

Canadian Dental Assistants' Association Strategic Business Plan 2020-2023



INTRODUCTORY STATEMENT

This strategic business plan has been developed by the Canadian Dental Assistants' Association (CDAA) to provide a disciplined, transparent approach to the management of the Association, for fiscal years 2020 through 2023.

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EXECUTIVE SUMMARY

The CDAA Strategic Business Plan for 2020-2023 expands on the commitment of the Canadian Dental Assistants' Association (CDAA) to advance the dental assisting profession as it has for the past 75 years. Building upon the momentum of the 2017-2019 strategic business plan, this plan focuses on strengthening the long-term sustainability of the organization, both financially and with an eye towards activities that will have a direct, positive impact on the careers of dental assistants. Highlighted throughout this plan is the continued importance placed on the strength of the relationships with the provincial associations, both member provinces and otherwise. CDAA continues to be committed to open, transparent dialogue with all provincial jurisdictions and values the input from all across Canada in order to ensure the Association moves forward with the maximum amount of support possible. In addition to strengthening the domestic relationships across the profession, this plan further expands on the concept of collegiality and broadens CDAA's connections to dental assisting industry partners, oral health industry partners, both in Canada and abroad. CDAA will continue to mobilize concretely around these strategic directions as a cohesive unit in order to maximize available opportunities, address challenges and improve the profession of dental assisting.

HISTORY OF THE CANADIAN DENTAL ASSISTANTS' ASSOCIATION

The Canadian Dental Assistants Association (CDAA) is operated by a volunteer Board of Directors of up to 14 members, including: the President, Past President, Vice President, one representative from each CDAA Organization Member, one representative from the Royal Canadian Dental Corps and other positions the Board deems necessary.

The President, Past-President and Vice President each serve a one-year term, with the option of extending their term with the support of the CDAA Board of Directors.

Provincial and Territorial representatives are elected or appointed to a two year term, which can be extended to a maximum of three consecutive terms.

The officers of the CDAA are the President, Past-President, Vice President and the Executive Director.

1926: Marion Edwards begins organizing dental assistants in Eastern Canada.

1945: A meeting held in Winnipeg to organize a national organization. Marion Edwards is elected first President of the Canadian Dental Nurses & Assistants' Association (CDNAA).

1956: Mary Groszek (Fullerton) elected President. Ms. Fullerton's main focus was on National Incorporation

1957: CDNAA becomes legally incorporated.

1960: CDNAA establishes continuing education study courses and higher standards towards national certification.

1968: First 136 members are nationally certified.

1982: The CDNAA officially becomes the Canadian Dental Assistants' Association (CDAA)

1997: First transfer membership agreements signed with Alberta, PEI, Nova Scotia and New Brunswick.

