

**Task Force Report**  
**Faculty of Dentistry**  
 September 10, 2018

Recommendation	Initiatives
<p>1. Universal agreement that fundamental change is needed, commit to implementing recommendations. Develop action plan with defined goals, timelines and identify roles responsible for implementation.</p>	<p>Oral and maxillofacial surgeon Dr. Ben Davis was appointed dean of the Faculty of Dentistry (FoD) after serving six months in an acting role. He took up his five-year contract on January 1, 2018. Read: <a href="#">Five questions with Dr. Ben Davis</a>.</p> <p>Dr. Davis began his term focused on completing the clinic renewal project, including the FoD’s commitment to the university to raise \$6 million toward the \$28 million project. The Faculty is on track to meet this target by the time the clinic is officially opened during Homecoming on September 28, 2018. He is also committed to the new group practice model, which is being implemented this academic year. It brings dentistry and dental hygiene students together with dental assistants and faculty members in a collaborative setting, similar to private practice, to provide well-rounded patient care. Maintaining and extending the Faculty’s extensive outreach program is also an important focus of his work, including student rotations through several clinics where care is provided for underserved populations. Dr. Davis is committed to fostering and supporting a positive workplace culture in the FoD. Since February 2018, extensive work has taken place to make improvements through the creation of an internal working group, facilitated by Tony Case, a consultant from Knightsbridge Robertson Surette (KBRS).</p> <p>The FoD continues to work to fulfil the recommendations of the Task Force and Restorative Justice reports and remains committed to increasing diversity and addressing issues of exclusion and inequality.</p>
<p>2. Improve complaint system to ensure faculty, students and staff understand when, where and how to make complaint. Ensure prompt, fair and transparent processing, and advise complainant of outcome.</p>	<p>The FoD employed a human resources advisor, who began work on April 3, 2017. This is a summary of her initiatives:</p> <ul style="list-style-type: none"> <li>• Exit surveys are being held with employees who are retiring/resigning from the FoD and their feedback is being used to design manager and supervisor coaching sessions. The survey results also provide suggestions for consideration when planning for the future</li> <li>• Content for Faculty development days in December 2017 and June 2018 were designed after listening to employee concerns and are focused on areas requiring improvement.</li> </ul>

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	<ul style="list-style-type: none"> <li>• Quarterly manager professional development sessions have begun. Sessions are being planned around identified areas that need improvement or have been suggested from exit surveys. Together with the manager sessions, we plan to find appropriate topics to train NSGEU supervisors to strengthen their skill sets.</li> <li>• Engaging university resources in a timely manner, such as central HR and HRES, for assistance, when appropriate.</li> <li>• The HR advisor represents the FoD at Academic Staff Relations (ASR) quarterly sessions for updates on collective agreements, process changes, etc.</li> <li>• The FoD is working with ASR to identify an appropriate academic appointment type to suit our needs for non-DFA faculty members to meet our teaching requirements. A flow chart has been drafted to help the FoD determine what academic appointment types are required. Documentation is being drafted and will be presented to Faculty Council. Our Faculty-set deadline to have Senate approval on the appointment types is March 2019.</li> <li>• A process of creating yearly performance reviews for all faculty and staff is currently underway. Meetings have taken place with department chairs and the director of the School of Dental Hygiene to request that faculty members meet with their respective chair/director on a regular basis to review their performance on identified metrics (teaching, research, clinical care, administration, outreach). The reviews will begin in the spring of 2019.</li> <li>• Similarly, a staff performance review tool is being developed. Our goal is to tie in 'guiding principles' (still being established by working groups that are facilitated by KBRS) to create a FoD-specific review process for all employees.</li> <li>• There is an identified need for process improvement throughout the FoD; options are currently being researched for coaching/training opportunities to develop staff and faculty with appropriate skill sets to move the Faculty forward with the ability to identify areas for improvement that will enhance our effectiveness, efficiency, and how we work together. This approach is being taken to enhance comradery among faculty and staff and to support staff development and enhance skill sets.</li> <li>• The FoD HR advisor and a Faculty representative sit on the Academic Staff Grievance Process Review Committee. The FoD is working with the Faculty of Medicine to test the academic staff grievance process and ensure that it meets the needs of non-bargaining unit academic staff for grievance purposes.</li> </ul>

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	<ul style="list-style-type: none"> <li>• The ASR worked to review CUPE hiring practices to ensure that the collective agreement hiring processes are followed.</li> <li>• FoD's Tenure and Promotion guidelines are being re-written. When the new academic appointment occurs, the T&amp;P guidelines will be included in the documentation.</li> <li>• The HR advisor is the Faculty representative for the HR Integration Team (HRIT) monthly meetings to ensure that FoD HR practices align with those of our Faculty colleagues and central HR</li> </ul> <p>On January 12, 2018, a 'Lunch and Learn' seminar for staff took place called 'Advanced Performance &amp; Development: Supporting Employee Growth &amp; Addressing Performance Concerns'. Chris Hattie and Joanne Fraser led this session.</p> <p>Dr. Davis will continue to hold regular meetings with staff from the various units. Included in these meetings will be university and FoD updates and he will report on the steps that have been taken to resolve complaints and suggestions.</p> <p>The assistant dean of clinics and the patient care coordinator continue to meet regularly with clinic staff to ensure that they can voice their concerns and receive feedback in a timely fashion. Clinic staff meet regularly with their supervisors and are aware they can bring concerns forward directly to the assistant dean of clinics or patient care coordinator. The patient care coordinator helps the assistant dean of clinics manage patient care by monitoring student progress and patient management in Faculty clinics. She meets regularly with senior students to review treatment plans and treatment progress. She also reviews and resolves patient-student complaints regarding treatments and fees.</p> <p>The Dalhousie Dentistry Student Society (DDSS) hosts office hours, during which trained student leaders are available to talk to students about personal or school-based concerns. Any comments submitted via the comments box, which is readily accessible on the DDSS office door, are dealt with at DDSS meetings. The students have created a reporting form, with a portion of the form designated to follow-up. All dentistry and dental hygiene students are welcome to attend DDSS meetings to raise any concerns.</p>

