed by the applicant to ensure the local anaesthetic course meets the requirements set out in CDHNS Policies. These standards are in place for protection of the public and include minimum educational requirements – theory and clinical, as well as currency in practice requirements, if applicable. A LA program has been offered through Dalhousie Continuing Dental Education in the spring for the last several years and is available to registered dental hygienists who did not obtain this set of competencies in their undergraduate program. The CDHNS works with Dalhousie Continuing Dental Education to ensure the course continues to meet the CDHNS requirements.

## OTHER CONTINUING COMPETENCY OPPORTUNITIES

### Continuing Dental Education at Dalhousie University

The Quality Assurance Committee (QAC) reviews the scheduled courses offered through the Continuing Dental Education program at Dalhousie University and then assigns credits and categories for the CDHNS program, following course completion. A sample of the upcoming courses provided through CDE are included in each of the Unison newsletters.

### Jurisprudence Course and National Dental Hygiene Certification Board (NDHCB) Exams

As noted earlier in this report, current members can access the Knowledge of Dental Hygiene Practice in Nova Scotia: Jurisprudence course online at the CDHA website as a continuing competence opportunity. Similarly, the NDHCB has two Practice Exams and a Quality Assurance Exam on their website which current members of the CDHNS can complete as a continuing competency opportunity.

### Interprofessional Collaboration

The CDHNS supports an environment of interprofessional collaboration to help achieve its ultimate mission (goal). To that end, there is cooperation and collaboration with stakeholders (provincially and nationally), including regulators and health professions to help registrants achieve a high standard of care and ensure that the public receives safe and effective care from Nova Scotia registered dental hygienists.

## Federation of Dental Hygiene Regulators of Canada (FDHRC)

The mission of the FDHRC is to provide national leadership in Dental Hygiene regulation for the protection of the public. All ten provinces are part of the FDHRC, which came into a more formalized existence in 2017. In Sept 2019, Stacy Bryan, CDHNS Registrar, became Chair of the FDHRC. In summer 2019, a call for proposals was put out for review and revision to the existing Entry-to-Practice Canadian Competencies for Dental Hygienists, which are part of the CDHA Standards of Practice Document, 2010. This will be a collaborative project that will involve all stakeholders, including, but not limited to, the practising dental hygienists across the country, dental hygiene educators and institutions, the CDHA, and the NDHCB.

## CDHA

Collaboration and communication on projects and other opportunities continue with the National Association throughout the year. The Registrar attends Executive Director's meetings and the Chair of Council attends the CDHA/Provincial meetings. This year's CDHA AGM and National Conference were held in Newfoundland. The Chair was in attendance at the Conference on behalf of Council.

The CDHA and CDHNS have launched a review of the existing Jurisprudence and Self-Initiation courses for Nova Scotia provided through CDHA's educational platform. During this reporting period, the CDHNS continued to publish news from CDHA in each newsletter.

## Nova Scotia Regulated Health Professions Network

The College is a member of the NSRHPN which is recognized under the *Regulated Health Professions Network Act*, (2012). This Act enables the 22 regulated health professions in the province to voluntarily collaborate, when deemed appropriate, in regulatory processes related to the investigation of complaints, interpretation and/or modification of scopes of practice, and review of registration appeals. The NSRHPN continues to meet quarterly. The NSRHPN provides another avenue for collaborative communication with the Department of Health and Wellness, and sharing issues of mutual concern on regulatory matters and best practices.

## Smoke Free Nova Scotia (SFNS)

The CDHNS is an Agency Level member of Smoke Free Nova Scotia. Paulette Hawksworth had been the CDHNS representative for SFNS until this past year. During this fiscal year, a representative was not found, but the CDHNS continued to support SFNS as an Agency Level member.