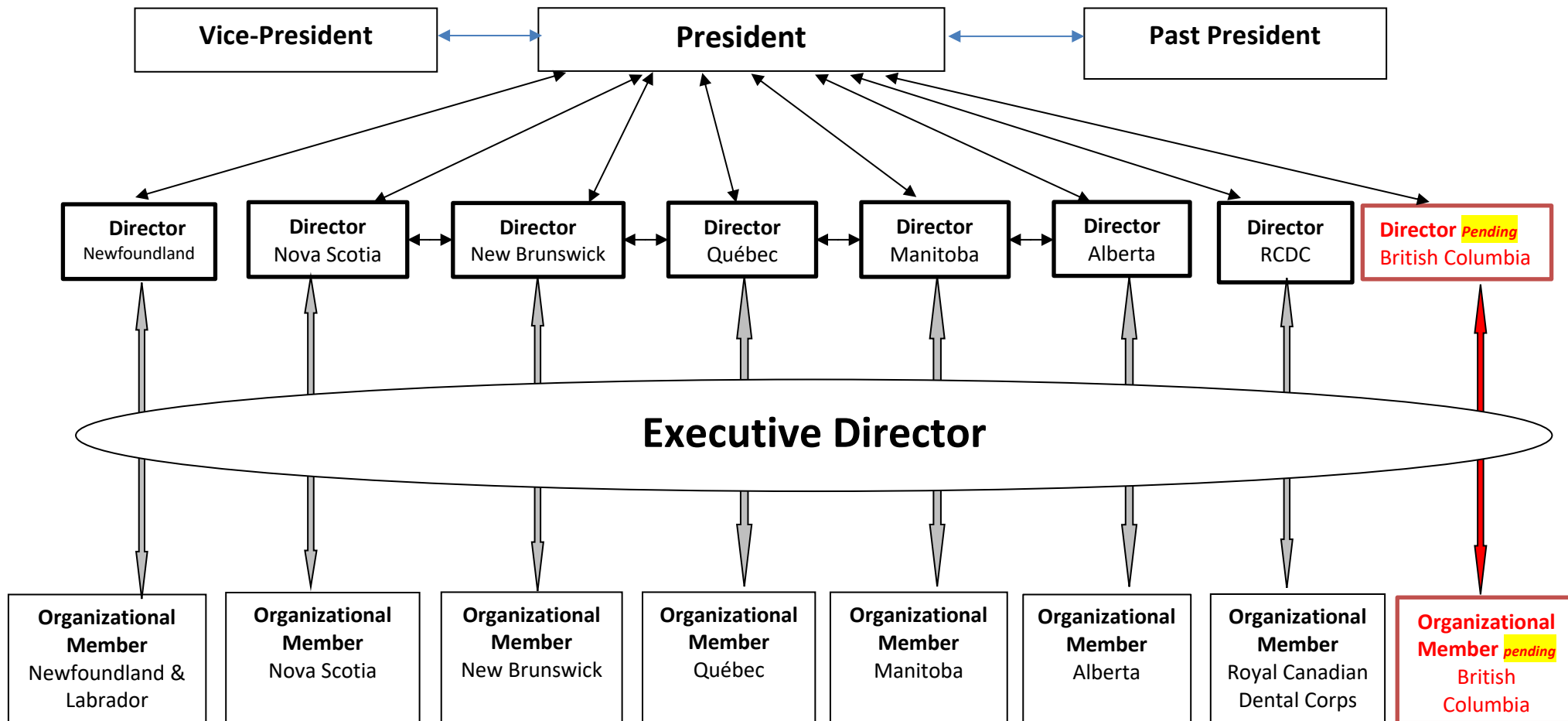
1998: The National Dental Assisting Examining Board (NDAEB) is created to oversee the national certification and examination process. Transfer membership agreements were signed with 8 provincial dental assisting associations resulting in CDAA membership increasing to 17,000 making the CDAA Canada's largest association of dental professionals.

1999: An International Alliance was formed with the American Dental Assistants Association.

- 2000:** Manitoba becomes the 9th provincial dental assisting association to enter into a transfer membership agreement.
- 2001:** CDAA changes bylaws to reflect the importance of the transfer agreements and the need for provincial associations to have a say in CDAA affairs. Quebec Dental Assistants Association signs transfer membership agreement. CDAA partners with the NDAEB to complete the first National Occupational Analysis for dental assisting. Dental Assisting Educators of Canada (DAEC) became a sub-committee of the CDAA.
- 2004:** The Canadian Forces joined CDAA as the 11th Corporate Member.
- 2006:** CDAA becomes a federation of ten provincial dental assisting associations and the Canadian Forces Dental Services.
- 2008:** Mutual Recognition Agreement signed by all Dental Assisting Regulatory Authorities, Ontario Dental Assistants Association and the Quebec Dental Assistants Association.
- 2009:** The first national online Salary & Benefits survey conducted. CDAA achieved financial stability.
- 2010:** DAEC rejoin CDAA as a standing committee. Emergency policy created for provincial dental assisting associations in need.
- 2011:** CDABC ceases to be a member of CDAA. CDAA launches a new website and online continuing education.
- 2012:** ODAA ceases to be a member of CDAA.
- 2013:** DAEC ceases to be a standing committee.
- 2014:** SDAA ceases to be a member of CDAA.
- 2015:** CADA ceases to be a member of CDAA. CDAA sunsets its online delivery of continuing education. CDAA focuses heavily on dental assisting research and launches a dental assisting research project reporting on stressors in the workplace.
- 2016:** CDAA launches a joint research project with the CFDHRE on the impact to the hearing of dental assistants and hygienists.
- 2017:** Association of Alberta Dental Assistants joins the CDAA
- 2018:** CDAA launches its Healthy Workplace Survey
- 2019:** CDAA partners with the CDA to launch a survey examining the employment of DAs in Canada; CDAA co-leads the NOA 2019 project

