

# BRIEFING NOTE

**TO:** Board of Directors

**FROM:** Fazal Khan, Registrar, CEO

**DATE:** March 6, 2023

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

For Decision

For Information

Monitoring Report

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## Purpose:

To provide the Board with a monitoring report on the Strategic Outcomes Policy (1-01), in accordance with the monitoring report schedule approved by the Board.

## Background:

The Strategic Outcomes Policy (1-01) was first approved by the Board in October 2019. In December, 2022 the Board approved a new strategic plan for 2023-2025 and will be updating the Strategic Outcomes Policy to reflect the new plan.

This is the first monitoring report based on the recently approved 2023-2025 strategic plan.

## How to read this monitoring report:

The monitoring report is a way for the Registrar, CEO to demonstrate a reasonable interpretation with the Board's strategic plan, and to demonstrate reasonable achievement of that plan.

For each goal/outcome identified by the Board, the administrative team has identified (or will be identifying) the following information:

**Strategies:** This column shows the strategies that have been identified by the administrative team to achieve each goal/outcome identified by the board. Additional strategies will be added throughout the life of the strategic plan, as new information becomes available and/or as existing strategies are achieved.

**Key Performance Indicators (KPIs):** This column shows the quantifiable data that the administrative team will use to measure its progress toward achieving each strategy. For example, if a strategy is to create additional resources on a particular subject matter, the KPI might be the number of resources created.

**Overall Target (2023-2025):** This column shows the overall target that the administrative team will be aiming to achieve by the end of the strategic planning cycle.

**2023 Goal:** This column shows the target that has been identified for the 2023 calendar year.

**Evidence/Data:** This column will provide details of any evidence or data of having achieved some or all of the strategy. As we are currently at the beginning of a new strategic plan, no evidence or data has been reported yet.

**Budget:** This column will provide details of the expected budget that will be required to achieve the identified target(s). This column will be populated once the Board has provided feedback on the strategies and targets identified by the administrative team.

**Status:** This column will identify the status of each strategy.

**Action Items Achievement/Challenges:** This column will provide details of any significant achievements and/or challenges that have taken place with respect to each strategy.

**Action Required:**

The Board is asked to provide feedback on the strategies, KPIs and targets identified by the administrative team, and to consider the following questions:

1. Does the Board agree that the Registrar, CEO's interpretation of the Strategic Plan is reasonable?
2. Does the Board agree that the Registrar, CEO has complied, thus far, with the Strategic Plan, as reasonably interpreted?

# COO 2023-2025 Strategic Plan

## March 2023 Monitoring Report

### Goal 1: Safer and more inclusive patient care (Public Pillar)

#### 1.1 Patients have access to resources and information on the role of registered opticians as healthcare providers

Strategy	Key Performance Indicator (KPI)	Overall Target (2023-2025)	2023 Goal	Evidence/Data	Budget	Status	Action Item Achievements / Challenges
1.1.1 Develop resources for patients	# of resources	3 resources	1 resource			n/a	
1.1.2 Public education on the role of registered opticians as healthcare providers	# of initiatives	3 initiatives	1 resource			n/a	

#### 1.2 A reduction in risk to patients as a result of unauthorized practice

Strategy	Key Performance Indicator (KPI)	Overall Target (2023-2025)	2023 Goal	Evidence/Data	Budget	Status	Action Item Achievements / Challenges
1.2.1 Implement additional enforcement of unauthorized practice	An updated program has been launched to address unauthorized practice	Program launch	Program launch			n/a	- A dedicated investigator has been hired in February 23 to support the who will be supporting the professional conduct team with a focus on unauthorized practice in particular
	# of compliance packages sent out	75	15			n/a	
1.2.2 Educate opticians, optical business owners and other eyecare professionals about their respective responsibilities	# of resources developed	3 resources	1 resource			n/a	

