

## BRIEFING NOTE

**TO:** Council

**FROM:** Fazal Khan, Registrar

**DATE:** February 26, 2020

**SUBJECT:** 10.1 Strategic Outcomes Policy (1-01) Monitoring Report

☐ For Decision

☐ For Information

☒ Monitoring Report

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**Purpose:**

To provide Council with a monitoring report on the Strategic Outcomes Policy, in accordance with the monitoring report schedule approved by Council.

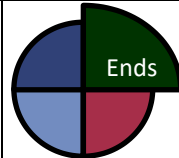
**CEO Interpretation and Evidence:**

The Strategic Outcomes Policy (**APPENDIX A**) was passed by Council in October 2019. The information contained in this monitoring report represents compliance with a reasonable interpretation of the policy. This monitoring report covers from October 2019 to February 2020.

The strategic outcomes set out in policy have been combined with Council's 2020 – 2022 strategic plan (**APPENDIX B**). Targets on the Key Performance Indicators (KPIs) have been set to measure progress on the strategic outcomes. Achievements to-date on each strategy are described in appendix B.

**Recommendations/Action Required:**

To provide feedback to the Registrar on achievement of the policy as demonstrated by the monitoring report.

<b>POLICY TITLE:</b> Ends/Critical Outcomes Policies	<b>POLICY SECTION:</b> Ends	<b>POLICY NO:</b> 1-01	
<b>APPROVED BY:</b> COUNCIL	<b>REGULAR COUNCIL POLICY REVIEW FREQUENCY:</b> EVERY 3 YEARS	<b>MONITORING OF REGISTRAR, CEO FREQUENCY:</b> SEMI-ANNUAL	
<b>DATE APPROVED:</b> October 2019	<b>PRESIDENT’S SIGNATURE:</b>		
<b>DATE REVIEWED / REVISED:</b>			

### High Level Ends Policy (Our Vision)

We ensure the highest standard of vision care for all Ontarians.

Further, COO works to achieve the following more specific Ends:

#### End 1 – Accountable Professionals

- 1.1 Practice standards and guidelines exist which are reflective of technology and changing patient preferences.

#### End 2 – Public Trust

- 2.1 Public trust exists through an excellent governance framework and effective organizational processes.
- 2.2 Collaborative relationships with stakeholders exist that demonstrate effectiveness and trustworthiness.

#### Definition:

For the purposes of this policy 'stakeholders' are defined as including, the public, registrants, COO employees, the government, peer regulators, and others who have an interest in effective health regulation.

## COO Strategic Plan 2020 – 2022 Monitoring Report

<b>Strategic End – Accountable Professionals:</b> Practice standards and guidelines exist which are reflective of technology and changing patient preferences.					
<b>1.0 Goal Statement:</b> To modernize how the College regulates the dispensing of eyewear in light of changing technology in the practice environment and changing patient preferences.					
Strategy	Key Performance Indicators (KPIs)	2020 Targets	Evidence Data	Achieved	Action Item Achievements/Challenges
1.1 Update the Standards of Practice, which Include Guidelines for Online Dispensing, Emerging Technologies and Telepractice	% of ROs who indicate they know about and adopt the updated standards	60% of RO respondents			<ul style="list-style-type: none"> <li>- Standards of Practice Approved by Council in December 2019, including a standard on telepractice/remote practice.</li> <li>- Standards of Practice Committee collaborated with Optometry</li> <li>- Completed extensive stakeholder feedback sessions, including focus groups with industry, associations and ROs</li> </ul>
	% of ROs who are offering telepractice	n/a ( <i>Collect data in 2020 to establish baseline</i> )			
	# page views on standards section of website	2000 page views			
	% of patients who are using telepractice for EG and CL	n/a ( <i>Commission public poll in 2021</i> )			
1.2 Review and Update the Quality Assurance Program and practice resources for Opticians to ensure they reflect the competencies that opticians need to dispense safely in the changing practice environment	# of hours of new professional CE developed by the COO	4 CE hours			<ul style="list-style-type: none"> <li>- Updated Quality Assurance Program approved by Council in December 2019.</li> <li>- The new program includes a new category of CE called professional growth (PG) which will allow the College to provide continuing education to ROs on topics meant to improve patient vision care and that reflect changes in the practice environment.</li> <li>- In it's redesign of the program, the QA obtained feedback from ROs on multiple occasions.</li> </ul>
	# of hours of new professional CE developed by the COO undertaken by opticians	1500 total CE hours			
	# of practice resources developed relating to new technologies	1			
1.3 Build on risk of harm research to inform risk-based policy and decision making	# of College functions/processes adopting the risk of harm data into decision-making frameworks or policies	1			
	# of enviro scans, literature reviews, research studies commissioned	3			

