

CDSBC Board & Stakeholder Workshop Renewing CDSBC's Policy Process

20 February 2016 | 9:00 am – 3:00 pm | Hyatt Vancouver

Meeting Report

Prepared by Susanna Haas Lyons, Public Engagement Specialist



CDSBC Board & Stakeholder Workshop Renewing CDSBC's Policy Process

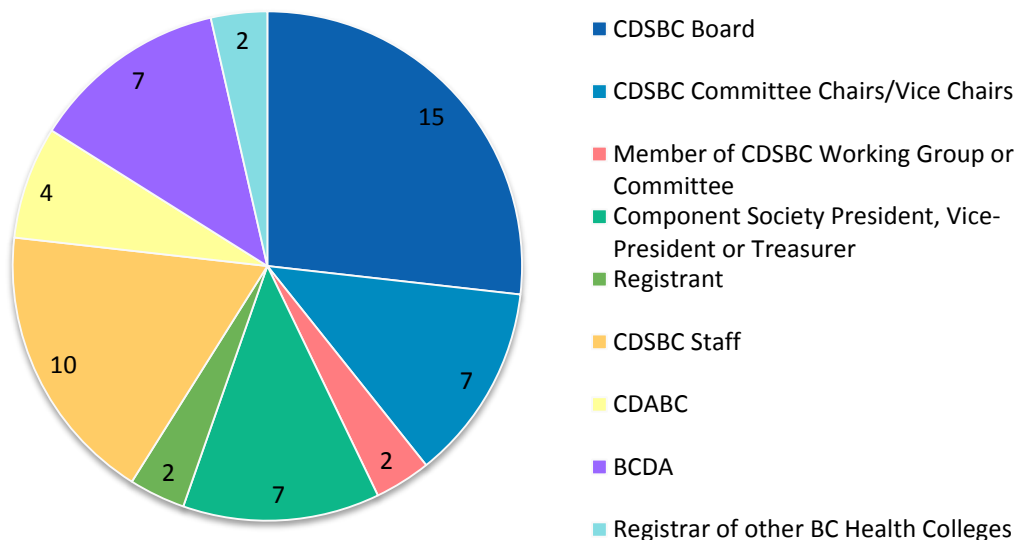
This report summarizes the ideas shared by participants during a 20 February 2016 workshop focused on renewing the CDSBC policy development process.

A diverse group of 60 stakeholders – including registrants, representatives from the BC Dental Association, Certified Dental Assistants of BC, and dental component societies – gathered with CDSBC committee members, board members and staff.

The goal was to get input about how to strengthen the College's policy development process, in a way that develops policy that both serves and protects the public and is attuned to the realities of professional practice.

Input from the workshop will guide refinement of the future CDSBC policy development framework, along with best practices. All registrants will have the opportunity to provide feedback as well. The Board hopes to finalize and approve the new framework in June 2016.

Workshop Participants by Primary Affiliation



NOTE: many participants fall into more than one category; in those cases only their main affiliation is shown here. Examples: a dentist registrant who is the vice-chair of a College committee would be identified as "CDSBC Committee Chairs/Vice Chairs" A CDSBC staff dentist would be identified as "CDSBC staff". Dentists who are on the Board or staff of the BCDA show as "BCDA."

What is Good Policy?

The workshop first established a shared foundation about the issues at hand through a presentation and discussion about topics such as the CDSBC mission, mandate, and policy (see the Appendix for details).

A conversation was then held about the definition of good policy. The ideas in blue were added by participants during plenary discussion:

What is Good Policy?

- Focused on a problem, proportionate to risk posed, with minimized side effect
- States clearly proposed outcomes and provides a framework for achieving these outcomes
- Supported by sound evidence or based on best-practice
- Considers intended as well as unintended consequences
- Aligned / consistent with CDSBC mandate, policies and reflects CDSBC strategies, goals and values
- Concise, clearly communicated, widely understood
- Monitored, evaluated and reviewed on a regular basis

Additional ideas raised by participants about ‘good policy’ include:

- Further clarity required about how the policy process will work
- More communication required about why a policy is being considered
- Acknowledge when a mistake in the policy process is made
- Consider the impact on dental care in the province and the effect on cost and access to care
- Get input from everyone affected by that policy, some registrants think they have no voice. Notification should be done in a way that is as effective as possible

Reviewing the Draft CDSBC Policy Development Process

The renewed CDSBC policy development process will have four phases:

1. **Identify** and clarify the issue and desired outcome, Board decides if the issue is suitable for CDSBC policy
2. **Develop** a policy draft through research, targeted consultation, and analysis. Inform registrants and other key stakeholders
3. **Share** the policy draft and actively solicit input from registrants and stakeholders. Acknowledge and analyze input, consider input during redrafting. Approve, communicate and implement policy.
4. **Review** the policy for relevance as required

Workshop participants reviewed the draft process and reported the following ideas as the most important aspects of their discussions (content below reflects submissions from table discussions; participants were not asked to come to consensus):

Phase 1: Identify & Phase 4: Review

- Communicate early and often
- Be proactive in identifying issues
- Clarify how and when an issue is serious or widespread enough to require a policy or regulatory response.
- Process for issue evaluation should have simplicity, transparency, be standardized, and fair
- Define and measure the problem, and progress
- Communicate background evidence
- Needs to be based in core ethics, and communicate those ethics openly to all
- Adaptability throughout
- Policy is a living document subject to revision and new information

Phase 2: Develop

- We like the new blue box for initial communication and consultation. Connect with the full range of stakeholders
- Stakeholder engagement at every opportunity; make sure all stakeholders are identified and involved appropriately
- When revisions are made to draft policies, go back to the initial focus group for their feedback
- Explain why significant feedback is not adopted
- Communication and consultation throughout the entire process, not just isolated in Phase 2
- Use a standardized process, and template, for each stage so no steps are missed

Phase 3: Share

- Communication, communication, communication. Keep everyone in the loop with on-going communication with stakeholders throughout the policy process
- Clarify the stage of policy development to all stakeholders. Use a flow chart
- Transparency. All stakeholders are aware of the process early and updated often. The rationale for decision is clear
- Close the loop. Acknowledge receipt of concerns by email. Follow up with results of the inquiry or concern consultation by email.
- Analyze, consider and do something about the feedback. Registrants should know that CDSBC is listening. Registrants want to know due diligence is done

Workshop participants' suggestions on the Draft Policy Development Process

The process chart on the next page was developed through pre-workshop interviews and from the workshop itself (yellow highlighter is used to indicate the changes suggested by workshop participants in response to an earlier draft).

The draft included here will be updated in response to upcoming discussions with the CDSBC Board, registrants and others.

Working Effectively with CDSBC Stakeholders

Participants considered how to address two challenges facing CDSBC in working effectively with registrants and other stakeholders. The following ideas were generated:

How to hear from diverse voices during CDSBC engagement efforts

- Early and ongoing communications, letting them know CDSBC is considering an idea that may affect them, and how it may affect them. Provide ongoing updates.
- Be reasonable in your expectations on the amount of feedback, recognize that people are busy
- Ask people to help carry the message, such as component society leaders
- Identify specific groups of people to be involved and communicate appropriate to their needs
- Use a range of in-person and online engagement methods
- Communicate with clear language and short, concise messages
- Provide FAQ, background information, roadmap of policy development process
- Need to promote understanding of narrow mandate of CDSBC: to serve and protect the public
- To reduce apathy we need to encourage a sense of community and values

How to ensure policy discussions stay focused on the public interest

- Be clear on how “public interest” is defined (i.e. safe care, effective care, ethical care, access to care, etc.)
- Public interest is not exclusive of the profession’s own perspective. The profession serves the public
- Specifically ask for respondents to consider “implications for the public”
- Increase education and understanding of CDSBC mandate, provide regular reminders
- More conversations with registrants and stakeholders early on; engage BCDA informally as a straw dog on the topic together initial insight (*sic*)
- Focus groups and steering committee existing components of organized dentistry
- Poll the public and report on results
- Improve transparency. Identify ways to more effectively communicate decisions and outcomes
- Clarify way of identifying issues to be addressed by college

Criteria for Evaluating CDSBC Policy Process

To determine if the new CDSBC policy development process is working, criteria for measuring the process are required. Evaluation criteria suggested by participants were:

- Does the policy address the concern? Is it simple? Is context provided?
- Does it make sense? Is it reasonable? Does it fall within our mandate?
- Efficient process
- Transparent process
- Consistent process
- Awareness by registrants and stakeholders of the policy development process
- Increased engagement during the process
- Representative sample. Taking into account practice style, language, location, gender, age etc.
- Less negative feedback from membership
- Satisfaction with the process from registrants
- Responses reveal understanding of draft policy changes
- Impact on health outcomes is positive
- Defensible process: can stakeholders support the process even if they don't agree with the outcome?
- Reasonable process
- Was policy implemented correctly and, if so, did it have the desired effect?
- Public interest is maintained and met, "serve the public"

Workshop Evaluation

Participants were asked to give feedback about the day. Themes from respondents were:

- Great cross section of relevant stakeholders
- Lots of interaction, opportunities to talk to each other; activities a bit too complex
- Handouts to prior to meeting would have been helpful
- Appreciate that they are trying to improve their process - making it more transparent & inclusive; CDSBC is trying...very positive.
- I think it was impactful and important effort - more to come please.