CDA ORGANIZATIONAL CHART

MANAGEMENT BOARD AND STAFF



ORGANIZATIONAL TENETS

ORGANIZATIONAL VISION

The CDAA is a collaborative, unified federation¹ recognized as a national leader for the dental assisting profession.²

MISSION STATEMENT:

CDAA's mission is to provide national leadership for the dental assisting profession furthering the interests of its Organizational Members and advocating from a dental assisting perspective on oral health issues having national impact.

VALUES:

CDAA helps to advance awareness of the role of dental assistants in patient care and advocate for dental assistants through our three core values:

1. Advocacy and Policy Influence
2. Knowledge and Research, and
3. Capacity Building for our Organizational Members.

¹ An association, comprised of a set of smaller associations, which seeks to bring attention to issues that are of importance to its members. Each association that comprises the **federation** maintains control over its own operations.

² CDAA works to effectively further the interests of all Canadian dental assistants, not just those represented by our member associations.

CDAA S.W.O.T. ANALYSIS AS AT 2019

(Strengths, Weaknesses, Opportunities, & Threats)

STRENGTHS

Internal

- invested and committed leadership - cohesive Board of Directors speaking with a unified voice
- supportive Organizational Members
- Organizational Member confidence in CDAA continuing to grow
- solid internal governance structure – clear by-laws, clearly defined roles and responsibilities, governance policies.
- committed, capable, efficient office support staff
- lower overhead costs given move to virtual/home office model
- strong policies and practices regarding internal financial controls – dual signatories, monthly financial statement reviews, monthly Board meetings, annual audit, etc.
- zero long-term liabilities
- secure, financial investments exceeding \$120K
- internal control policies updated and implemented (i.e. GST policy/PIPEDA compliance/anti-theft & fraud/anti-harassment/accessibility)
- streamlined records management (both soft and hard records)
- secure records (both soft and hard records)
- competent IT service providers in place
- updated and secure Website

External

- positive, strengthened relationship with oral health industry stakeholders (i.e. NDAEB, RCDC, Provincial associations)
- positive, strengthened relationships with oral health industry partners (i.e. CDA, CDHA, ADAA)
- increased opportunities for research specific to dental assisting

External *cont'd*

- credibility and inclusivity of the Association amongst industry partners, despite lack of representation coast to coast, continues to improve and expand
- perception of the legitimacy of the Association amongst industry partners continues to improve given new proactive approach to participation and quality of contributions
- significant increase in invitations to participate on national level initiatives led by oral health industry partners and stakeholders
- support of the Chief Dental Officer of Canada
- inclusion in the Network for Canadian Oral Health Research (representation on Steering & Communications Committees)
- contributor to the Canadian Oral Health Roundtable
- participation and contributor to Government of Canada consultations
- offers malpractice insurance to CDAA members at a low-cost rate, protecting thousands of dental assistants
- loyalty program with BMO Mastercard and Local Hospitality travel services provided offered to member dental assistants

WEAKNESSES

Internal

- 48% reduction in overall operating capital in 2016
- lack of operating funds resulting in significant annual losses for three years in a row
- lack of operating funds results in reduced levels of activity and initiatives
- long-term planning is difficult due to the high impact Organizational Members' decisions have on the Association
- no future IT plan (i.e. website development/update)
- out-dated office technologies and equipment
- time commitment required of Directors results in low volunteerism at the Organizational Member-level

- small numbers on Board results in volunteering Directors taking on numerous roles in order to get job completed (i.e. President / directors on multiple committees)
- lack of strong succession planning for incoming Directors at the Organizational Member level
- President/Vice President/Past President terms only one-year in length
- low response rates from Organizational Members to requests for feedback/consultation on initiatives and activities
- limited communications received from Organizational Members regarding provincial issues