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<p>3. Use systemic, non-punitive ways to identify and get information on potential or actual problems; consider “chilly climate” reports, anonymous workplace surveys and spot audits.</p>	<p>Please refer to Recommendation 2 for the human resources initiatives currently underway.</p> <p>The Dalhousie Absence and Overtime Reporting (AOR) system has been implemented and is working well.</p> <p>A full-day staff development session and luncheon was held on December 12, 2017 and again on June 13, 2018.</p> <p>Ongoing initiatives:</p> <p>The human resources advisor regularly advises staff members about their job descriptions and helps them to understand the terms of their collective agreement. She also provides resources for dealing with home and work issues and advises on training opportunities.</p> <p>The assistant deans for academic, student and clinical affairs and the dean hold regular meetings with individual classes in dentistry and dental hygiene during which clinic, pre-clinical, and academic issues are discussed and further action planned.</p> <p>Individual students are strongly encouraged to bring forth any concerns immediately with any of the assistant deans. These concerns are addressed and students are notified regarding follow-up in a timely manner.</p> <p>Follow-up meetings with individual classes are held to provide progress reports and develop action plans for new or recurring issues.</p>

<p>4. Implement measures to improve staff working conditions; focus on unacceptable treatment by managers and students.</p>	<p>Please see recommendation 2.</p> <ul style="list-style-type: none"> <li>• A Faculty lunch was held for all faculty and staff on February 14 to thank everyone for their patience, understanding and hard work during the clinic renovation process.</li> <li>• On June 13, 2018, a professional development day and appreciation luncheon was held for all the staff.</li> <li>• Since February 2018, Tony Case from KBRS has been leading an internal working group, comprising faculty, staff, the Faculty’s HR advisor, and another HR representative with the objective of improving workplace culture. Fifteen meetings have taken place and four working committees have been formed to deal with specific tasks.</li> <li>• Faculty members were offered several faculty development sessions between December 2017 and March 2018 (see Appendix 1). These sessions covered a wide range of topics, including Indigenous health, understanding millennials, and bi-weekly ‘lunch and learn’ sessions.</li> </ul> <p>Starting this term, all staff will be given one hour (1:00-2:00) on Wednesday afternoons to meet with the other staff in their academic unit and their manager/supervisor to discuss issues pertaining to their unit. Different units will have the opportunity to tour other areas of work connected to their own, to understand how each other works. There will also be opportunities for different units to come together to discuss common issues and explore solutions. The dean will also use this time to meet with and update the different units.</p> <p>Four times a year, the Dean’s Office will sponsor a ‘Lunch and Learn’ from 12:00 to 2:00 PM with topics pertinent to all staff.</p> <p>The Health and Wellness Committee held information sessions on ergonomics and plant-based eating. It also hosted an ice cream social at the end of June, which was very popular and had the desired effect of bringing people together who might not encounter each other in their working lives. Plans are now being put in place to offer faculty and staff ‘behind the scenes’ tours of different working spaces within the Dentistry Building with the aim of increasing awareness and appreciation of what each group does.</p> <p>Ongoing initiatives:</p> <ul style="list-style-type: none"> <li>• Flu shots will be offered in the Dentistry Building again this year, on October 31, 2018.</li> <li>• Our internal Health and Wellness Committee brings out a bi-monthly newsletter which highlights health and wellness initiatives at Dal, including Pink Day, and courses on conflict resolution, collaboration at work, and having non-defensive conversations.</li> </ul>
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	<ul style="list-style-type: none"> <li>• Staff who wish to complete courses to advance their education and potential job classification are being supported by offering them study time at work</li> <li>• Regular meetings take place between the assistant dean of clinics, Building Services, the patient care coordinator and managers, and dental assistants and patient services staff</li> <li>• Staff are also being offered development sessions, including on mental health awareness and CPR for non-healthcare providers.</li> <li>• Since January 2018, the Health and Wellness Committee has arranged for free yoga classes for faculty, staff, and students within the Dentistry Building.</li> <li>• A feedback system is in place whereby staff can immediately report concerns (or praise) regarding individual students and faculty members to the patient care coordinator. The patient care coordinator reports back to the individual who raised the concern to say how the matter was resolved.</li> <li>• The Faculty nurse has completed the Mental Health First Aid Trainer course and is now able to offer training to faculty, staff, and students. She has offered three mental health first aid courses since December 2017 and certified 30 people within the Faculty.</li> <li>• The “Five Minute Clinic Huddle” is ongoing in our clinics. Each clinic cluster (7-8 students) must meet 5-10 minutes at the beginning of each clinic. Students, faculty members and cluster dental assistants are in attendance. The initiative was created to ensure a positive collaborative team approach to patient care for everyone.</li> <li>• Twice a year, in December and June, the faculty holds a faculty/staff appreciation luncheon at which we celebrate long-term service, retirements, and outstanding accomplishments.</li> <li>• The Gladys Littler Award is awarded to a staff member who exemplifies a high level of commitment, high standards of performance, and outstanding service to the Faculty of Dentistry. In June, the Gladys Littler Award was presented to Joyce MacDonald, the administrative assistant in the School of Dental Hygiene, by Dr. Richard Florizone at the Dalhousie Legacy Awards.</li> <li>• On December 12, 2017, a staff and faculty professional development session on the new group practice model was held, followed by a keynote address from Jennifer Gillivan, president and CEO of the IWK Foundation.</li> </ul>