Attachments

1. Workshop Agenda
2. Workshop Evaluation
3. Workshop PowerPoint Presentation

CDSBC Board & Stakeholder Workshop

Renewing CDSBC's Policy Process

20 February 2016 | 9:00 am – 3:00 pm | Hyatt Vancouver, 655 Burrard Street, Vancouver | “Plaza B”, 2nd floor

Meeting Goal

Get input from the Board and CDSBC stakeholders about how to strengthen the College's policy development process, so it results in policy that both serves and protects the public and is attuned to the realities of professional practice. To include a policy development workflow.

Purposes

- Increase participant understanding of the current and proposed role of stakeholder engagement in the CDSBC policy development process, and share foundational information about best practices in engagement
- Receive input on how to strengthen engagement practices in the CDSBC policy development process
- Solicit advice on effectively engaging registrants and stakeholders
- Begin to establish criteria for measuring success of the CDSBC policy development process

Agenda

Many elements of the agenda involve discussion at the tables

8:00 am	Breakfast
9:00 am	Welcome – David Tobias, Chair of the Board / CDSBC President and Jerome Marburg, Registrar and CEO Setting the Stage – Susanna Haas Lyons, Engagement Specialist
9:25 am	Who's in the room? Introductions
9:50 am	Context for our discussion today
10:05 am	Foundations of engagement practice
10:30 am	Break
10:45 am	Motivations for CDSBC engagement
11:00 am	Input on a draft workflow for developing CDSBC policy
12:00 pm	Lunch
1:00 pm	Three stages of engagement: Plan, Involve, Respond
1:15 pm	Working effectively with registrants and stakeholders
2:00 pm	Criteria for successful policy development process
2:40 pm	Meeting evaluation and next steps Closing comments from David Tobias
3:00 pm	Adjourn (Board debrief to follow)



Workshop Facilitator: Susanna Haas Lyons

Susanna is an engagement specialist who develops strategy and provides training for better conversations that lead to decision-making. Bridging online and face-to-face methods, Susanna has worked on some of North America's largest and most complex citizen engagement projects. Susanna is an instructor of engagement skills at post-secondary institutions as well as for provincial governments. She is certified by the International Association for Public Participation (IAP2) and has an M.A. from the University of British Columbia. Susanna is a judge for IAP2 Canada's annual awards for excellence and innovation in the field of public participation. www.susannahaaslyons.com

Workshop Evaluation

Participants were asked to give feedback about the day. The following are the themes respondent comments, using their own words:

What worked well today?

- Great cross section of relevant stakeholders
- Interaction; Opportunities to talk to each other; Table discussions and sharing/brainstorming sessions; Format was good.
- Collaboration among the different stakeholders in a productive respective way
- The draft chart was helpful in focusing discussion of process
- Well rounded discussion on various topics

What could have been improved about today?

- Being more specific - perhaps working a single issue so there is less generalized language, more showing how a specific thing was actively worked through.
- Simplify the activities. Too many tasks / questions, colors, worksheets
- Handouts to slides prior to meeting would have been helpful
- More time to discuss.
- More balanced mix of participants at each table

In what ways has today's meeting impacted how you see your role in CDSBC's policy development process?

- Made me better understand the role of the CDSBC.
- Appreciate that they are trying to improve their process - making it more transparent & inclusive; CDSBC is trying...very positive.
- More aware of needing to advocate for the current mandate/mission.
- Understand that once Board Member elected by registrant, now represents public
- Have talked many times over several years about how the College was disconnected with membership. I felt the College was listening today. I hope the group effort will result in demonstrated changes.
- Identified what CDSBC can do better and some ideas of how to do that.
- Informed the registrants that they do have a voice, and more importantly, can speak up without fear of repercussion. Not 100% success in this area, but more so than when they first started the session.
- Encouraged that improvements in policy development will occur soon!

Do you have any questions or suggestions?