External

- former Organizational Members lack of confidence in Association's ability to deliver on key priorities and address previously highlighted issues
- historically poor relationships between some of the provincial jurisdictions and the national Association
- former Organizational Members financial situation and/or internal strategic focus does not align with the national Association
- financial situation of some provincial jurisdictions does not allow for the financial support of the national Association

OPPORTUNITIES

Internal

- pursuing research specific to dental assisting
- commitment of Board to pursuing activities to elevate the profession across Canada
- openness of Board to exploring new ideas and business activities/models to improve service-delivery
- improving transparency of the Association
- improving communication between Board, Organizational Members and individual dental assistants
- shift to activities with a national scope
- continuation in the reduction of member-service related activities
- improving relevant policy development on an on-going basis

- updating office technologies and equipment
- development of an IT plan with a focus on updating technologies/website
- moving towards an e-based system of records management to improve, streamline and reduce costs
- update accounting and banking practices to improve efficiency and reduce costs

External

- strengthening linkages with former Organizational Members
- formalizing agreements with former Organizational Members to re-join the Association in some capacity
- improving communication and relationships with former Organizational Members on initiatives and opportunities for partnerships
- increasing contributions to our initiatives by former Organizational Members
- strengthening of communication and relationships with Federal Government
- increase in invitations to contribute/participate on national level initiatives led by oral health industry partners and stakeholders
- increase in invitations to contribute/participate on national level initiatives led by oral health industry partners and stakeholders
- contribution/participation at national-level events with oral health industry partners and stakeholders
- communication and relationship-building with oral health industry partners (i.e. hygienists, dentists, oral health researchers, etc.)
- improving marketing and communication with a national voice
- assisting with the development of capacity across all provincial jurisdictions

THREATS

Internal

- 48% reduction in overall operating capital, effective 2016
- lack of operating funds to complete activities and initiatives
- financial status of remaining Organizational Members
- timing of decision-making to address future budget shortfall
- focus on Organizational Members versus former Organizational Members, rather than building relationships, partnerships and initiatives across the country for the elevation of the profession
- arrival of new Board members may reduce cohesiveness of Board
- reduction in Organizational Members commitment to national association
- non-delivery on identified key priorities
- burnout of Directors and CDAA staff as they try to deliver on mandate and meet Organizational Member expectations and stakeholder needs
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External

- former Organizational Members lack of willingness to partner with CDAA
- former Organizational Members financial stability
- diminishing memberships in some provincial jurisdictions
- little to no membership in some provincial jurisdictions
- low awareness/promotion of CDAA work at the provincial level
- lack of regulation in some provinces
- demographic/societal shift as “me” generation enters labour force
- attrition in the profession
- low National Occupation Classification impacting federal policy delivery

KEY PRIORITIES

1. National Level Advocacy & Policy Influence

1.1 To unify the profession of dental assisting across Canada

Objective	Action Steps	Persons	Year	Milestones	Resources	Evaluation
To address the current needs of Organizational Members (OMs).	1. Assist and support membership recruitment efforts and activities in provincial jurisdictions.	Representative(s) from CDAA Board + CDAA Executive Director (ED) + Executive of Provincial Associations, as required.	2020 & <i>on-going...</i>	Dependent on needs/invitation/activities/events of OMs.	Individuals to participate in meetings/recruitment events. \$ - allocated dependent on number of events/invitations received from provincial associations	
Objective	Action Steps	Persons	Year	Milestones	Resources	Evaluation
To address the needs of <u>former</u> Organizational Members (OMs).	<p>1. Develop agreements of affiliation with former OMs who are interested in joining CDAA.</p> <p>2. Assist and support membership recruitment efforts in provincial jurisdictions for former OMs, who <u>are</u> affiliated with CDAA.</p> <p>3. Continue to build relationships and provide support to DAs in provinces where no association currently exists.</p>	Representative(s) from CDAA Board + CDAA Executive Director (ED) + Executive of Provincial Associations, as required.	2020 & <i>on-going...</i>	Dependent on needs/invitations/events of <u>former</u> OMs.	<p>Individuals to participate in meetings and ED time allocated to negotiations and preparation of correspondence.</p> <p>\$ - Legal consultation, if required.</p> <p>\$ - depends on number of events/invitations received from provincial associations</p> <p>Individuals to participate in meetings/events.</p>	Provincial jurisdictions to provide data on increase in membership numbers resulting from recruitment activities

