

COO Strategic Plan 2020 – 2022 Monitoring Report

February 2022

Strategic End – Accountable Professionals: Practice standards and guidelines exist which are reflective of technology and changing patient preferences.						
1.0 Goal Statement: 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)	Targets	Evidence Data	Status	2022 Goals	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 delegation standard guideline	60% of RO respondents	N/A Survey to be conducted in Spring 2022 as part of environmental scanning.	N/A	60% of ROs	<ul style="list-style-type: none"> Standards of Practice Approved by board in December 2019, included a standard on telepractice/remote practice. The COO collaborated with Optometry to ensure consistency between Standards Completed extensive stakeholder feedback, including focus groups with industry, associations and ROs Emergency Practice Guidelines developed (April 24, 2020) and continually updated during pandemic lockdown. Guidelines around remote practice allowed ROs to continue to provide essential services to patients during pandemic lockdown. Return to Practice Guidelines developed (May 13, 2020) when medical directive lifted allowing ROs to practice with certain requirements. Continually updated as the situation unfolds and translated into French. Webinar conducted to introduce the return to practice guidelines, which was attended by 171 ROs. Standards of Practice regarding delegation and refraction considered at the December 2020 Board.
	% of ROs who are offering remote services/telepractice	n/a (Collect data in 2022 to establish baseline)	N/A Survey to be conducted in Spring 2022 as part of environmental scanning.	N/A	N/A	
	# page views on standards section of website	500-page views	1,016-page views on SOPs (419 page views), emergency (47 page views) and return to practice guidelines (431 page views) in (from January 1, 2021, to December 31, 2021)	↑	Not more than a 20% decline in page views in 2022.	
	% of patients who are using telepractice for EG and CL	n/a (Commission public poll in 2021)	In a recent poll of 1001 Ontarians who visited an optician in the last 3 years, 30% indicated that they had purchased eyewear from	N/A	20% patients using telepractice	

LEGEND

✓ - Achieved

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			their optician via curbside pickup or delivery.			<ul style="list-style-type: none"> Collaborated with the College of Optometrists and Association of Optometrists to develop Standards. Public poll was commissioned in 2021 of 1001 Ontarians who had visited an optician in the last 3 years. A survey was conducted in August 2021 on the clarity and utility of the Refraction standard of practice. Additional environmental scanning will be carried out in 2022.
	# of hours of new professional CE developed by the COO	2 CE hours	New Accredited Jurisprudence Modules: 3 2021 New Accredited Jurisprudence Module: 1 New Accredited COO Presentations: 4.5 2021 New Accredited COO Presentations: 2	✓	Development of at least 2 new CE activities	<ul style="list-style-type: none"> Updated Quality Assurance Program approved by board in December 2019. In its redesign of the program, the QAC obtained feedback from ROs on multiple occasions. 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 that reflect changes in the practice environment and patient needs New jurisprudence modules created in 2020-2021: Communications, RHPA, Diversity, Equity and Inclusion. In addition, updates were made to the test for the Professional Boundaries and Sexual Abuse Prevention module. 4 COO presentations delivered in 2020 include: College update, Return to Practice Guideline Presentation/Webinar
	# of hours of new professional CE undertaken by opticians	1500 total CE hours	3719 CE hours reported by ROs in 2020* (803 hours relating to new Jurisprudence Modules; 2916 hours of new accredited COO presentations) 3046 CE hours reported by ROs in 2021 (2000 related to Jurisprudence Modules;	✓	2000 total CE hours	

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			1046 related to accredited COO presentations)			<ul style="list-style-type: none"> • 2 COO presentations delivered in 2021: College update • Diversity, Equity and Inclusion module developed in 2020, in addition to new CE, further practice resources include: Standard 7 – Remote Practice and Technology and a blog post on telepractice and professional judgment. • The QAC accredited 44 new Professional Growth activities in 2020 and 35 new Professional Growth activities in 2021.
	# of practice resources developed relating to new technologies	4	2	✓		
1.3 Build on risk of harm research to inform risk-based policy and decision making	# of College functions/processes considering or adopting the risk of harm data into decision-making frameworks or policies	0	1	✓	Consider or adopt risk of harm data into at least 1 framework or policy.	<ul style="list-style-type: none"> • Standards of practice were updated having regard to environmental scans, stakeholder feedback and a consideration of risk of harm/professional judgment when opening up standards to remote practice/technology • Additional environmental scans/literatures reviews conducted for the following program/policy amendments: removing gender from register, disclosure of criminal charges, vulnerable sector checks, Canadian experience and registration, CE accreditation, assessing how relational the College and its website and communications are, displaying preferred names on the public register, suspension and restriction information on the public register, a proposed spousal exemption regulation, proposed updates to the Code of Ethics, the Refraction standard of practice
	# of enviro scans, literature reviews, research studies commissioned	3	12 program/departmental scans completed to-date	✓	At least 4 additional enviro scans, literature reviews or studies in 2022	

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- Research is being done on risk of harm data relating to health practitioner currency as well as the practice of myopia control

Strategic End – Public Trust

Public trust exists through an excellent governance framework and effective organizational processes.