- Follow through on the recommendations.
- More meetings like this.
- Well done workshop. Excellent facilitator.
- Need to engage more younger members at these workshops.
- Giving significance to regulation and its impact on dentists. The public is only served well as protected by a healthy, responsible, sustainable profession.
- Great day! Well done CDSBC -doing this in the current spicy environment was a great thing to do. I think it was impactful and important effort - more to come please.



Renewing CDSBC's Policy Process

CDSBC Board & Stakeholder Workshop
20 February 2016 - Vancouver BC



Regulating dentistry in the public interest

Welcome

Dr. David Tobias
Chair of the Board & CDSBC President



Welcome

Jerome Marburg
Registrar & CEO, CDSBC



Welcome

Susanna Haas Lyons
Facilitator & Engagement Specialist



Purpose of Today

Get **your input** about how to **strengthen** the College's **policy development process**, so it results in policy that both **serves and protects the public** and is **attuned to the realities of professional practice**



How your input will be used

- Inform the refinement of CDSBC policy development framework, along with best practices
- Upcoming opportunity for all registrants to provide feedback
- Revised policy development process for consideration by Board in June
- If approved, framework will be used by CDSBC Committees and Working Groups



Agenda Overview

- Introductions
- Foundations of engagement
- Motivations for CDSBC engagement
- Draft workflow for developing CDSBC policy

Lunch

- Working effectively with registrants and stakeholders
- Criteria for successful policy development process
- Next steps



Discussion Guidelines

- Share airtime
- Speak from your own perspective
- Work to understand others' ideas
- Criticize ideas, not individuals
- Remember the shared goal of creating a policy process that both serves and protects the public and is attuned to the realities of professional practice



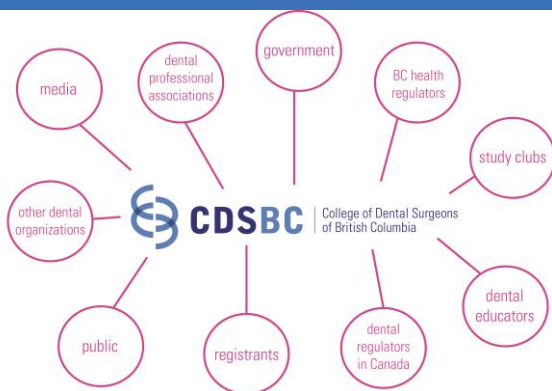
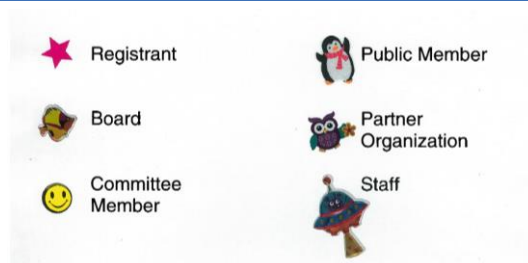
Table Introductions

At your table, share:

- Name
- Role
- Why did you first get involved in dentistry?
 - Answer as a practitioner, CDSBC staff, or if you are not in the field of dentistry, what motivated you to get involved in your own line of work



Sticker Legend



CDSBC Mission

The College of Dental Surgeons of BC regulates dentists, dental therapists and certified dental assistants **in the public interest.**

It does so by **establishing, monitoring, and enforcing** the **competent** and **ethical practice** of these dental practitioners.





QUEEN'S PRINTER
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BC HEALTH PROFESSIONS ACT

Duty and objects of a college

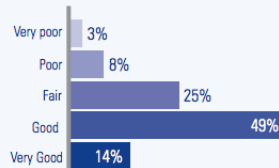
16 (1) It is the duty of a college at all times

- (a) to serve and protect the public, and
- (b) to exercise its powers and discharge its responsibilities under all enactments in the public interest.



August 2015 Registrant Survey

Under the *Health Professions Act*, CDSBC's duty is to serve and protect the public. How would you rank CDSBC's performance in meeting this mandate?



63% of respondents think the College's performance in meeting its mandate is either "good" or "very good"

Does not equal 100% because results have been rounded.



CDSBC Mandate

Establishes **entry to practice, certification and registration** requirements

Establishes, monitors, and regulates **standards of practice, guidelines for continuing practice and ethical requirements** for all dentists and certified dental assistants

Establishes and administers processes for the management of **complaints and discipline**



What is CDSBC Policy?