Objective	Action Steps	Persons	Year	Milestones	Resources	Evaluation
To increase pan-Canadian knowledge of issues facing dental assistants across all provincial jurisdictions.	1. CDAA ED to hold a one-hour per quarter conference call attended by all provincial associations to share regional issues.	Representatives from each provincial jurisdiction + CDAA ED	2020 & on-going...	4 provincial conference calls per year.	Representatives to attend meetings. \$ - conference call platform through existing CDAA service provider.	Report on feedback to be provided to CDAA Board by ED during monthly Board conference calls.
Objective	Action Steps	Persons	Year	Milestones	Resources	Evaluation
To develop opportunities to partner on issues relevant to the profession with associations regardless of their membership status in CDAA.	1. Examples, such as but not limited to: <ul style="list-style-type: none"> • Surveys, • Research partnerships, • Awareness campaigns. 	Representatives from each provincial jurisdiction + relevant CDAA Director + CDAA ED, as required	2020 & on-going...		\$ - will depend on the nature of the opportunities brought forward by provincial associations.	Evaluations on initiatives will be determined on a case-by-case basis.

1.2 To become a stronger national voice for the profession of dental assisting

Objective	Action Steps	Persons	Year	Milestones	Resources	Evaluation
To become an operationally strong and sustainable organization.	1. Review and amend the existing CDAA governance structure and by-laws	Representative(s) from CDAA Board + Members of Bylaws & Governance Committee in consultation with OMs + Operational support from CDAA ED	2020 & on-going... (estimated completion date of Q3 2020 for bylaws review)	Bylaws & Governance Committee review of bylaws- Q4 2018 to 2019. <i>Vote carried at AGM 2018 to increase fees in 2020 by \$10.</i>	Individuals to participate in meetings and ED time allocated to negotiations and preparation of documentation. \$ - Legal consultation, if required.	
	2. Increase membership fees to ease financial pressures on CDAA and improve on-going stability.					
	3. Establish a "finance committee" to examine opportunities for growth, development and funding sources.					
	4. Explore opportunities to partner with CDAA's industry partners as a source of funding to assist CDAA.					

Objective	Action Steps	Persons	Year	Milestones	Resources	Evaluation
To participate and be consulted at the national level on issues related to oral health.	Participate in/contribute to national level forums such as, but not limited to: 1. Canadian Oral Health Roundtable (COHR) 2. NCOHR 4. GoC consultations	Representative(s) from CDAA Board + CDAA ED	2020 <i>and on-going...</i>		Representative(s) from CDAA Board + CDAA ED \$ to participate - dependent on event/initiative	CDAA Board to provide annual status report to provincial jurisdictions via CDAA ED.

1.3 To raise awareness and increase visibility of the profession of dental assisting

Objective	Action Steps	Persons	Year	Milestones	Resources	Evaluation
To participate and be consulted at the national level on issues related to oral health.	Participate in/contribute to national level forums such as, but not limited to: <ul style="list-style-type: none"> • Canadian Oral Health Roundtable (COHR) • NCOHR • GoC consultations 	Representative(s) from CDAA Board + CDAA ED	2020 <i>and on-going...</i>		Representative(s) from CDAA Board + CDAA ED \$ to participate - dependent on event/initiative	CDAA Board to provide annual status report to provincial jurisdictions via CDAA ED.
To develop a year-long 75 th anniversary celebration of dental assisting in Canada	<ol style="list-style-type: none"> 1. Develop marketing strategy 2. Develop celebration strategy 3. Events/opportunities 	CDAA Board + ED + OMs + former OMs + industry partners + industry stakeholders	Beginning in 2019 <i>and</i> launch in 2020 <i>and</i> throughout 2020...		\$ to participate- dependent on event/initiative + Corporate sponsors + Representative(s) from CDAA Board + CDAA ED + OMs	
To develop a partnership with industry partners on a cause of mutual interest	<ol style="list-style-type: none"> 1. Investigate opportunities 2. Develop marketing strategy 3. Develop Opportunities 	CDAA Board + ED + OMs + Former OMs + industry partners	Throughout 2020 ... <i>and beyond</i>		\$ to participate- dependent on event/initiative + Corporate sponsors + Representative(s) from CDAA Board + CDAA ED + OMs	