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<p>5. Change patient distribution/clinical credit system to ensure fairness, reduce excessive competition and patient hoarding.</p>	<p>The curriculum is continually monitored and modified as necessary to ensure that the Faculty meets the requirements set out by our accrediting bodies.</p> <p>In August 2018, the new model of clinical teaching and patient care – the group practice – was launched in the clinic. All faculty, relevant staff, and students received training and orientation. The group practice model has been introduced with the objective of teaching dentistry and dental hygiene students to work collaboratively while addressing their patients’ needs in a setting similar to that of a private practice. Students will continue to learn the disciplines within oral health care, such as periodontics and prosthodontics, and this method of working will help them to connect them to each other.</p> <p>New this year, faculty members conducted screening clinics prior to the start of term to select patients who are suitable for the clinic. As a result of this process, over 500 patients will be accepted and divided among the group practices and third-year students</p> <p>The entire curriculum for the other students is under review, with new topics of importance being added, such as diversity and inclusion.</p> <p>All DDS3 and DDS4 students are assigned to a clinic cluster of 8-10 students, each with a faculty advisor. Individual student needs and patient families are reviewed in regular group meetings. The group practice model has allowed the students to work more collaboratively and share patients. It also ensures that patient care and quality assurance are paramount in the overall philosophy of patient treatment, and it enhances communication between faculty advisors/students and the patient care coordinator.</p> <p>The creation of the faculty advisor system, with its constant monitoring of patient families, ensures that patients receive comprehensive care and all students’ clinical requirements are fulfilled.</p> <p>The dean and assistant deans who are clinical teachers have assessed the role of faculty advisors. They reviewed and assessed how well the system delivers quality patient care and addresses issues related to students and patients. As noted in Recommendation 14, the “Clinic Huddle”, the group practice model, the sharing of clinical experience, and providing patient care in a collaborative learning environment ensure that student clinical experiences are fairly distributed.</p>

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<p>6. Monitor social and other events to prevent alcohol abuse, and facilitation of sexist, heterosexist, misogynistic, or racist behavior. Reinstate events that do not contribute to this behaviour.</p>	<p>Numerous student-led activities and events continue to shape students' commitment and values, including diversity, responsibility, accountability, safety and transparency. Student leadership in the form of the Dal Dentistry Student Society and the class presidents ensures that the values, principles, and training are passed along each year and that events are well managed and with regard for everyone, including families, those from other cultures, and those who do not drink alcohol.</p> <p>The student lounge and the Cavity are safe and welcoming spaces, used by all students.</p> <p>The Dalhousie Dentistry Student Society held a social hosting course for a second year on November 4, 2017 to give students an opportunity to learn proper protocols for hosting social events, smart serving, etc. They have Sober Support at their big events, such as the Molar Mash and Winter Ball, which means that designated and trained individuals do not drink and attend major social events to help deal with any issues that arise. <a href="#">Dave Ropson</a> (DDS'18) was one of the student leaders who helped to introduce these changes.</p> <p>We are very proud of our students and what they have achieved, and also their commitment to helping others. Lindsay James won a 2018 Dal Impact Award in April. <a href="#">Read the article</a>.</p>



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<p>7. Improve integration of School of Dental Hygiene</p>	<p>The introduction of the new group practice model will bring together both dentistry and dental hygiene faculty and students from all years of their respective programs to work together to deliver well-rounded patient care.</p> <p>Dental hygiene students participated in Sharing Smiles Day on April 7, 2018. This was the first time dental hygiene students participated, thanks in large part to the influence of one of the dental hygiene students who has a sister with Down syndrome. <a href="#">Read the article.</a></p> <p>Dental hygiene faculty and dentistry faculty, students, and alumni worked together to offer screening and oral health care and education at the national Special Olympics, held in Antigonish, July 31-August 4, 2018. Many described the experience as “life-transforming”.</p> <p>On December 12, dentistry and dental hygiene faculty and staff participated in a staff development session on the new group practice model and the annual Faculty Christmas lunch. They attended the thank you lunch on February 14, 2018, and the Faculty Professional Development Day on June 13, 2018.</p> <p>Dental hygiene and dentistry are collaborating on the review of the oral health care delivery model for inpatients at the Veterans’ Memorial Building. Shauna Hachey, a professor in the School of Dental Hygiene, is leading the review, which also has the support of the NSHA.</p> <p>Dentistry and dental hygiene students work together during the Monday evening Immigrant Oral Health Outreach Clinics, including as interpreters for the patients and the oral health care providers. This clinic received \$250,000 from Green Shield Canada in September 2017 to support and extend its work. <a href="#">Read the Dal News article.</a> New this year, nutrition students from Mount Saint Vincent University will come into the clinics to provide nutritional advice to the patients, thereby enhancing the interprofessional experience for all involved.</p> <p>Dentistry and dental hygiene students continue to participate in formal Interprofessional Education, which focuses on six interprofessional competency domains: interprofessional communities, patient/client/family/community centre care, role clarifications, team functioning, collaborative leadership, and interprofessional conflict resolution. Dentistry and hygiene students will participate once again in Dalmazing 1.0 and Dalmazing 2.0.</p> <p>Dentistry and dental hygiene faculty members are currently involved in a research project on toothpaste, which was awarded a Phase Two Early Stage Commercialization grant from Innovacorp.</p>