#### 1.3 Patient care is more inclusive and culturally safe

Strategy	Key Performance Indicator (KPI)	Overall Target (2023-2025)	2023 Goal	Evidence/Data	Budget	Status	Action Item Achievements / Challenges
1.3.1 Educate and support opticians in developing and maintaining competencies around DEI and cultural safety	# of resources developed (see goal 2.3.1)	2 resources	1 resource			n/a	- A consultant has been retained to begin developing resources for opticians - Work can begin on a standard of practice once sufficient resources are available so that opticians can interpret and apply the standard effectively.
	Approve a standard of practice on anti-racism and cultural safety and humility	Approval of standard	n/a (target of completion by 2025)			n/a	
1.3.2 Engage equity deserving stakeholder groups	# of new relationships established with equity deserving groups	3 new relationships	1 new relationship			n/a	
	# engagement activities	6 engagement activities	2 engagement activities			n/a	

#### Legend (Status column)

✓ - Achieved

↑ - Positive trend (not yet achieved)

X - not achieved in the timeframe anticipated

n/a - not yet applicable / data not yet available

## COO 2023-2025 Strategic Plan March 2023 Monitoring Report

1.3.3 Work with national group to update entry to practice competencies	The national group has committed to updating entry-to-practice competencies in next cycle	Commitment from the national group	n/a (target of completion by 2025)			n/a	
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### 1.4 Concerns about the conduct of opticians are addressed in a manner that is proportionate to the relative risk, transparent, accessible and timely

Strategy	Key Performance Indicator (KPI)	Overall Target (2023-2025)	2023 Goal	Evidence/Data	Budget	Status	Action Item Achievements / Challenges
1.4.1 Review and shorten ICRC processes and timelines	Decrease in the number of days to dispose of ICRC matters	25% decrease	5% decrease			n/a	
1.4.2 Explore strategies for early resolution of conduct concerns	Implementation of formal early resolution program	Implementation	Implementation			n/a	
	# matters resolved through early resolution	n/a	Explore in 2024			n/a	
1.4.3 Explore options for enhancing adjudicative expertise of discipline panels	# of initiatives explored	n/a	Explore in 2024			n/a	

### 1.5 There is a sufficient number of qualified opticians to meet the needs of Ontario patients

Strategy	Key Performance Indicator (KPI)	Overall Target (2023-2025)	2023 Goal	Evidence/Data	Budget	Status	Action Item Achievements / Challenges
1.5.1 Public outreach and education on considering a career in opticianry	# of initiatives/resources	3 initiatives/resources	1 initiative/resource			n/a	
1.5.2 Reduce unnecessary barriers for individuals seeking to enter or resume the profession	Implement process to identify barriers to enter/resume the profession	n/a	Explore in 2024			n/a	
	# of initiatives/resources	n/a	Explore in 2024			n/a	
1.5.3 Begin collecting data on attrition rates within the profession	System to collect data has been developed	n/a	Explore in 2024			n/a	

## Goal 2: The College is relational, accessible and responsive to changes in technology and evolving patient expectations (Registrant Pillar)

### 2.1 Standards, guidelines, policies and processes are in place that support opticians in offering new services, technologies or non-traditional modes of dispensing (e.g. remote and mobile)

Strategy	Key Performance Indicator (KPI)	Overall Target (2023-2025)	2023 Goal	Evidence/Data	Budget	Status	Action Item Achievements / Challenges
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## COO 2023-2025 Strategic Plan