Objective	Action Step	Persons	Year	Milestones	Resources	Evaluation
To participate at oral health initiatives in conjunction with industry partners.	Participate in/contribute to national level forums such as, but not limited to: 2. Canadian Oral Health Roundtable (COHR) 3. NCOHR 4. GoC consultations 5. Research	Representative(s) from CDAA Board + CDAA ED	2020 & on-going		Representative(s) from CDAA Board + CDAA ED \$ to participate- dependent on event/initiative	CDAA Board to provide annual status report to provincial jurisdictions via CDAA ED.
To increase awareness of CDAA's objectives initiatives amongst provincial associations, oral health partners, industry partners, dental assistants, GoC, internationally and the public.	1. Quarterly reports and letters to provincial associations, oral health partner and industry partners.	Representative(s) from CDAA Board + CDAA ED Representative(s) from CDAA Board + CDAA ED + Office of CDO	2020 & on-going	Each quarter of 2017 and 2018 on-going...	ED to prepare updates and reports.	
	2. Annual reports shared with industry partners.			After approval of financial statements	ED to prepare report; Board to approve	
	3. Partner with CDA Oasis to share information, research and initiatives.			As appropriate throughout the calendar year	ED to prepare communiqués; Board to approve + CDA Oasis	
	4. To build a stronger relationship and support between the CDAA and the National Dental Assisting Examination Board				ED to prepare communiqués; Board to approve and participate	
	5. To build a relationship and foster information sharing and support between the CDAA and the international dental assisting community					
	6. To communicate regularly with Government on issues relevant to the profession.					
	7. To continue regular postings on social media (Twitter/FB)	CDAA ED + CDAA staff			CDAA Staff to prepare; ED to approve	

2. Knowledge and Research

Specific Objectives:

2.1 To focus on research related to the profession of dental assisting

Objective	Action Steps	Persons	Year	Milestones	Resources	Evaluation
To develop position statements on subjects of importance to the dental assisting profession.	Completion of position statements relevant to current environment	CDAA Board + Members of KT Committee + input from OMs + former OMs + support of CDAA ED	2020 & on-going	<i>Master list of topics completed in 2019.</i>	CDAA Board + KT Committee + input from OMs + former OMs + CDAA ED	
To initiate activities stemming from research related specifically to the dental assisting profession.	1. Partner with the CDHA and CDA on interprofessional initiatives related to the Healthy Workplace study.	CDAA Board of Directors + OMs + provincial associations + CDHA & CDA		<i>Timelines dependent on partner agreed timelines</i>	ED to oversee project on behalf of CDAA; Board to approve activities.	
	2. Partner with CDA on inter-professional initiatives related to the outcomes of <i>Factors, Realities of Employment of Dental Assisting in Canada</i> study	CDAA Board of Directors + OMs + provincial associations + industry partners + CDAA ED		<i>Timelines dependent on completion of research currently underway.</i>	ED to oversee project on behalf of CDAA; Board to approve activities.	
	3. Develop protocol related to the reporting of suspected family violence incidences.	CDAA Board + KT Committee + industry experts + OMs + former OMs + CDAA ED			ED to oversee project on behalf of CDAA; KT Committee to draft protocol; Board to approve.	
	4. Develop toolkit for dental assistants to assist with employment choices and throughout their career.			Questionnaire to circulate via OMs/ provinces/CDAA FB page to gain feedback.	ED to oversee project on behalf of CDAA; KT Committee to draft protocol; Board to approve.	Report to Board on future iterations.

Objective	Action Steps	Persons	Year	Milestones	Resources	Evaluation
	5. To partner with international DA associations to institute research on self-regulation	CDAA Board + KT Committee + international associations + OMs + former OMs + CDAA ED	2020 & on-going	<i>Timelines dependent on partner agreed timelines</i>	ED to oversee project on behalf of CDAA; Board to approve activities.	
	6. To partner with NCOHR for research on inter-professional dental education to improve dental team efficacy and interprofessional relations.	CDAA Board of Directors + OMs + provincial associations + industry partners + CDAA ED		<i>Timelines dependent on partner agreed timelines</i>	ED to oversee project on behalf of CDAA; Board to approve activities.	