## COMMUNICATIONS, PUBLIC EDUCATION, PROMOTIONAL PUBLICATIONS AND ACTIVITIES

### Provincial Community Oral Health Promotion

This fiscal year, two initiatives were launched during the month of April 2019 as part of the CDHNS's commitment to reach all Nova Scotians and get out the following messages:

- (1) oral health is important to overall health
- (2) dental hygienists are an integral partner in helping Nova Scotians achieve oral health

Billboards were showcased in two locations during National Oral Health Month –one in Halifax and one in Sydney. In Nova Scotia regions outside of the billboard locations, during National Dental Hygienists Week™ (April 6-12, 2019), local Tim Horton's with TVs showed a short ad about dental hygienists serving in your community to help improve oral health/overall health. This ad ran twice per hour. With the combination of these two initiatives, we were able to access many Nova Scotians throughout our province. Thank you to the CDHNS Member Services Committee for spearheading these initiatives and thank you to Susan Keating-Bekkers for her generous donation of funds designated for billboard advertising.

### Employment Handbook - Empowering Yourself in the Work Place

This handbook is an excellent resource for those looking to understand provincial labour standards, needing to resolve an employment issue that requires a difficult conversation, or preparing for a job interview. It is made available to the general membership in our online library in the Members Only section of our website. This handbook was comprehensively updated in May 2017. During this fiscal year, the handbook links were updated and legislation was reviewed to ensure currency. A comprehensive review is slated for early 2020.



### NEWSLETTER

The Unison continues to provide members with information about dental hygiene practice, CDHNS updates through the "From the Desk of the Registrar", practice issues, health promotion, legislative, and educational information. Practice questions received from members often provide a topic for practice issues articles in the newsletter.

From Nov 1, 2018 to Oct 31, 2019, 3 editions of the Unison newsletter were published and distributed to registrants.



### WEBSITE [www.cdhns.ca](http://www.cdhns.ca)

The website is one of the main communication vehicles used to connect with the public, registrants, and potential applicants. It features sections on the role of the CDHNS, the role of the dental hygienists, education and qualifications of dental hygienists, legislation pertaining to the profession of dental hygiene practice in Nova Scotia, CDHNS Standards and Guidelines, registration and licensing, mandatory continuing education and CPR, and the complaints process. There is a list of all practising dental hygienists' names as well as those listed as independent dental hygiene practitioners. This information allows the public, employers, and insurance companies and others to confirm if a dental hygienist is registered and licensed to work in Nova Scotia.

## COMMUNITY EDUCATION RESOURCE CENTRE (CERC)

From Nov 1, 2018, to October 31, 2019, the CERC had 28 requests for supplies and resources to support educational activities in the community. The regions represented stretched from Yarmouth to Cape Breton and a wide variety of community groups were visited including expecting mothers, preschoolers, youth, and seniors. A total of 723 members of the public were served by the CERC centre through dental hygiene volunteers.

## IMPROVING ACCESS TO CARE

### GOVERNMENT

#### Oral Health Advisory Group and the CDHNS Legislative Review Committee

The CDHNS continues to dialogue with the Department of Health and Wellness to encourage the start of Phase III of the Oral Health Advisory: Development of a plan for an oral health strategy for the province.

The CDHNS Legislative Review Committee continued to work on regulation revisions based on the feedback gathered from stakeholders. The identified revisions were shared with registrants at the AGM in May 2019. Registrants also had further opportunity to provide feedback in a survey to all registrants targeted for circulation in late fall 2019. Preliminary meetings were also held with the Provincial Dental Board of NS, and the Nova Scotia Dental Association. A finalized document with all regulation revisions was to be submitted to government by end of January 2020.

## RECOGNIZING EXCELLENCE

### CDHNS AWARDS

#### Dalhousie Student Presentations

The CDHNS recognizes excellence through supporting awards to the newest members of our profession. In January 2019, the CDHNS provided financial awards to the first, second and third prize winners of Dalhousie University's School of Dental Hygiene second year DH student presentations.

#### CDHNS HIGHEST STANDING AWARD

Each year, the College of Dental Hygienists provides an award for the student with the highest academic standing graduating from the Dalhousie University, School of Dental Hygiene Program. The 2019 College of Dental Hygienists Award was presented to **Zoe Rolle**. Zoe registered and licensed with the CDHNS following graduation.