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<p>8. Eliminate inequitable treatment of QP students; fully integrate into classes and recognize their expertise; ensure students from United States do not receive preferential treatment</p>	<p>In April each year, our new Qualifying Program (QP) students arrive on campus. They are introduced to the Faculty and their fellow students at a welcome lunch and join their DDS3 counterparts in August.</p> <p>New QP students receive email addresses for one QP and one regular DDS3 “buddy”. The class president makes a point of approaching the QP students to introduce himself/herself and talk about the class, Dal, and social events. This year, we were delighted to welcome a student from Tibet, who is pleased and grateful to be here. <a href="#">Read the article.</a></p> <p>QP students continue to participate in the annual <a href="#">White Coat Ceremony</a>, together with DDS1 and DH1 students. A student from each of the three classes speaks about what professionalism means to them and their commitment to high standards. Senior students “coat” their first-year counterparts.</p>
<p>9. Celebrate role of female, racialized, and LGBTQ dentists have played in profession; recognize struggles and successes.</p>	<p>Dr. Debora Matthews received a Leadership Excellence Award from the Network for Canadian Oral Health Research (NCOHR) in December 2018. Dr. Matthews was the director of NCOHR between 2012 and 2016 and worked to bring together oral health researchers from all 10 Canadian dental schools with the objective of sharing ideas and resources and working together to build capacity. <a href="#">Read the article.</a></p> <p>Ten years ago, women made up 10% of the full-time faculty. Today, over 50% of full-time faculty members and a large portion of part-time faculty/alumni are women, providing many more role models for our female-identified students. Through our Women in Dentistry Circles and mentorship program, there are ample opportunities for discussion on the unique challenges and opportunities for women working in oral health care.</p> <p>Many of our full and part-time female faculty and female alumni are leaders in the dental community, the profession, and the wider community.</p> <p>Student workshops around LGBTQ issues continue to be held with faculty and staff, with the objective of raising awareness and providing a safe and inclusive community in the Faculty of Dentistry.</p>

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<p>10. Collect data from student body to provide information on diversity, and report aggregate data to Senate. Include information on sex, sexual orientation, socio-economic background, racialization, indigeneity and disability status. Consider a designated recruitment plan for Indigenous and Black communities</p>	<p>The Faculty has participated in the Dal Census since it was launched in November 2015. Admission statistics are also collected on the numbers of male, female, international, Black African Nova Scotian, and Aboriginal students.</p> <p>The past five years of student admission data show that the dentistry classes all have a roughly 50-50 male-female split. The most recent census data shows that 58% of the students are female, 19% are racially visible, 4% are aboriginal, 4% are person with disabilities, 2% represent a SOGI (sexual orientation and gender identity) minority, 3% are African Nova Scotia, and 2% are Mi'kmaq. In our new DDS1 class, four students (10% of the class) have self-identified as aboriginal/First Nations/Inuit or Métis.</p> <p>Dental hygiene classes tend to be overwhelmingly comprised of female students, although each year generally has at least one male student. Over the past five years, 10 DH students have self-identified as being either African Nova Scotian or from Indigenous communities.</p> <p>The FoD has maintained a very active role in a <a href="#">designated recruitment plan</a> for Indigenous and Black communities, through Promoting Leadership in Health for African Nova Scotians (PLANS) and the former Aboriginal Health Sciences Initiative (AHSI), now the <a href="#">Indigenous Health Program</a>.</p> <p>PLANS and Indigenous health summer camps took place again in 2018 and the FoD welcomed two groups of campers into the clinic. Student and faculty volunteers led the youth in grades 8-11 through some activities, including trying out disclosing tablets, drilling and filling a tooth, and learning about oral health and dentistry as a career.</p>
<p>11. Survey faculty members and staff to collect data on diversity</p>	<p>The FoD has actively promoted participation in the annual Dalhousie Census since it began. The goal was an 80% response rate to give the FoD a more accurate picture of our employee class group and representation by occupational groups.</p> <p>HR data from 2016 (the latest figures available) reveals that 73% of staff and 59% of faculty are women, 12% of staff and 18% of faculty self-identified as racially visible, and 1% of staff and 2% of faculty self-identified as LGBTQ.</p> <p>The FoD is working with the Provost's Office and Human Resources to create an Employment Equity Plan for the FoD as part of a wider strategic plan generally. Work on this plan will begin at the end of 2018</p> <p>Dr. Davis attended a strategic planning meeting to talk about an employment equity plan for the FoD in November and a workshop</p>