2.2 To develop policies related to key issues related to the oral health profession/industry.

Objective	Action Steps	Persons	Year	Milestones	Resources	Evaluation
To identify issues and topics of importance to the oral health industry.	<i>Dependent on current environment.</i>	Representative(s) from CDAA Board + input from OMs + former OMs + CDAA ED	2020 & on-going		Representative(s) from CDAA Board + Members of KT Committee + input from OMs + former OMs+ CDAA ED	

3. Capacity Building for our Organizational Members

Specific Objectives:

3.1 To focus on effective communication with all provincial jurisdictions

Objective	Action Steps	Persons	Year	Milestones	Resources	Evaluation
To increase communication between CDAA, OMs & provincial jurisdictions.	1. Maintain CDAA's website, Facebook and Twitter pages with up-to-date, relevant postings.	CDAA ED and Staff	2020 & on-going	As required throughout each calendar year	ED and CDAA Staff to prepare postings; Board to approve	

	2. Quarterly reports provided via email to oral health and industry partners.			Each quarter of the calendar year	ED to prepare report \$ for translation costs	
	3. CDAA ED to hold a quarterly conference call attended by all provincial associations to share issues they are facing in their regions. CDAA ED to provide debrief to CDAA Board at monthly Board meeting.	CDAA ED + representative from each provincial jurisdiction.			Representatives to attend meetings. \$ conference call cost - through service provider.	
	4. Produce an annual report at the fiscal year end to be shared with each provincial jurisdiction.	CDAA ED with input from Board	December 2019 December 2020 December 2021 December 2022	Draft report including year-end financial statements to be submitted to Board for review in Q2 of subsequent calendar year.	CDAA ED + Board members (Associated cost of auditors to prepare year end financial statements)	
Objective	Action Steps	Persons	Year	Milestones	Resources	Evaluation
To dramatically increase OM participation and support of CDAA initiatives.	Develop a strategy for increased engagement between OMs and CDAA.	CDAA Board + OMs + CDAA ED	2020 & on-going		CDAA ED + Board members to draft strategy + consultations with OMs	
To provide support and guidance to dental assistants wanting to establish an association in their provincial jurisdiction.	Continue to build relationships and provide support to DAs in provinces where no association currently exists	CDAA Board + CDAA ED	2020 & on-going		Representative(s) from CDAA Board + CDAA ED	

3.2 To focus on cost-saving initiatives in the administration of the Association in order to develop capacity to deliver on priorities given existing budgetary constraints.

Objective	Action Steps	Persons	Year	Milestones	Resources	Evaluation
To further reduce CDAA expenses to address budget shortfalls and maintain sustainability of the Association.	1. Potentially layoff CDAA administrative staff.	CDAA Board + CDAA ED	2020 & on-going	<i>E-Newsbrief cancelled March 2019 = \$16,000 savings. Cancellation of bookkeeper summer 2019 = yearly savings of \$10,600.</i>	Representative(s) from CDAA Board + CDAA ED	

SUMMATIVE EVALUATION

A summative evaluation involves demonstrating that what has (or has not) been achieved insofar as a strategic plan is concerned. During the summative evaluation, CDAA's performance is rigorously examined with respect to whatever goals and objectives are outlined in the current strategic plan. In addition, the CDAA organizational tenets are evaluated to the extent to which values have been practiced, missions accomplished and visions achieved during the implementation of the activities outlined in this document.

The summative evaluation will be lead by the CDAA Renewal Committee in consultation with CDAA Board of Directors, CDAA Executive Director, CDAA Organizational Members (OMs) and provincial associations who participated in the activities outlined in this strategic plan. The summative evaluation process will begin each year in January, following the fiscal year end of the last year of the current strategic plan (i.e. January 2021) and will be completed prior to the Annual General Meeting of the CDAA (i.e. June 2021). Evaluation findings, highlighting successes and noting areas for improvement will be formally presented to OMs at the CDAA Annual General Meeting.

The summative evaluation will be used to inform the subsequent cycle of strategic planning for the CDAA.