## RESOURCE ALLOCATION

As you review the financial statements, you are reminded that the comparison to the previous year's financial statement was a nine-month fiscal year because of the year end change (Feb 1, 2018 to Oct 31, 2018).

Although financial support for specific projects may be provided by grants or donors, funding for College programs and services primarily comes from registrant/member fees for registration, licensing and licence renewals. For the fiscal year from November 1, 2018 to October 31, 2019, the College allocated resources in the following key areas.

1. Governance of the organization: includes Council's operational expenses for meetings, member functions, professional development skills workshops, financial audit, insurance, professional and consulting fees related to Council activities and responsibilities. It includes the operating costs for the Credentials, Investigation and Hearing Committees. All three Committees had orientations this year. Discipline costs this year totalled \$12,048. They are taken directly from the Discipline Reserve Fund.
2. Excellence in Dental Hygiene Care: includes all the expenses involved in fulfilling the College's regulatory responsibilities under the legislation. These responsibilities are all outlined in the Annual Report, starting on page 5 and include registration and licensing and developing, revising, and upholding Standards of Practice.

3. Access and Advancement: includes initiatives to provide information and support to members regarding practice, employment issues and opportunities, oral health information to the public, increased recognition of the profession, development of leadership, member and student awards and prizes, increasing access to care initiatives, and increased opportunities for inter professional and interagency collaboration.

Often, projects and initiatives in the budget are not fully completed by the fiscal year end. This unfinished business results in the reporting of an excess of revenue over expenses in the Financial Statement. The projects and initiatives are still scheduled for completion and any remaining funds at year end are used to complete these planned projects. This was the case with some activities designated under Special Projects, which include Legislation Review and the revamp of the Continuing Competency Program.

In this fiscal year, the budget also included the special projects fund, which included Continuing Competency Program revisions and legislative review. Funds for these activities were taken from the internally restricted funds designated for those purposes. Funds used from the internally restricted account Special Projects (\$19,002). A modest excess of revenue over expenditures of \$19,784 is noted during this fiscal year.

# FINANCIAL STATEMENTS

## INDEPENDENT AUDITOR'S REPORT

### TO THE MEMBERS OF COLLEGE OF DENTAL HYGIENISTS OF NOVA SCOTIA:

#### Opinion

We have audited the financial statements of College of Dental Hygienists of Nova Scotia (the "Organization"), which comprise the statement of financial position as at October 31, 2019, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies. In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of College of Dental Hygienists of Nova Scotia as at October 31, 2019, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

#### Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audits of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing these financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to a going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so. Those charged with governance are responsible for overseeing the Organization's financial reporting process.

#### Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our independent auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our independent auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

**COLLEGE OF DENTAL HYGIENISTS OF NOVA SCOTIA**  
*STATEMENT OF FINANCIAL POSITION – OCTOBER 31, 2019*

**ASSETS**

	<u>Total</u> <u>2019</u>	<u>Total</u> <u>2018</u>
<b>Current</b>		
Cash	\$ 880,930	\$ 769,605
Receivables, trade	641	–
Due from restricted fund	930	25,274
Prepaid expenses	<u>643</u>	<u>554</u>
	883,144	795,433
<b>Investments, internally restricted (note 3)</b>	<u>367,487</u>	<u>390,483</u>
	<u><u>\$ 1,250,631</u></u>	<u><u>\$ 1,185,916</u></u>

**LIABILITIES**

<b>Current</b>		
Payables and accruals, trade (note 4)	\$ 25,147	\$ 23,747
CDHA payable	162,728	149,214
Deferred revenue (note 5)	<u>363,359</u>	<u>333,342</u>
	<u>551,234</u>	<u>506,303</u>
<b>Commitments (note 6)</b>		

**NET ASSETS**

Internally restricted (note 3)	367,487	390,483
Unrestricted	<u>331,910</u>	<u>289,130</u>
	<u>699,397</u>	<u>679,613</u>
	<u><u>\$ 1,250,631</u></u>	<u><u>\$ 1,185,916</u></u>

