CDSA

College of Dental Surgeons of Alberta



# STRATEGIC PLAN 2027-2032

REGULATE WITH INTEGRITY.
PROTECT WITH PURPOSE.

# TABLE OF CONTENTS


03 Overview

04 Guiding Statements

05 Our Strategic Direction - From Structure to Performance

05 What We Mean by Public Protection

06 Building on Our Foundation

07 How this Plan Advances Public Protection

08 Our Four Strategic Outcomes

09 Our Four Strategic Pillars

10 Our Strategic Priorities

10 Partnering for Better Regulation

10 Let's Move Forward

11 What This Means for Albertans

11 Our Commitment



# STRATEGIC PLAN 2027-2032

## OVER VIEW

The College of Dental Surgeons of Alberta (CDSA) exists to protect the public through the regulation of dentists and the dental profession.

This Strategic Plan sets the direction for the CDSA from 2027 to 2032 and outlines how it will continue strengthening public protection, regulatory effectiveness, professional accountability, and organizational sustainability. It reflects the CDSA's commitment to evidence-informed regulation, transparent decision-making, and continuous improvement in the public interest.

## Our Purpose

Protecting the public through ethical, fair, and responsible regulation of dentists and the profession.

## Our Vision

To be a trusted leader in professional regulation, recognized for innovation, integrity, and strengthening public confidence in oral health care.

## Our Mission

To uphold ethical standards in the practice and regulation of dentists, fostering trust and accountability, while protecting the public.

# Guiding STATEMENTS

## Our Values

### INTEGRITY
We make decisions that are ethical, principled, and in the public interest.

### RESPECT
We treat all individuals fairly, professionally and with dignity.

### COMPASSION
We recognize the human impact of our decisions and interactions.

### FAIRNESS
We apply regulatory processes consistently, impartially, and objectively.

### TRANSPARENCY
We communicate openly and provide clear rationale for our decisions.

# OUR STRATEGIC DIRECTION - FROM STRUCTURE TO PERFORMANCE

Over the past decade, the CDSA has strengthened its governance, modernized its regulatory programs, and improved the systems and processes that support public protection.

The focus of this Strategic Plan is to build on that foundation by strengthening accountability, enhancing regulatory effectiveness, and demonstrating the impact of our work.

## Our strategic direction is clear:

> *Advance public protection through effective governance, evidence-informed responsible regulation, clear standards, organizational capability, and measurable accountability.*

Everything we do supports our mandate to protect patients, serve the public interest, and maintain confidence in the regulation of dentists and the dental profession in Alberta.