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	<p>on equity and diversity in faculty recruitment at Dalhousie, also in November.</p>
<p>12. Create internal council/committee on inclusion and diversity.</p>	<p>In response to the Dalhousie Strategic Initiative 5.2, which is to “foster a collegial culture grounded in diversity and inclusiveness”, Faculty Council, which meets 2-3 times a term, has a standing agenda item to discuss this item.</p> <p>The assistant dean of academic affairs, Dr. Debora Matthews, is the FoD lead on diversity and inclusion.</p> <p>Tereigh Ewer-Bauer of the Dal Centre for Learning and Teaching and the dean have started to plan for an experiential professional development course at the FoD which would expand upon participants’ existing knowledge of, and experiences with, diversity and inclusion. It is hoped that the first course will be offered this autumn for 10-15 faculty members.</p> <p>All FoD faculty took part in an interprofessional indigenous course for educating nursing, medicine, and dentistry students on June 13. The course was developed in response to the Truth and Reconciliation Commission Calls for Action and in collaboration with faculty members in the health professions, including our recently cross-appointed Inuk scholar. Faculty members will also participate in the course roll-out to increase the awareness, knowledge and skills required to incorporate indigenous content within other courses and ultimately into the curricula of all Dal health programs.</p>
<p>13. Conduct independent external review on whether RJ, constructed to ensure voluntary involvement and inclusive participation, could assist in behavioural change for students, staff and faculty.</p>	<p>The Office of the President, the Provost, and the FoD have received the external report on the restorative justice process. The report illustrates how the RJ process has been applied to three different situations at Dal, one of which is at the Faculty of Dentistry. The FoD participated fully in the external review process and the report, <a href="#">Restorative Justice Learning Debrief</a>, is posted on the Faculty of Dentistry website.</p>
<p>14. Collaborate with other dental schools, licensing boards and associations to address equity and sexual misconduct in profession.</p>	<p>Dr. Mary McNally spent a three-month sabbatical as the American Dental Education Association (ADEA) 2016 Enid A. Neidle Scholar-in-Residence in Washington, DC, where she researched “Exploring gender and diversity as elements of professionalism”. She presented her research during the ADEA Annual Session and Exhibition on March 20, 2018 in Orlando, Florida (“Connecting gender/diversity-based misconduct to professionalism standards in dental education” (educational workshop); “Exploring gender and diversity as elements of professionalism: Lessons from the Dalhousie Faculty of Dentistry” (ADEA President’s Forum)).</p> <p>On April 5, 2018, the Dalhousie chapter of the Student Ethics and Professionalism Association in Dentistry (<a href="#">SPEA</a>) hosted a panel event</p>

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	<p>called “Ethics and professionalism in real world dentistry”. Five practising dentists were on the panel and over 65 students attended the event. Some of the major topics covered included hiring and firing, when to refer, advertising, periodontal surgery, dental emergencies, and managing client expectations. A lot of positive feedback was received and requests for similar events.</p> <p>One of the FoD SPEA reps attended the 7<sup>th</sup> annual SPEA meeting in Atlanta, Georgia in October 2017 with dental students from across North America. She reports that she learned about expanding the SPEA chapter at Dal and gained valuable event ideas.</p> <p>This academic year, SPEA plans to hold monthly lunchtime ‘little panels’, with faculty members, with faculty members talking to dental students in all four years of the program. One to two large panel events, held in the evening and with speakers from outside the Faculty, are still planned.</p> <p>Ongoing initiatives:</p> <p>The FoD has been actively involved in the American Dental Education Association again this year through the Academy for Academic Leadership. Each year, two faculty members enroll in the full-year program alongside other dental educators from across North America.</p> <p>Both dentistry and dental hygiene faculty have attended and completed the program, which involves leadership training in diversity and inclusion, curriculum planning, implementation calibration, and many other relevant topics for new and seasoned dental faculty members. Networking, the sharing of ideas and the future direction of dental education are major topics of online discussion for participants.</p> <p>The Faculty of Dentistry continues to collaborate with other faculties of dentistry through the Association of Canadian Faculties of Dentistry and the American Dental Education Association. Topics of discussion include professionalism, equity and many other issues.</p>
<p>15. Consider ways to reduce isolation from university; may include cross-appointments, and incorporation of wider perspectives on inter-disciplinary research and education.</p>	<p>In Nova Scotia, the Faculties of Dentistry, Medicine and Health are working with the VP of Research at Dalhousie to collaborate on the Nova Scotia Integrated Health Research and Innovation Strategy (NS IHRIS). The IHRIS is a province-wide academic health research network that supports the health research priorities of Nova Scotia and its member organizations. This is the first time that the NS government, health authorities, post-secondary institutions, industry, and the public have been brought together to address key health issues and put ideas into action.</p> <p>Between 2016 and 2018, FoD members have submitted grant applications in collaboration from:</p> <ul style="list-style-type: none"> <li>• Université de Montreal</li> </ul>