**COLLEGE OF DENTAL HYGIENISTS OF NOVA SCOTIA**  
*STATEMENT OF CHANGES IN NET ASSETS – OCTOBER 31, 2019*

	<u>Internally</u> <u>Restricted</u>	<u>Unrestricted</u>	<u>Total</u> <u>2019</u>	<u>Total</u> <u>2018</u>
Balance, beginning of period	\$ 390,483	\$ 289,130	\$ 679,613	\$ 671,689
Excess (deficiency) of revenues over expenditures	(42,719)	62,503	19,784	7,924
Transfer from unrestricted net assets	<u>19,723</u>	<u>(19,723)</u>	<u>–</u>	<u>–</u>
Balance, end of period	<u><u>\$ 367,487</u></u>	<u><u>\$ 331,910</u></u>	<u><u>\$ 699,397</u></u>	<u><u>\$ 679,613</u></u>

## COLLEGE OF DENTAL HYGIENISTS OF NOVA SCOTIA

STATEMENT OF OPERATIONS FOR THE TWELVE MONTHS ENDED OCTOBER 31, 2019  
(With Comparative Figures for the Nine Months Ended October 31, 2018)

	<u>2019</u>	<u>2018</u>
<b>Revenue</b>		
Licensing fees (note 7)	\$ 369,308	\$ 282,102
Investment income	16,328	7,456
AGM and CCE events	4,782	24,894
Other income	<u>4,372</u>	<u>9,021</u>
	<u>394,790</u>	<u>323,473</u>
<b>Expenditures</b>		
Advertising and promotion	13,590	8,257
AGM and CCE events	17,276	20,683
Committee and council meetings	24,444	16,533
Communications	3,042	2,482
Consultants	9,981	23,764
Dues and fees	800	800
Insurance	7,193	6,698
Interest and bank charges	2,994	2,557
Investigations	9,680	13,776
Office	27,934	37,444
Professional Development	1,626	648
Professional fees	19,941	13,449
Quality assurance and special projects	19,002	13,991
Regulatory fees	7,734	6,664
Rent	30,413	23,718
Travel	5,745	4,766
Wages and benefits	<u>173,611</u>	<u>119,319</u>
	<u>375,006</u>	<u>315,549</u>
<b>Excess (deficiency) of revenues over expenditures</b>	<u>\$ 19,784</u>	<u>\$ 7,924</u>

**COLLEGE OF DENTAL HYGIENISTS OF NOVA SCOTIA**

*STATEMENT OF CASH FLOWS FOR THE TWELVE MONTHS ENDED OCTOBER 31, 2019  
(With Comparative Figures for the Nine Months Ended October 31, 2018)*

	<u>2019</u>	<u>2018</u>
<b>Operating Activities</b>		
Excess (deficiency) of revenues over expenditures	\$ 19,784	\$ 7,924
Net change in non-cash working capital		
Due from restricted fund	24,344	(26,440)
Prepaid expenses	(89)	6,701
Payables and accruals, trade	1,400	1,467
CDHA payable	13,514	148,428
Deferred revenue	<u>30,017</u>	<u>78,031</u>
	<u>88,329</u>	<u>216,111</u>
<hr/>		
Increase in cash during year	88,329	216,111
Cash and cash equivalents, beginning of year	<u>1,160,088</u>	<u>943,977</u>
Cash and cash equivalents, end of year	<u>\$ 1,248,417</u>	<u>\$ 1,160,088</u>
<hr/>		
<b>Represented by:</b>		
Cash	\$ 880,930	\$ 769,605
Cash, internally restricted	77,035	128,104
Investments, internally restricted	<u>290,452</u>	<u>262,379</u>
	<u>\$ 1,248,417</u>	<u>\$ 1,160,088</u>

## 1. Purpose of organization

College of Dental Hygienists of Nova Scotia (the College) was incorporated May 15, 2009 under the Dental Hygienists Act of Province of Nova Scotia. The College qualifies as a not-for-profit organization under the Canadian Income Tax Act and accordingly is exempt from income taxes.

The main objective of the College is to serve and protect the best interest of the public by regulating the profession. The College represents the dental hygienists of Nova Scotia by being responsible for registration, licensing, discipline and advancement of its members.