- Standards
- Guidelines
- By-laws
- Governance procedures
- Operational policy

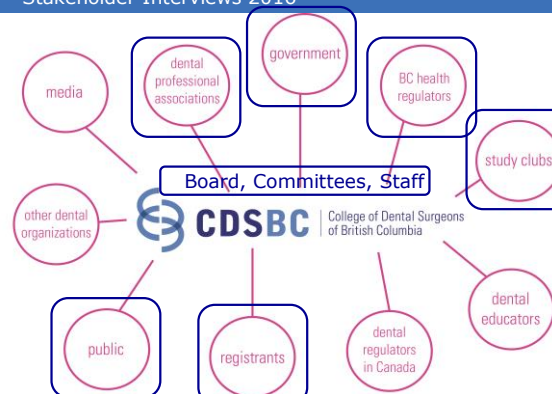


What is Good Policy?

- Focused on a problem, proportionate to risk posed, with minimized side effect
- States clearly proposed outcomes and provides a framework for achieving these outcomes
- Evidence-based or best practice
- Considers intended, unintended consequences including delivery of access to care
- Aligned / consistent with CDSBC policies, mandate and reflects CDSBC strategies, goals and values
- Concise, clearly communicated, widely understood
- Monitored, evaluated and reviewed on a regular basis



Stakeholder Interviews 2016



Themes from Interviews

- How does an issue get identified and then prioritized for CDSBC policy? Need for clarity and transparency
- Need for increased consultation before, during and after a policy draft is put before the Board and registrants
- Additional issues:
 - Best practices for communicating with registrants
 - College is seen to be well governed
 - Strong relationships with government
 - Lack of clarity about the role and functions of the CDSBC and its administration



The key issue is one of engagement.
Why, with who, how, when



Defining Terms

Engagement

"When an organization reaches outside of itself to seek the involvement of others in its decision-making processes. Participants are generally those most likely to be affected by the matter under consideration."

Capital Regional District



Defining Terms

Consultation

- Participants provide feedback on analysis, issues, alternatives and decisions



Defining Terms

Responding

- In both consultation and engagement, participant input is listened to and acknowledged
- College makes decisions to serve and protect the public
- Not everyone will agree, but the process should be good*

* Criteria of a good process is our last task for the day

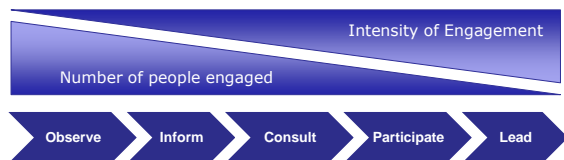


Why Engage?

- Improve quality of decisions
- Increase understanding of issues and perspectives
- Identify critical issues early
- Enable transparency and openness
- Promote collaborative and productive relationships



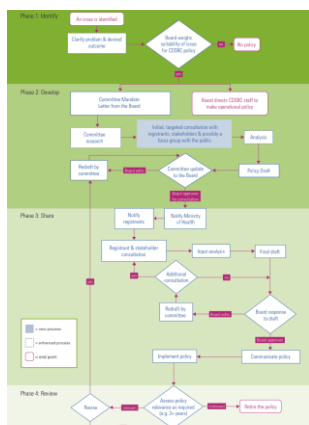
How to Engage CDSBC Engagement Spectrum *Draft*



When to Engage Types of Decisions

Less Need for Engagement	More Need for Engagement
Operational	Impact on practice of dentistry
Technical / legal	Values based
Routine	Controversial
Few possible solutions	Many possible solutions
Known & accepted values	Values in conflict
Impacts few people	Impacts many people, or some people are highly impacted
Few perceived risks	Perception of high risk
Standard decision	Leadership requests stakeholder input prior to making the decision

Draft CDSBC Policy Development Process



Draft Policy Development Process

In a moment, move to a table assigned with a Phase of interest to you

- **Tables 1-3:** Phases 1 & 4
- **Tables 4-6:** Phase 2
- **Tables 7-10:** Phase 3

Choose a time-keeper and a recorder

Work as a table, using the numbered worksheets, to answer:

1. What are your initial thoughts about the draft CDSBC policy development process as a whole? ~20 min
2. During this Phase, what can be done at each step of the process to ensure the best outcome for the public? Who should do it? What's missing from the diagram? ~25 min
3. What are three important themes from your discussion? ~10 min

Fictional Scenario Task Summary

The dental regulators in Ontario and Alberta have implemented a new requirement for sinus lift graft procedures.