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	<ul style="list-style-type: none"> <li>• UCSF</li> <li>• Unicamp</li> <li>• McGill</li> <li>• Fanshawe College</li> <li>• UBC</li> <li>• Queen’s University</li> </ul> <p>Within Dalhousie, our researchers have submitted grant applications in collaboration with researchers from the Faculties of Medicine (including the Departments of Biomedical Engineering and Microbiology &amp; Immunology), Science (physics and chemistry), and Health (social work, nursing, physiotherapy, pharmacy, and health sciences.)</p> <p>Specific examples:</p> <ul style="list-style-type: none"> <li>• Dr. Kudirat Jimoh’s research with the School of Pharmacy on dentists’ use of opioid analgesics</li> <li>• Dr. Isabel Mello’s research on endodontics with colleagues in Brazil</li> <li>• Dr. Mary McNally’s research with the Tui’kn Partnership and the Faculty of Health</li> <li>• The pan-Canadian Network for Canadian Oral Health Research (NCOHR)</li> <li>• Dr. Kathy Russell’s cleft palate research with the Americleft Group</li> <li>• Dr. Richard Price’s collaborations with colleagues in Brazil and Germany</li> </ul> <p>Between 2013 and 2018, 42.7% of FoD publications (the largest category) involved international collaboration.</p> <p>Starting in the autumn 2018, one Bachelor of Dental Hygiene (BDH) student (on a rotating basis) will spend a half-day a week at the IWK Hospital. They will provide preventative care to a paediatric patients and administer silver diamine fluoride, when appropriate.</p> <p>Dental hygiene students will spend a half-day a week working with the nurse at the Coburg Road location of Phoenix House to provide education and preventative care to the at-risk youth population that Phoenix House serves.</p> <p>Dental hygiene students will be trained in the Public Health fluoride rinse program and will be administering it in schools. They will also develop oral care resources for public health and take part in the immunization clinics in schools.</p>

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	<p>The FoD was one of seven Dalhousie venues that participated in Doors Open Halifax 2018. This is the first time the Faculty has participated in this Halifax-wide event and we collaborated with the other health professions venues to offer children and their stuffed animals a Teddy Bear Clinic. Nearly 250 visitors came to the FoD to enjoy tours of the new clinic and labs and to watch our volunteer students do demonstrations and simulations. The visitors learned about how to become patients at the clinic and talked to our students about studying dentistry. It was an excellent learning experience for both visitors and our students and we plan to participate in Doors Open again.</p> <p>At spring convocation 2018, an honorary degree was conferred on Dr. Jack Gerrow, professor emeritus of the FoD and long-standing chair and registrar of the National Dental Examining Board of Canada. At this year's White Coat ceremony on September 28, 2018, the Faculty will confer an honorary degree on Dr. Peter Cooney, Canada's first chief dental officer.</p> <p>Dentistry students visited Burton Ettinger Elementary and Bicentennial Junior High schools to talk about healthy diets, good oral health care, and effective tooth brushing.</p> <p>Dental hygiene professor Teanne MacCallum visited Gretna Green Elementary School in Miramichi, NB, to provide an oral health education session to students in grades two and three on proper brushing and flossing and good vs bad foods.</p> <p>Profs. Teanne MacCallum and Heather Doucette gave a presentation at the ADEA conference in March 2018 on "Interprofessional collaboration with community impact".</p> <p>Dr. Chris Lee was one of a working group of dentists from the Canadian Association of Hospital Dentists who compiled a Choosing Wisely list on hospital dentistry. The list ranges from recommendations on prescribing opioids for post-operative pain to guidance on replacing fillings.</p> <p>In November 2018, the FoD will be one of four Dal faculties to participate in STEMfest, which will bring 400 school students to campus to participate in STEM activities.</p> <p>Dentistry and dental hygiene students provide outreach care and gain valuable work experience at several outreach clinics in the Halifax community and in Labrador.</p> <p>In November, members of the oral and maxillofacial team made their annual visit to Vietnam to provide cleft lip and palate care there and to help train local residents.</p>

Recommendation	Initiatives
	<p>The FoD's paediatric clinics were in the news in February 2018 for the care they provide at two schools in the Halifax area. The Halifax Regional School Board created a <a href="#">partner profile video</a> on our work with Harbour View Elementary School. The <i>Chronicle Herald</i> <a href="#">picked up the story</a> and covered our clinic in the Nelson Whynder Elementary School in North Preston.</p> <p>Ongoing initiatives:</p> <p>The FoD continues to work closely with colleagues in the Faculties of Medicine and Health Professions on interprofessional health education. This year our collaborative efforts resulted in Dalmazing 1.0 and (new this year) Dalmazing 2.0. These two events brought together over 1000 first-year students in dentistry, medicine, and health professions to complete challenges that addressed six core interprofessional competencies and to consider and discuss the issue of obesity from an interprofessional perspective. These sessions provided opportunities to learn with, from, and about other health professions in the belief that better collaboration among the healthcare team leads to better patient care.</p> <p>Dentistry students collaborate interprofessionally in the HOPES Health Centre, which was launched in 2016. This program is held at St. Andrew's Church and the Dal Health Student Health Centre. Students from the health faculties offer health promotion and health navigation for marginalized populations in the local area, supervised by faculty preceptors from the different health faculties.</p> <p>Through the joint efforts of the health faculties (including the FoD), programs to recruit and provide educational experiences for underrepresented populations in our professions have been established for African Nova Scotians and Indigenous populations. Our involvement in PLANS and the Indigenous Health program helps to encourage young people from different backgrounds to consider studying for a career in the health professions.</p> <p>All assistant deans regularly liaise with counterparts at other Canadian and American dental schools/faculties through meetings at conferences and via phone/email. The issues that they are dealing with are similar and they feel that they benefit from sharing their experiences and initiatives.</p> <p>The FoD works with the Nova Scotia Dental Association to provide a <a href="#">mentorship program</a> for students, whereby students work with practising alumni dentists and gain real-world experience.</p>