2.0 Goal Statement

To transform our governance framework and organizational processes to increase efficiency and public trust.

Strategy	Key Performance Indicators (KPIs)	Targets	Evidence Data	Achieved	2022 Goals	
2.1 Create and explore synergies among Ontario health regulators and regulatory functions	# of processes/policies streamlined	4	7 regulatory and internal processes streamlined in 2021	N/A	5 processes/policies streamlined	<ul style="list-style-type: none"> • Two collaboration issues brought to HPRO, one was tasked to a working group (universal governance training) and the COO has been exploring the concept of a website/joint register • Staff participated in HPRO governance working group • Staff presented to management team at College of Social Workers on our journey with relational service standards • The COO invited the CNO to present to the board on its own governance efforts • Collaborated with Optometry on updated standards • Board Chair, Vice-Chair and senior staff attended CNAR regulatory conference for second year • Registrar presented to CNAR on disruptive technology and its impact on regulation/standards of practice, which was the first ever COO presentation at a regulatory conference. • Embarked on two exploratory projects in the area of collaboration. 1) An integration consulting firm was
	\$ operational budget savings	n/a	1 working group in 2020-2021 involving a shared consultant	N/A	TBD (See notes)	
	# of initiatives involved in	4	1 - Final Integration Readiness Report presented to the board in May 2021. 2 – New Delegation Standard approved in December 2020 following consultation with Optometry. 3 – Collaborations/working groups with other RHPA colleges on CPMF and procurement	✓	Explore additional opportunities for synergies and cost savings	

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			4 – Collaboration with national counterparts on the Non-Insured Health Benefits Program			<p>retained to provide an assessment on the COO’s readiness to collaborate with one or more other regulatory Colleges (report presented to the board in May 2021). 2) The College also took part in a series of back-end/operational collaborative projects with a number of other regulatory Colleges in the domains of shared HR services, shared data collection/methodology and shared procurement</p> <ul style="list-style-type: none"> • Collaborated with Optometry on COVID-19 guidelines and communications • Participated in a working group with 8 other colleges who jointly shared costs to retain a consultant for the purpose of developing a tool to manage data relating to the College Performance Measurements Framework (CPMF). • Participated in weekly collaboration calls organized by HPRO relating to the CPMF report, and bi-weekly meetings relating to COVID-19 responses, guidelines, vaccination policies, return to office protocols and other issues. • Participated in two compensation studies in 2021: one relating to registrars and one for staff. The results of both studies were used to inform budgeting considerations for 2022. • In 2021, the following processes were streamlined: enhancements to the QA portal to permit the entire portfolio to be uploaded electronically, automation of the student/intern renewal process, the introduction of French website hub to house French-language policies and forms, launching an integrated sign-in for the Registrant Portal and Jurisprudence Tool, and enhancements to
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						<p>internal administrative forms and processes, including expense forms, and data tracking for Peer and Practice Assessments and the annual HPDB report</p> <ul style="list-style-type: none"> • Explorations continue for cost-sharing initiatives, however we have observed that the regulatory environment has been trending toward collaborations based on information-sharing rather than cost-sharing. • Met with real estate broker to begin exploring cost-saving opportunities relating to COO premises within current lease agreement ending in 2027 (e.g. sublease opportunities, impact of early lease termination, space sharing options, etc.) • Initiated collaboration with national opticianry counterparts to advocate for improvements to the Non-Insured Health Benefits program • Continuing to monitor regulatory environment in light of governance reform consultations taking place in February 2022. • Participating in an HPRO working group on a Workplace Culture and Engagement project in March 2022 that will focus on staff retention, growth, and fostering a safe/inclusive work environment. • Participating in a Compliance Monitoring group to share resources and strategies on monitoring registrant compliance with remedial and disciplinary orders. The group held its first meeting in February 2022.
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2.2 Transform and Streamline Board Governance in accordance with Provincial, Canadian and global best practices	# of governance reforms adopted	2 in 2020 1 in 2021	2020: 4 reforms adopted 2021: 3 reforms adopted 2022: 1 reform pending at February meeting	✓	Explore additional evidence-based governance reforms that are supported by literature	<ul style="list-style-type: none"> • Environmental scan completed by Governance Committee, continual environmental scanning updates being provided to the board • Support letters sent to Ontario and BC Governments, respectively, regarding the CNO and Harry Cayton reports • Reform 1 and 2: At February 2020 meeting, board approved by-law change for 3-year cooling off period for association members and changes to terminology for Board and its officers and updated board director code of conduct • Reform 3: At July 2020 meeting, board approved a pre-election training module policy which requires board election candidates to complete College training to become eligible for elections (required in 2020 election) • Reform 4: At October 2020 meeting, board approved opening up appointed committee positions to non-ROs • Reform 5: At May 2021 meeting, board approved pre-election/appointment competencies for elected board members and appointed committee members. • Reform 6: at the October 2021 meeting, the board approved a process for third party evaluations of the board’s performance. • Reform 7: at the February 2022 meeting, the board will consider a proposal to establish a standalone Screening Committee to oversee the competency assessment of board and committee candidates • The board continues to refresh its governance policies in line with its governance framework
	% improvement in public trust on pre- and post-reform survey	n/a (<i>Establish baseline in 2021</i>)	In a recent poll of 1001 Ontarians who visited an optician in the last 3 years, 76% of respondents who interacted with the COO	N/A	n/a (follow-up public poll to be conducted in 1-2 years)	