They now require a minimum number of hours of didactic training and a minimum number of supervised cases before dentists are permitted to perform sinus lift graft procedures.

A review of CDSBC's own complaints files shows that the number of complaints involving sinus lift graft procedures is on the rise.

Apply the draft CDSBC policy process to this scenario.

Choose a time-keeper and a recorder. Write phase name on all worksheets!

Worksheets:

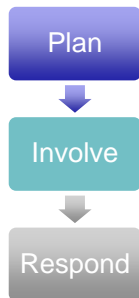
1. Initial thoughts ~20 min
2. During each step of this Phase, what can be done to ensure the best outcome for the public? Who should do it? What's missing? ~25 min
3. What are three important themes from your discussion? ~10 min



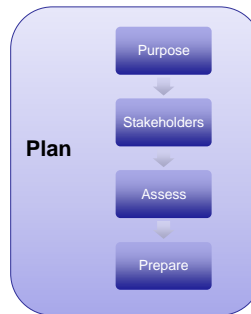
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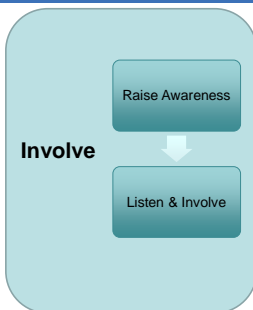
Three Stages of Engagement



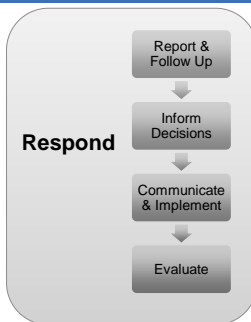
Three Stages of Engagement



Three Stages of Engagement



Three Stages of Engagement



Working Effectively with Stakeholders

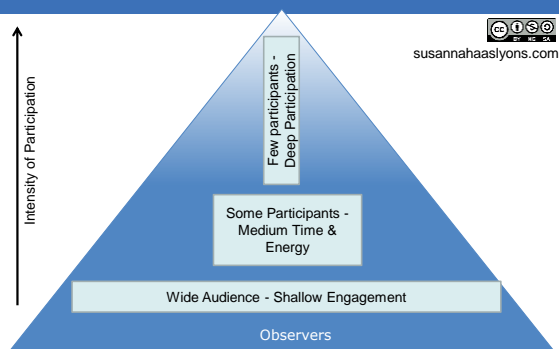
Two issues to be addressed:

1. Hearing from representative voices during consultation efforts, given that many registrants aren't attentive until there is something to object to
2. Challenge of keeping the public at the center of the discussion, as people often default to focusing on what's best from their own perspective

Working Effectively with Stakeholders

1. Take a few minutes on your own, using Worksheet #4, to:
 - Define the problem
 - Brainstorm solutions that might effectively address the problem
2. Work as a table to come to a common understanding of the problem
3. Share ideas about solutions, then choose 2-3 of the table's best. Write one idea per sticky note **using the black marker**:
 - Yellow stickies: hearing from diverse voices
 - Green stickies: centering discussion on public interest
 - Pink stickies: other issues. Be sure to clearly define the issue and describe solution

Engaging a Range of People



Outreach Essentials

1. Craft a powerful message based on WIIFM
2. Set targets and measure who's participating
3. Don't go it alone
4. Provide Ready-to-Use outreach materials and talking points
5. Track progress and adjust your strategy as you go

Criteria for Evaluating CDSBC Policy Process

Consider:

- **Process**
e.g. Responsiveness: adjustments made to help address raised concerns while also achieving the desired and required outcomes
- **Policy content**
e.g. Focused on a problem; Proportionate to risk posed, with minimized side effect
- **Impact of the policy**
e.g. Reduces incidence of infection or other negative health impacts
- **Other issues of importance**

Criteria for Evaluating CDSBC Policy Process

1. Brainstorm some using Worksheet #5 / directly on orange stickies
2. Share your ideas with your table
3. Work as a table to select 4 to 6 evaluation criteria to recommend. Write these on orange sticky notes

Consider:

- **Process (four phases of the flow chart)**
e.g. Responsiveness: adjustments made to help address raised concerns while also achieving the desired and required outcomes
- **Policy content**
e.g. Focused on a problem; Proportionate to risk posed, with minimized side effect
- **Impact of the policy**
e.g. Reduces incidence of infection or other negative health impacts
- **Other issues of importance**

Closing

Meeting Evaluation

Closing

Next Steps & Thank You