# COO Strategic Plan 2020 – 2022 Monitoring Report

<b>Strategic End – Public Trust</b> Public trust exists through an excellent governance framework and effective organizational processes.					
<b>2.0 Goal Statement</b> To transform our governance framework and organizational processes to increase efficiency and public trust.					
Strategy	Key Performance Indicators (KPIs)	2020 Targets	Evidence Data	Achieved	Action Item Achievements/Challenges
2.1 Create and explore synergies among Ontario health regulators and regulatory functions	# of processes/policies streamlined	n/a ( <i>Targets to be set in 2021</i> )			<ul style="list-style-type: none"> <li>- Proposals obtained and interviews completed with consultants specializing in integration</li> <li>- Two collaboration issues brought to FHRCO, tasked to working groups</li> <li>- College staff participation in two working groups on governance and accessibility services</li> <li>- Presented to management team at College of Social Workers on service standards</li> <li>- Collaborated with Optometry on updated standards</li> <li>- Council president and senior staff attended CNAR regulatory conference</li> <li>- Continued exploration of areas of collaboration with the College of Optometrists, including practice issues and back-office initiatives</li> <li>- Two presentations from the CNO to Council</li> </ul>
	\$ operational budget savings	n/a ( <i>Targets to be set in 2021</i> )			
2.2 Transform and Streamline Council Governance in accordance with Provincial, Canadian and global best practices	# of governance reforms adopted	3			<ul style="list-style-type: none"> <li>- Environmental scan completed by Governance Committee</li> <li>- Support letters sent to Ontario and BC Governments, respectively regarding the CNO and Harry Cayton reports</li> <li>- At February 2020 Council meeting, the Governance Committee proposing by-law change to cooling off period for association members and changes to terminology for Council and its officers</li> </ul>
	% improvement in public trust on pre- and post-reform survey	n/a ( <i>Establish baseline in 2020</i> )			

# COO Strategic Plan 2020 – 2022 Monitoring Report

<b>Strategic End – Public Trust</b> Collaborative relationships with stakeholders exist that demonstrate effectiveness and trustworthiness.					
<b>3.0 Goal Statement</b> To enhance the College’s effectiveness and trustworthiness through improved stakeholder awareness and engagement.					
Strategy	Key Performance Indicators (KPIs)	2020 Targets	Evidence Data	Achieved	Action Item Achievements/Challenges
3.1 Ensure that College communications are transparent, relational and accessible	Comparison in relational audit results pre and post	Improve relational rating from 2.8 in 2015 to 3.5 in 2020			<ul style="list-style-type: none"> <li>- Social media presence established</li> <li>- Public and registrant facing blog posts launching in 2020</li> <li>- Additional staff training on relational communications completed</li> <li>- Internal style guide developed to ensure consistent and relational communications</li> <li>- New website launching in Q1</li> </ul>
	# of views to College media, social media	Social media likes + shares: 5% increase from 2019			
	% of positive feedback received to the communication initiative	n/a ( <i>Establish baseline in 2020</i> )			
3.2 Increase opportunities to engage the public	# of unique page views on public-facing website section	150 views			<ul style="list-style-type: none"> <li>- Three topics presented to CAG in 2019</li> <li>- CAG will be asked to provide feedback on website</li> <li>- Continued investigation other avenues for engagement</li> </ul>
	Public response rates to consultations	n/a ( <i>Establish baseline in 2020</i> )			
	Increase in number of complaints	+2 more public complaints than 2019			
3.3 Enhance College Council and Committee Effectiveness and Trustworthiness	Perception of council effectiveness by stakeholders, compared to council self-evaluation	n/a ( <i>Establish baseline in 2020</i> )			<ul style="list-style-type: none"> <li>- Comprehensive training to Council in February 2020, topics include diversity and inclusion, governance, conflict of interest and fiduciary duties, and updates on regulatory trends</li> <li>- Additional council training sessions planned for 2020</li> <li>- Competencies added to council elections and appointed recruitment process</li> <li>- Updated terms of reference for all committees planned for 2020</li> </ul>

# COO Strategic Plan 2020 – 2022 Monitoring Report

Strategy	Key Performance Indicators (KPIs)	2020 Target	Data Evidence	Achieved	Action Item Achievements/Challenges
3.4 Enhance QA program in order to improve trust and confidence in the College	% of registrants QA Program compliance	66% compliance			<ul style="list-style-type: none"> <li>- Database project completed to allow CE upload to registrant portal</li> <li>- Database project completed allowing ROs to pay QA fees in portal</li> <li>- Jurisprudence project in progress to allow test completion in portal</li> </ul>
3.5 Improve the College's stakeholder engagement process	Response rates to College consultations	7% average response rate			<ul style="list-style-type: none"> <li>- Amended stakeholder policy approved by Council in October 2019</li> </ul>
	Eblast open rates, number of click-throughs	Eblast open rate: avg 60%			<ul style="list-style-type: none"> <li>- Facilitated focus groups with associations, industry and registrants conducted for standards update</li> <li>- Internal stakeholder resource guide in development</li> </ul>