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			indicated they were satisfied with their interaction			<ul style="list-style-type: none"> • Board approved updated Committee terms of reference updated for Executive, Governance and will consider updated terms for ICRC, Discipline and Patient Relations in October 2020. Clinical Practice, Registration and QA terms are in development • Exit surveys for parties in the complaints and investigations process is under development and expected to be launched in Fall 2021. • Other governance reforms are currently on hold pending the consultation taking place in February 2022. • A public poll was carried out in Fall 2021 that surveyed 1001 Ontarians who had visited an optician in the last 3 years. A follow-up poll will be conducted in 1-2 years.
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Strategic End – Public Trust						
Collaborative relationships with stakeholders exist that demonstrate effectiveness and trustworthiness.						
3.0 Goal Statement						
To enhance the College’s effectiveness and trustworthiness through improved stakeholder awareness and engagement.						
Strategy	Key Performance Indicators (KPIs)	Targets	Evidence Data	Achieved	2022 Goals	Action Item Achievements/Challenges
3.1 Ensure that College communications are transparent, relational and accessible	# of relational audit initiatives achieved	2	Relational audit complete Improvement in score from 2015-2020 (Scores 2.8/5 to 3.5/5)	✓	Monitor implementation of relational audit initiatives	<ul style="list-style-type: none"> • Growing social media presence established, capturing College messaging and program/policy updates

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	# of documents/words translated into French		2020: 18 documents (9,655 words) translated 2021 (to December 31): 19 documents (19,010 words) translated 2022 (to February 28): 11 documents (3766 words) translated		Identify and prioritize documents necessary for new registrants	<ul style="list-style-type: none"> • Revamped COO website launched in April 2020 • Engaging ROs in second relational regulation audit, which will conclude this fall • SEO project launched August 2020 • Blog posts launched (to-date: 2 directed to ROs, 1 to public, 2 in-progress) • Staff training on relational communications completed
	# of views to College media, social media	Social media engagements: 5% increase from 2019 10% increase from 2020 to 2021	Total social media impressions from Jan to December 2020: 73,118. January to December 31, 2021: 55,705 Instagram: 626 followers; 1,747 engagements (2020) Instagram: 677 followers; engagements 1,602 (2021) Facebook: 374 followers; 3,423 engagements (2020) Facebook: 483 followers; 1,403 engagements (2021) Twitter: 74 followers; 729 engagements (2020) Twitter: 89 followers; 265 engagements (2021) *2019 comparison data not available*		5% increase from 2021 to 2022 (in recognition that the “COVID bump” seen in 2020-2021 may not be sustainable)	<ul style="list-style-type: none"> • Internal style guide developed to ensure consistent and relational communications • 2019 comparison data not available; 2020 data will be used to establish baseline for 2021 • 2 new blog posts (RO-facing) • 2021 website updates are in progress and should be launched shortly • Established a French document hub and continuing efforts to translate more documents for posting to the hub, and to make the hub appear in a more prominent spot on the website • Engaged with the Ontario Opticians Association and other stakeholders to increase the reach of COO’s social media