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## 2. Significant accounting policies

The College has applied the following significant accounting policies:

### (a) Basis of presentation

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations.

### (b) Cash and cash equivalents

Cash and cash equivalents consists of cash on hand and balances with banks. The College considers securities with original maturities of one year or less as meeting the definition of convertible to known amounts of cash.

### (c) Fund accounting

The College has established internally restricted funds to fund future contingencies as outlined in note 3. The unrestricted fund reports the revenues and expenditures relating to the normal operations of the College.

### (d) Financial instruments

The College initially measures its financial assets and financial liabilities at fair value, adjusted by the amount of transaction costs directly attributable to the instrument. The College subsequently measures all of its financial assets and financial liabilities at amortized cost. Transaction costs are amortized on the straight line basis over the term of the instrument.

### (e) Capital assets

Capital assets are expensed as office expenses in the year of acquisition. During the year, the College expensed computer and office equipment totaling \$Nil (nine months ending October 31, 2018 - \$13,080).

### (f) Use of estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

**COLLEGE OF DENTAL HYGIENISTS OF NOVA SCOTIA**

NOTES TO FINANCIAL STATEMENTS – OCTOBER 31, 2019

(g) Revenue recognition

The College follows the deferral method of accounting. Unrestricted revenues are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred.

Licensing fees are recognized as revenue over the period of time to which they relate. Annual licensing fees are due October 31 each year.

(h) Contributed services

Volunteer services contributed on behalf of the College in carrying out its operating activities are not recognized in these financial statements due to the difficulty in determining their value.

**3. Internally restricted funds**

The balances of the internally restricted funds are comprised of the following:

	<u>2019</u>	<u>2018</u>
CIBC Wood Gundy High Interest Savings Account	\$ 175,678	\$ 172,915
Hollis Investment Savings Account	105,575	104,739
CIBC GIC for Visa Collateral	10,129	10,000
CIBC Operating Account	<u>77,035</u>	<u>128,103</u>
	368,417	415,757
Due from unrestricted fund	<u>(930)</u>	<u>(25,274)</u>
	<u>\$ 367,487</u>	<u>\$ 390,483</u>

These funds have been established to fund future contingencies as follows: -

	<u>2019</u>	<u>2018</u>
Disciplinary matters	\$ 247,954	\$ 254,684
Rent/office	40,217	39,217
Computer IT	41,726	40,726
Registrar succession	10,455	9,848
Visa collateral	10,129	10,000
Quality assurance and special projects	<u>17,006</u>	<u>36,008</u>
	<u>\$ 367,487</u>	<u>\$ 390,483</u>

**4. Payables and accruals, trade**

Included in payables and accruals as at October 31, 2019 are government remittances of \$3,625 (October 31, 2018 - \$4,134).

**COLLEGE OF DENTAL HYGIENISTS OF NOVA SCOTIA**

NOTES TO FINANCIAL STATEMENTS – OCTOBER 31, 2019

**5. Deferred revenue**

	<u>2019</u>	<u>2018</u>
Licensing fees	\$ <u>363,359</u>	\$ <u>333,342</u>

**6. Commitments**

The College has entered into operating leases for its premises, liability insurance, membership management system support, and a photocopier. The lease payments required over the next four years; including the estimated additional rent for the common area of premises, are as follows:

2020	\$ 64,041
2021	\$ 58,091
2022	\$ 57,884
2023	\$ 10,578

**7. Licensing fees**

	<u>2019</u>	<u>2018</u>
Practising and non-practising licensing fees	\$ 352,746	\$ 269,902
Professional corporations licensing fees	\$ 100	\$ –
Registration fees	\$ 9,046	\$ 7,200
Application fees	\$ 7,366	\$ 5,000
Reinstatement fees	\$ <u>50</u>	\$ <u>–</u>
	<u>\$ 369,308</u>	<u>\$ 282,102</u>

