Happy New Year and I hope everyone had a Merry Christmas season and were able to spend some time with family and friends and have time to relax, reflect, and reinvigorate for another year.

Since Fall Council Meeting, as President, I have represented the CDSS at the following meetings (including a brief summary):

- Alberta Dental Association and College Dental Leadership Forum regulatory best practices, corporate model of practice, mental health opportunities, and pandemic update.
- Regina and District Dental Society CDSS Update membership supportive of licensing requirement improvements.
- CDSPI Meeting reinstatement of malpractice insurance to the equivalent prior to the pandemic and ADA&C self inception of minimum malpractice insurance.
- CDA Covid Update time to discontinue regular Covid updates... and then the introduction of Omicron.
- CDA Awards congratulations Dr. Bernie White, Distinguished Service Award recognizing outstanding contributions to the dental profession, the dental community or the oral health of Canadians at large.
- CDA President's Call share similar plights of other provinces with respect to the pandemic, regulatory and advocacy considerations, and membership support.
- Saskatchewan Government Ministry of Health Minister of Health appeared open to licensing requirement suggestions, aware of public representation issues, welcoming of DDA amendment clarifications and suggestions, and requested another meeting early in 2022.

The Executive Committee initiated the Human Resource and Compensation, Governance, and Finance Committees. These Committees will be beneficial to the CDSS and the membership in fulfilling the fiduciary responsibility of Council to provide necessary oversight, governance, strategic planning, and continuity.

As well, these Committees will provide the President Elect and Vice President the:

- 1. background knowledge of the CDSS and Council especially with respect to governance and finance;
- experience and confidence setting agendas, leading meetings, and delegating tasks;
- 3. establishing relationships with Management and Council;
- 4. and identifying weaknesses, priorities, and improvements going forward.

The results of the CDSS Membership survey suggest that 95% of the members agree that the CDSS is behaving like a regulatory body. The results of the CDSS Membership survey suggest that 79% of the members are satisfied with the membership support services provided by the CDSS. Common themes of concern from some of the members (~25%) were: the pandemic response decisions and protocols, advocacy for vaccines, and lack of communication (although 72% of members did not want more frequent communication).

With respect to the priorities for the coming year identified at the Fall Council Meeting, progress is being made regarding Standards, Sedation Standard, Regulatory Bylaws, Licensing, Association Research, DDA Amendment Response, and Pandemic Vigilance.

The CDSS continues to be in a good position. Again, I would like to acknowledge all Management, Staff, Council, and Committee members for their ongoing efforts, contributions, and dedication to the College and the profession.

Again, "Successful change initiatives share two key characteristics: effective persuasion and a clear understanding of organizational change as a long-term, multistep process rather than a singular event." In my opinion, the Council has been at its best when implementing change in manageable, incremental "bites"; and, Council has been stifled when attempting to implement change in a single, complete, and perfect decision or document.

For this Winter Council meeting, we again are using an agenda that has proven to be efficient, effective, and productive. I anticipate everyone is prepared to be a contributing participant. I expect everyone to be a good leader, honest, respectful, professional, and accepting of vigorous debate and consensus decision making.

Thank you.

Dean Zimmer