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	% of positive feedback received to the communication initiative	<i>n/a (Establish baseline in 2020)</i>	College in the second half of the year through our eblast feedback survey 84% of the total respondents either said that the eblast was “extremely clear and informative” or “very clear and informative” (6 surveys). This number has increased to 92% for 2021. (6 surveys)	✓	Maintenance of minimum 75% satisfaction rate (in recognition of the fact that the “COVID bump” may not be sustainable)	
3.2 Increase opportunities to engage the public	# of unique page views on public-facing website section	150 views	21,401 unique page views from April 15, 2020 when the new website launched to December 31, 2020) Jan 1 to December 31, 2021: 40,017 unique page views.	✓	Maintenance of 2021 numbers	<ul style="list-style-type: none"> • One topic presented to CAG to date (return to practice guidelines). It is anticipated that upcoming draft standards on delegation will be circulated to CAG, along with a request for feedback on the College website. • Pop-up survey will be added to gather feedback on functionality of new website. 1,515 responses. • Continued investigation for additional avenues for engagement • 2 CAG surveys (code of ethics and spousal exemption reg) • Leger poll launched September 2021 • An additional 26 individuals subscribed to the COO’s public mailing list in 2021.
	Public response rates to consultations	<i>n/a (Establish baseline in 2021)</i>	N/A	N/A	Consider new strategies for public consultations	
	Increase in number of complaints	+2 more public complaints than 2019	Complaints from public 2019 – 14 Complaints from public 2020 – 17 Complaints from public 2021 - 21	↑	Maintenance of current rate of increase.	

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	Increase number of public appointed committee members	+3 more public appointed committee members	+4 more public committee members appointed in 2021 for terms beginning Jan 1 2022		Maintenance of current number of public appointed committee members	<ul style="list-style-type: none"> 4 additional public committee members were appointed by the board following a successful recruitment and screening process in Fall 2021. This brings the total number of public committee members to 5 for the 2022 calendar year.
3.3 Enhance College Board and Committee Effectiveness and Trustworthiness	Perception of board effectiveness by stakeholders, compared to board self-evaluation/workplan	<i>n/a (baseline to be set once external evaluation is carried out in 2022)</i>	N/A	N/A	N/A	<ul style="list-style-type: none"> Comprehensive training to Board in February 2020, topics include diversity and inclusion, governance, conflict of interest and fiduciary duties, and updates on regulatory trends Additional board training sessions in 2020 included meeting facilitation training, communications, financial and governance monitoring reports Pre-elections training module policy approved in July 2020, requiring candidates for election to complete training module in order to be considered eligible In February 2020, the board approved a bylaw which would disqualify board and Committee members if not in compliance with QA requirements (effective 2021). Pre-election/appointment competencies added to board elections and appointed recruitment process in 2021, as well as the approval of a new panel to carry out screening interviews Board workplan and progress available publicly in board materials and on the College’s website

LEGEND

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						<ul style="list-style-type: none"> • Board adopted a new self-evaluation tool in October 2020 that permits comparability with other similar boards • Updated terms of reference for all committees approved as of February 2021 • A third-party board evaluation process was approved in 2021 for an evaluation to be carried out in 2022 • Adoption of land acknowledgments before every board and committee meeting • The board has participated in quarterly training sessions on Indigenous Cultural Safety and Humility as well as a comprehensive workshop in September 2021 which focused on health inequities and individual/institutional allyship • The board adopted a set of strategic goals relating to diversity, equity and inclusion in 2021.
3.4 Enhance QA program in order to improve trust and confidence in the College	% of registrants QA Program compliance	66% compliance	<p>For the 2020 CRE (review of 2019 portfolios), 77% were in compliance</p> <p>For the 2021 CRE (review of 2020 portfolios), 86% were in compliance</p>	✓	90% compliance	<ul style="list-style-type: none"> • Database project completed to allow the full professional portfolio to be uploaded to the Registrant Portal. • Database project completed allowing ROs to pay QA fees in portal • Jurisprudence project in allow test completion in portal was completed in 2021
3.5 Improve the College’s stakeholder engagement process	Response rates to College consultations	11% average response rate (based on 3083 ROs)	<p>Average 2020 to-date: 9.97%</p> <p>High rate: 22.8% (Return to Practice Guidelines)</p>	✓	TBD based on 2021 data	<ul style="list-style-type: none"> • Amended stakeholder policy approved by Board in October 2019

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		7% for 2021, based on the data compiled in 2020	<p>Low rate: 0.68% (College By-laws) 2021: One open consultation with a response rate of 1.6%</p> <p>Average 2021 to-date: 6.76% High rate: 13.08% (Proposed Registration Fee, Option A) Low rate: 3.24% (Proposed Update to the Code of Ethics)</p>			<ul style="list-style-type: none"> Facilitated focus groups with associations, industry and registrants conducted for standards update Internal stakeholder resource guide in development
	Eblast open rates, number of click-throughs	Eblast open rate: avg 60%	<p>Until December 2020 Average eblast open rate: 72.42%</p> <p>Jan 1, to December 31, 2021 Average eblast open rate: 72.27%</p>		Maintenance of current trends	

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