Recommendation	Initiatives
	<p>The FoD has a long history of multi-disciplinary collaboration in education, research, and service. Its partnership with the Healthy Population Institute (formerly the Atlantic Health Promotion Research Centre) has made possible several research collaborations with other health professions, with a particular focus on vulnerable populations and oral health care, which has resulted in many successful research grant applications.</p>
<p>16. Improve effectiveness of ethics and professionalism education for all students; make courses part of curriculum, integrate into other courses and clinic, and include issues related to sexism, misogyny, homophobia, racism, disability and discrimination.</p>	<p>The Student Professional and Ethics Association (SPEA) in Dentistry remains active on campus, one of only a few Canadian dental faculties to have a SPEA chapter. See recommendation 14.</p> <p>The FoD is participating in an initiative to develop, launch, and evaluate a mandatory interprofessional Indigenous health course for educating nursing, medicine, and dentistry students. (Please see recommendation 12.)</p> <p>The FoD's group practice model is currently being introduced. Senior and junior dentistry and dental hygiene students will form teams and be responsible for the overall care of a group of patients. This integrated approach will allow students to model the professional working environment and mentor one another. Feedback and evaluation systems will enable clinic staff, students, part-time instructors, and group leaders to provide positive feedback to one another in a respectful, safe method. All of the stakeholder groups are involved with this pilot.</p>
<p>17. Report regularly to Senate and President on implementation of recommendations.</p>	<p>The FoD is now in the third year of reporting updates on the implementation of recommendations to Senate. This is our final report.</p>
<p>18. Ensure policies are written and widely accessible.</p>	<p>FoD policies continue to be reviewed and updated and made widely available on the website. The <a href="#">academic policy manual</a> has been updated (most recently in July 2018), following wide consultation, including legal counsel. An updated organization chart has been developed for Faculty governance. An Academic Governance and Faculty of Dentistry Constitution was approved in September 2016. The updates involved restructuring the FoD academic governance model to bring it into line with that of the university. These updates have been developed in consultation with legal counsel.</p>

**APPENDIX I**  
**Faculty and staff development courses**

**2017-2018 Fiscal Year**  
**April 1, 2017 to March 31, 2018**  
**(as of March 31, 2018)**

**Faculty Development**

**April 3, 2017 | 12:00 to 1:00**

Toothache and oral facial pain

*Presenter: Dr. Yang Gu*

**May 5, 2017 | 12:00 to 1:00**

Faculty Members Spring Retreat – Team Building

*Presenter: Bryan Fayder*

**May 10, 2017 | 12:00 to 1:00**

Oral Path - Biopsy Service

*Presenter: Dr. Lisa Johnson*

**May 17, 2017 | 12:00 to 1:00**

Teaching Generations

*Presenter: Suzanne Balcom*

**May 24, 2017 | 12:00 to 1:00**

Sliver Diamine Floride

*Presenter: Dr. Ross Anderson*

**June 12, 2017 | 12:00 to 1:00**

CASPer Details (Webinar Presentation)

*Presenter: Altus Assessments, Darryl Kraemer*

**June 17, 2017 | 12:00 to 1:00**

New Course Outline Policy: Incorporating ACFD Competencies

*Presenter: Dr. Debora Matthews*

**August 29, 2017 | 6:00 to 8:00**

Faculty Orientation 2017-18

*Coordinator: Dr. Sachin Seth*

**September 2017 | various times offered**

Brightspace tutorials

**September 27, 2017 | 12:00 to 1:00**

ConMed, Basics of Electrosurgery & Sabre Genesis ESU review

*Presenter: Marcel Pineau*

**October 04, 2017 | 12:00 to 1:00**

Products of interest to fill “gaps” VOCCO

*Presenter: Jeff Whitman*

**October 11, 2017 | 12:00 to 1:00**

Hiring Panels & Diversity

*Presenter: Kerri Greene*

**October 25, 2017 | 12:00 to 1:00**

Establishing a positive learning environment

*Presenter: Cara Tax*

**October 26, 2017 | 12:00 to 1:00**

Nobel Biocare update: New Additions to the Digital Workflow

*Presenter: Kevin McAuley*

**November 16, 2017 | 3:00 to 4:00**

ExamSoft Demo

*Presenter: Brooke Lein*

(Note: selected persons invitee – Dr. Matthews, Dr. Seth, Dr. Kraglund, T. Chouinard, D. Tollefsen)

**November 29, 2017 | 12:00 to 1:00**

Establish level of learner's competence through guided questioning

*Presenter: Prof. Cara Tax*

**January 11, 2018 | 12:00 to 1:00**

Ivoclar Update

*Presenters: Ross Stanimirov and Debbie Perrin*

**January 24, 2018 | 12:00 to 1:00**

Providing Feedback to Students

*Presenter: Prof. Cara Tax*

**February 28, 2018 | 12:00 to 1:00**

Overview of the Mental Health First Aid Certification and Emergency Cart Review

*Presenter: Sue Murphy*

**March 21, 2018 | 12:00 to 1:00**

Healthy athlete – Special smiles presentation

*Presenter: Dr. Tracy Doyle*

**March 22, 2018 | 12:00 to 1:00**

Pattern of opioid analgesic prescription by dentists in Nova Scotia – Graduate periodontics research presentation