# WHAT WE MEAN BY PUBLIC PROTECTION

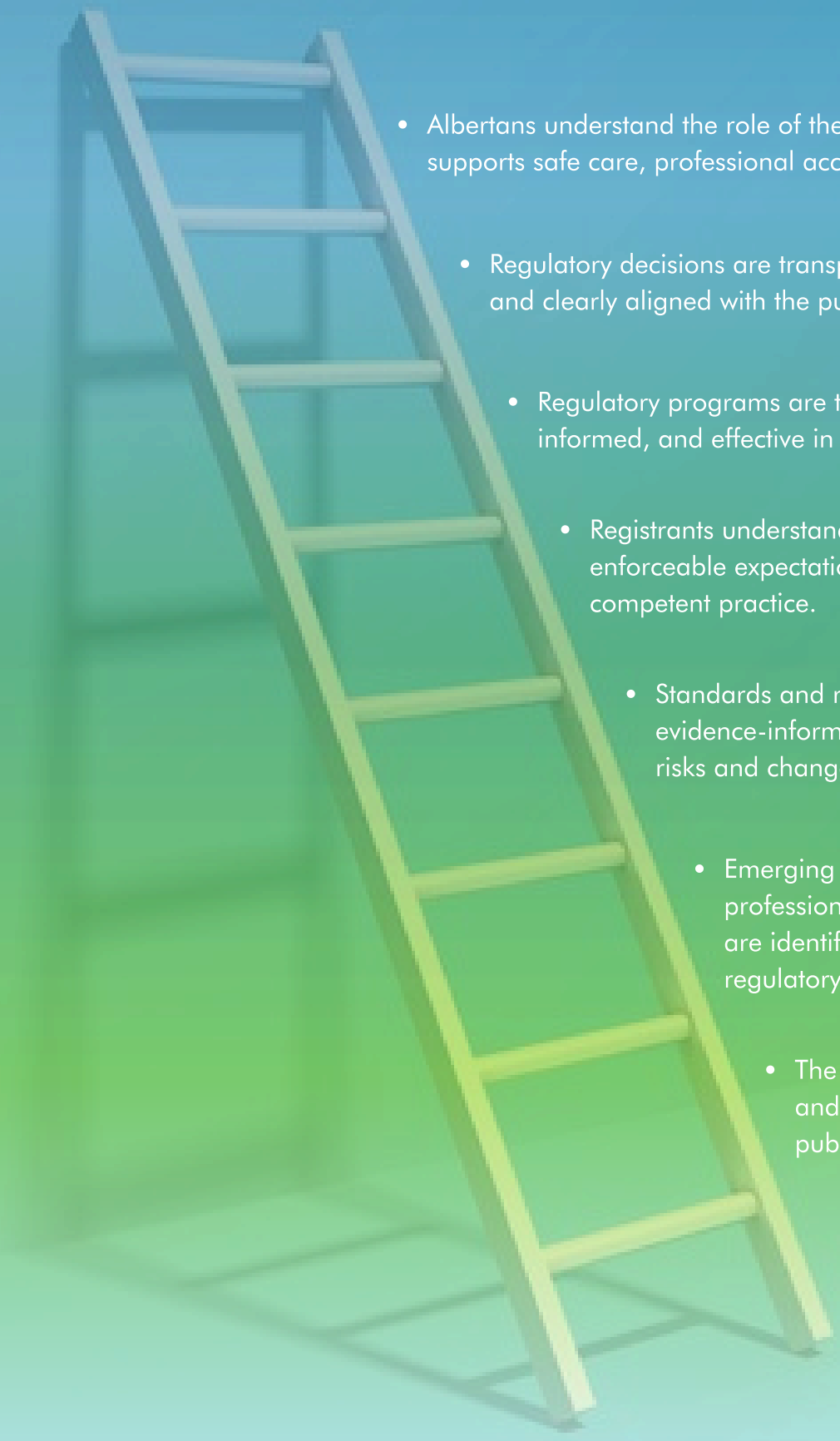
For the CDSA, public protection means ensuring that dental care is delivered in a safe, ethical, and competent manner for Albertans.

It includes establishing clear professional expectations, assessing whether registrants meet those expectations, responding appropriately to concerns about practice, supporting accountability within the profession, and maintaining public confidence in the regulation of dentistry.

Public protection is the foundation for every decision, program, standard, and regulatory activity undertaken by the CDSA.

# BUILDING ON OUR FOUNDATION

## BY 2032, THE CDSA WILL CONTINUE TO DEMONSTRATE THAT:



- Albertans understand the role of the CDSA and can see how its work supports safe care, professional accountability, and public confidence.
- Regulatory decisions are transparent, consistent, fair, and clearly aligned with the public interest.
- Regulatory programs are timely, proportionate, evidence-informed, and effective in supporting public protection.
- Registrants understand and meet clear, current, and enforceable expectations for safe, ethical, and competent practice.
- Standards and regulatory programs remain current, evidence-informed, and responsive to emerging risks and changes in professional practice.
- Emerging risks, technologies, changes in professional practice, and public expectations are identified earlier and considered in regulatory decision-making.
- The CDSA has the capability, capacity, and resources required to deliver on its public protection mandate.

# HOW THIS PLAN ADVANCES PUBLIC PROTECTION

This Strategic Plan reflects the CDSA's continued evolution as a modern public-interest regulator.

It focuses on four areas that will strengthen how the CDSA regulates in the public interest.



## Demonstrating Public Protection Outcomes

The CDSA will continue moving beyond measuring activities alone. The CDSA will strengthen its ability to show how regulatory work contributes to public protection, safe care, professional accountability, and public confidence.

## Strengthening Data, Performance, and Risk Reporting

The CDSA will continue to improve performance measurement, risk reporting, and visibility into regulation so that Council, government, registrants, patients, and the public can better understand regulatory progress and areas requiring continued attention.

## Building Regulatory Intelligence and Foresight

The CDSA will continue to monitor emerging issues such as workforce trends, new technologies, artificial intelligence, legislative developments, professional conduct trends, and changing public expectations. This will help the CDSA make informed regulatory decisions and respond to change in a measured and responsible way.

## Connecting Regulatory Programs

The CDSA will strengthen connections across registration, continuing competence, compliance, remediation, and professional conduct to ensure regulatory oversight is fair, consistent, proportionate, and focused on public protection.

# OUR FOUR STRATEGIC OUTCOMES

BY 2032, THE CDSA AIMS TO ACHIEVE FOUR OUTCOMES.



## 01 Public Confidence

Albertans continue to have confidence that dentists are regulated in a fair, transparent, and accountable manner that protects the public interest.