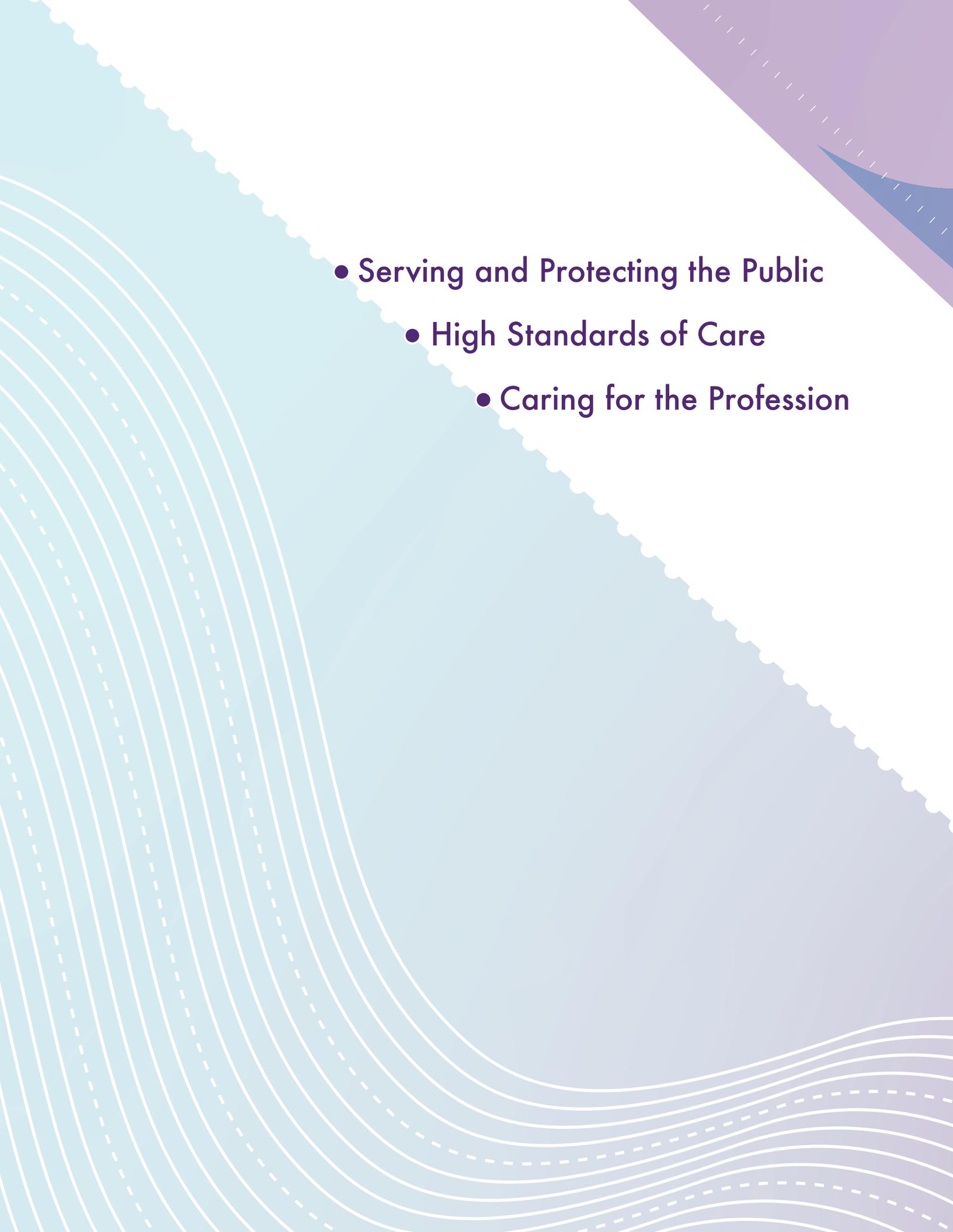
**8. Financial instruments**

The College is exposed to various risks through its financial instruments and has a comprehensive risk management framework to monitor, evaluate and manage these risks. Management does not feel that the College is exposed to any significant risks.

Investments

The College has invested in a short term guaranteed investment certificate which bears interest at 0.60% and matures on November 8, 2019.



- 
- **Serving and Protecting the Public**
    - **High Standards of Care**
      - **Caring for the Profession**