### March 2023 Monitoring Report

2.1.1 Ensure standards, guidelines and policies are evidence-based and consider relevant data around risk of harm	# of standards/guidelines/policies that have undergone a risk-based review	100% of standards, guidelines and policies have been reviewed	33% of standards, guidelines and policies have been reviewed			n/a	
	Briefing notes have been updated to include section on risk of harm	100% of briefing notes include new section	100% of briefing notes include new section %			n/a	
2.1.2 Stay current on emerging technologies, techniques and service delivery models	# of new products or services that have been reported on to the board	3 reports	1 report			n/a	
2.1.3 Develop resources to support opticians that wish to offer non-traditional modes of dispensing	# of resources developed	3 resources	1 resource			n/a	
<b>2.2 College processes and services are fair, relational and accessible to all registrants, applicants and members of the public</b>							
Strategy	Key Performance Indicator (KPI)	Overall Target (2023-2025)	2023 Goal	Evidence/Data	Budget	Status	Action Item Achievements / Challenges
2.2.1 Ensure College communications are transparent, relational and accessible	# of initiatives	3 resources	1 resource			n/a	
2.2.2 Increase the use of right-touch principles in decision-making	% of staff and committees that have received training in right touch decision-making	100%	80%			n/a	
<b>2.3 Registrants have access to high quality continuing education resources, including resources on diversity, equity and inclusion and cultural safety and humility</b>							
Strategy	Key Performance Indicator (KPI)	Overall Target (2023-2025)	2023 Goal	Evidence/Data	Budget	Status	Action Item Achievements / Challenges
2.3.1 Create additional resources for opticians on diversity, equity and inclusion and cultural safety and humility	# of resources developed	3 resources	1 resource			n/a	- A consultant has been retained to begin developing resources for opticians
2.3.2 Create additional continuing education resources on general practice areas	# of resources developed	6 resources	2 resources			n/a	
2.3.3 Increase opportunities for registrant engagement and education	# of engagement/education opportunities	5 opportunities	1 opportunity			n/a	

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## COO 2023-2025 Strategic Plan

### March 2023 Monitoring Report

#### Goal 3: The College demonstrates regulatory leadership through governance excellence (Organizational Pillar)

##### 3.1 The College continues to embrace proactive governance practices that foster efficiency and public trust

Strategy	Key Performance Indicator (KPI)	Overall Target (2023-2025)	2023 Goal	Evidence/Data	Budget	Status	Action Item Achievements / Challenges
3.1.1 Continue to streamline board governance in accordance with Provincial, Canadian and global best practices	# of governance initiatives or reforms	3 initiatives/ reforms	1 initiative/ reform			n/a	
3.1.2 Adequate resources are invested in technology, human resources and training in order to optimize the College's ability to offer efficient and effective services	# of processes improved/ streamlined	3 processes	1 process			n/a	
3.1.3 The board and committee selection process remains competency-based and barrier-free	A process is in place to monitor for barriers and ensure best practices are being followed	Implementation	n/a (target for 2024)			n/a	
	Develop committee-specific competency profiles	100%	n/a (target for 2025)			n/a	
3.1.4 The board regularly assesses and evaluates its own performance and that of its committees	Rate of participation in board and committee evaluation processes	100% participation	100% participation			n/a	

##### 3.2 Diversity, equity and inclusion are integrated within the College's internal governance structure and decision-making processes

Strategy	Key Performance Indicator (KPI)	Overall Target (2023-2025)	2023 Goal	Evidence/Data	Budget	Status	Action Item Achievements / Challenges
3.2.1 Policies and operations are reviewed through a DEI lens	# of internal policies and processes reviewed	6 policies / processes	2 policies / processes			n/a	
3.2.2 Additional resources are developed for board and committee members on DEI and cultural safety and humility	# of resources developed	1 resource	n/a (target in 2024)			n/a	

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## COO 2023-2025 Strategic Plan

### March 2023 Monitoring Report

<b>3.3 The College works collaboratively with its system partners to serve the public interest more efficiently and effectively</b>							
Strategy	Key Performance Indicator (KPI)	Overall Target (2023-2025)	2023 Goal	Evidence/Data	Budget	Status	Action Item Achievements / Challenges
3.3.1 Explore opportunities for collaboration with the optometry profession	# of opportunities/initiatives explored	3 opportunities/initiatives	1 opportunity/initiative			n/a	
3.3.2 Explore opportunities for collaboration with other health regulatory colleges to share resources, costs and decrease duplication	# of opportunities/initiatives explored	3 opportunities/initiatives	1 opportunity/initiative			n/a	
3.3.3 Create, sustain and/or improve relationships with key stakeholders and system partners	# of stakeholder engagement activities	3 activities	1 activity			n/a	
3.3.4 Participate in events and conferences relating to professional, industry and regulatory trends and best practices	# of events/conferences	18 events/conferences	6 events/conferences			n/a	

**Legend (Status column)**

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