## 02 Regulatory Effectiveness

The CDSA delivers timely, proportionate, and evidence-informed regulatory programs that effectively support public protection.

## 03 Professional Accountability

Registrants understand and meet clear, current, and enforceable expectations for safe, ethical, and competent practice.

## 04 Organizational Sustainability

The CDSA has the capability, capacity, and resources required to deliver on its public protection mandate.

# OUR FOUR STRATEGIC PILLARS

THE CDSA'S WORK IS ORGANIZED AROUND FOUR INTERCONNECTED PILLARS THAT SUPPORT EFFECTIVE REGULATION.



## GOVERNANCE

Strengthening accountability, oversight, transparency, and risk-informed decision-making.

What this means for the public:
Regulatory decisions must be well-governed, evidence-informed, accountable, and aligned with the public interest.

## REGULATORY STANDARDS & PROGRAMS

Maintaining clear, current, evidence-informed standards and regulatory programs.

What this means for the public and registrants:
The CDSA establishes and maintains expectations that support safe, ethical, and competent dental care. These expectations must be understandable, enforceable, and connected to public protection.

## SUITABILITY TO PRACTICE

Supporting safe, ethical, and competent practice throughout a dentist's professional career.

What this means for the public:
The CDSA oversees registration, competence, remediation, and professional conduct processes that help assure safe and ethical care.

## FOUNDATIONAL

Providing the people, systems, information, partnerships, and resources required to support effective regulation.

What this means for the public:
The CDSA must have the internal capability and capacity required to regulate effectively, respond to change, and remain accountable over time.

# OUR STRATEGIC PRIORITIES

## BETWEEN 2027-2032, THE CDSA WILL FOCUS ON SEVEN STRATEGIC PRIORITIES.

### Demonstrating Public Protection Outcomes

Improve the ability to demonstrate how regulatory activities contribute to safe, ethical, and competent dental practice.

### Governance Oversight and Accountability

Strengthen Council oversight, transparency, risk management, and decision-making.

### Integrated Regulatory Programs

Improve alignment across registration, continuing competence, compliance, remediation, and professional conduct activities.

### Clear and Current Standards

Maintain standards, policies, and guidance that are understandable, enforceable, proportionate, and aligned with public protection.

### Data, Performance, and Risk Reporting

Improve reporting and performance measurement to support accountability, transparency, and continuous improvement.

### Organizational Capability & Sustainability

Strengthen workforce capability, systems, financial stewardship, internal controls, and organizational resilience.

### Regulatory Intelligence and Foresight

Monitor emerging issues such as workforce trends, new technologies, artificial intelligence, legislative developments, public expectations, and regulatory risks to support informed decision-making.

# PARTNERING FOR BETTER REGULATION

The CDSA does not regulate in isolation.

The CDSA will continue to work with government, peer regulators, oral health partners, and other system partners where collaboration supports public protection, regulatory effectiveness, public confidence, or clearer expectations for registrants and the public.

This includes monitoring legislative developments, changes in the practice environment, labour mobility trends, national regulatory trends, and emerging risks that may affect the regulation of dentistry in Alberta.

# LET'S MOVE FORWARD

To fulfill on this plan, the CDSA will:

- Strengthen accountability.
- Maintain clear, current standards.
- Align regulatory programs.
- Use evidence and regulatory intelligence to inform decisions.
- Build organizational capability and sustainability.
- Demonstrate regulatory impact.
- Measure, report, and improve performance.

The CDSA will report on progress throughout the life of this Strategic Plan.

# WHAT THIS MEANS FOR ALBERTANS

For patients and members of the public, this plan means the CDSA will continue to focus on:

- Safe, ethical, and competent dental care.
- Clear expectations for dentists.
- Fair and appropriate responses to concerns about practice.
- Transparent and accountable regulation.
- Better use of data, evidence, and risk information.
- Visibility into regulation and progress.
- Readiness to respond to change in dental practice, technology, and public expectations.

For registrants, this plan means the CDSA will continue to focus on:

- Clearer regulatory expectations.
- Fair, consistent, and proportionate processes.
- Improved communication about standards and obligations.
- Better alignment across registration, competence, compliance, and conduct.
- Regulatory decisions that are evidence-informed and connected to public protection.



# OUR COMMITMENT

The CDSA will focus its efforts on effective governance, evidence-informed regulation, clear standards, organizational capability, regulatory intelligence, and accountability.

Through these priorities, the CDSA will strengthen public protection, support public confidence, and demonstrate the impact of its regulatory activities.

The success of this Strategic Plan will be measured not by the number of initiatives completed, but by the CDSA's ability to demonstrate meaningful progress toward its public protection mandate.



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