*Presenter: Dr. Kudirat Jimoh*

Acellular dermal matrix and subepithelial connective tissue grafts for root coverage: A systematic review –

Graduate periodontics research presentation

*Presenter: Dr. Sarah Gallagher*

**March 28, 2018 | 12:00 to 1:00**

Silver diamine fluoride update

*Presenters: Dr. Tracy Doyle and Dr. Ferne Kraglund*

## **Staff Development**

**December 11, 2017**

CPR for non-healthcare providers

*Presenter: Sue Murphy*

**December 12, 2017**

CPR for non-healthcare providers

*Presenter: Sue Murphy*

**January 11, 2018 | 1:15 to 3:15**

Lab Technician Q & A with Ivoclar

*Presenters: Ross Stanimirov and Debbie Perrin*

## **DPMG Development**

**January 12, 2018 | 9:00 to 12:00**

HR - Advanced Performance & Development: Supporting Employee Growth & Addressing Performance Concerns

*Presenters: Chris Hattie and Joanne Fraser*

## **Faculty of Dentistry (Faculty members, DPMG and NSGEU groups)**

**December 5 to 8, 2017 | 8:30 to 12:00**

Mental health first aid certification

*Presenter: Sue Murphy*

**December 12, 2017 | 8:30 to 2:00**

Winter - Faculty of Dentistry Retreat

Faculty & staff | 8:30 to 10:00

Team building

*Presenter: Joanne Fraser*

Group practice model

*Presenter: Dr. Sachin Seth*

Faculty | 10:30 to 12:00

QWL Survey results

*Presenter: Dr. Ben Davis*

Staff (NSGEU and DPMG) | 10:30 to 12:00

Communication in the workplace

*Presenter: Dr. Binod Sundararajan*

Faculty & staff | 12:00 to 1:00

Living your values is a true test of Leadership!

*Presenter: Jennifer Gillivan, President and CEO of the IWK Foundation*

**February 20 to 22, 2018 | 8:30 to 12:00**

Mental health first aid certification

*Presenter: Sue Murphy*

**2018-2019 Fiscal Year**  
**April 1, 2018 to March 31, 2019**  
**(as of August 31, 2018)**

**Faculty Development**

**April 7, 2018 | 12:00 to 1:00**

Dentsply Sirona presentation for faculty in School of Dental Hygiene

*Presenter: Dani Botyl*

**April 18, 2018 | 12:00 to 1:00**

Gender-based misconduct as an element of professionalism: Implications for dental education and policy - Works in Progress (WIPS)

*Presenter: Dr. Mary McNally*

**April 25, 2018 | 12:00 to 1:00**

PATH dataset/base and the potential for using the PATH cohort for related research

*Presenter: Dr. Vanessa DeClercq*

**April 30, 2018 | 4:30 to 8:00**

Air Powder Polishing and Piezo (School of Dental Hygiene)

*Presenter: Hu-Freidy*

**May 23, 2018 | 12:00 to 1:00**

What the Centre for Collaborative Clinical Learning and Research (C3LR) can do for you and your students

*Presenter: Tanya Dutton*

**May 30, 2018 | 12:00 to 1:00**

Evaluation of Torquing Force Applied to the Implant-Bone Interface When Torquing Abutment Screws: Sub-Project 1 (Confounding Variable 1): Calibration and Reliability of Manual Torque Wrenches; Sub-Project 2 (Confounding Variable 2): Reliability of Experienced and Inexperienced Operators when Torquing Implant Abutment Screws, Graduate periodontics residents research presentations

*Presenters: Dr. Freddy Fokam and Dr. Eugene Kryshchalskyj*

**June 04, 2018 | 12:00 to 1:00**

CL3 Tours

**August 28, 2018 | 2:30 to 4:00**

Inter-generational Workplace

*Presenter: Jamie O'Neil*

August 28, 2018 | 6:00 to 8:00

Faculty Orientation Session

*Coordinator: Dr. Tanya Cook*

**Faculty of Dentistry (Faculty members, DPMG and NSGEU groups)**

**May 8 to 11, 2018**

Mental health first aid certification

*Presenter: Sue Murphy*

**June 6, 2018 | 12:30 to 1:30**

Human Rights and Equity

Topics include: basics of workplace and personal harassment, and a review of Dalhousie's new sexualized violence policy

*Presenters: Melissa MacKay and Nicole McKeever*

**June 13, 2018 | 8:30 to 4:00**

Spring – Faculty of Dentistry Retreat

Faculty | 8:30 to 4:00

Introduction to Cultural Safety in Healthcare for Indigenous People

*Presenters: John Sylliboy, Margot Latimer, Katherine Harman, Amy Bombay and Dr. Mary McNally*

Staff (NSGEU and DPMG) | 8:30 to 12:30

Engaging a multigenerational workforce

*Presenter: Jamie O'Neil, Uprise Consulting*

Staff (NSGEU) | 2:00 to 4:00

Customer service (patient and student experiences)

*Presenter: Lisa Tilley, Uprise Consulting*

Staff (DPMG) | 2:00 to 4:00

Enhancing workplace culture: A discussion

*Presenters: Tony Case and Chris Hattie*