

**TO:** Board of Directors

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

**DATE:** March 2, 2026

**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 schedule approved by the Board.

**Background:**

The Strategic Outcomes Policy (1-01) was most recently updated in 2023 to align with the 2023-2025 Strategic Plan.

The Board receives monitoring reports on this policy in Q1 and Q3 of each calendar year.

**How to read this monitoring report:**

A copy of current monitoring report is attached as **Appendix A**. This is the **final** monitoring report that will be delivered on the 2023-2025 Strategic Plan.

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 uses 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.

**2025 Goal:** This column shows the target that has been identified for the 2025 calendar year.

**Evidence/Data:** This column will provide details of any evidence or data of having achieved some or all of the strategy.

**Budget:** This column will provide details of the expected budget that will be required to achieve the identified target(s).

**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.

#### **For Consideration:**

This is the final monitoring report that will be delivered on the 2023-2025 Strategic Plan.

Overall, the vast majority of KPIs were achieved on time and on budget. A small number of anticipated projects were deferred, however, primarily due to several unexpected operational demands that occurred during the reporting period. These included:

- The approval of amendments to four college regulations (Registration, Examinations, Professional Misconduct and Spousal Exception)
- A directive to create and approve a new Emergency Class of registration
- Two new regulations passed by the Ontario Government (Registration Requirements and As of Right)

These projects required the diversion of a significant amount of resources and staff to support implementation work, including policy development, database upgrades, communications strategies and registrant support.

As a result, the following projects have been deferred to the next strategic cycle:

- Development and approval of a standard of practice on cultural safety and humility
- Monitoring outcomes from the newly implemented Early Resolutions program
- Risk-based review of 15 remaining policies
- Development of committee-specific competency profiles

#### **Action Required:**

The Board is asked 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

## Final Monitoring Report

### March 2026

#### 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)	2025 Goal	Evidence/Data	Budget	Status	Action Item Achievements / Challenges
1.1.1 Develop resources for patients	# of resources	3 resources	1 resource	<ul style="list-style-type: none"> <li>22 social media posts on the role of registered opticians since 2023</li> <li>Additional social media content in development</li> </ul>	\$15,000 (2024) \$15,000 (2025)	✓	Resources: <ul style="list-style-type: none"> <li>Website content re. unauthorized practice and the role of ROs for website and intake portal (2023; updated in 2024).</li> </ul>
1.1.2 Public education on the role of registered opticians as healthcare providers	# of initiatives	3 initiatives	1 initiative	<ul style="list-style-type: none"> <li>22 social media posts on the role of registered opticians since 2023</li> </ul>	\$15,000 (2023) \$5,000 (2024) \$5,000 (2025)	✓	<ul style="list-style-type: none"> <li>Social media posts on the role of registered opticians               <ul style="list-style-type: none"> <li>2 in 2023</li> <li>12 in 2024</li> <li>8 in 2025 (to date)</li> </ul> </li> <li>Educational pamphlet on the role of registered opticians (2024)</li> </ul> Initiatives: <ul style="list-style-type: none"> <li>Attendance at public engagement events:               <ul style="list-style-type: none"> <li>Sudbury, Optical Trade Show (2024)</li> <li>Oshawa, Durham Region Community Event (2024)</li> </ul> </li> </ul>

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

Strategy	Key Performance Indicator (KPI)	Overall Target (2023-2025)	2025 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	n/a	An updated Unauthorized Practice program was launched September 2023. The program includes: <ul style="list-style-type: none"> <li>New website information</li> <li>A new reporting form to make a complaint about unauthorized practice</li> <li>Updated compliance documents</li> </ul>	\$40,000 (2023)	✓	<ul style="list-style-type: none"> <li>An additional staff member was hired in the Professional Conduct department in 2023 to assist with investigating unauthorized practice complaints.</li> <li>The amount budgeted for UAP enforcement in 2025 is being allocated toward the costs of potential legal proceedings.</li> </ul>

#### 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

## Final Monitoring Report

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	# of successful resolutions	40	10	<p>As of September 2025, the COO has processed 47 unauthorized practice files, as follows:</p> <table><tr><td></td><td>Reports Received</td><td>Reports Closed</td></tr><tr><td>2023</td><td>14</td><td>14</td></tr><tr><td>2024</td><td>23</td><td>21</td></tr><tr><td>2025</td><td>17</td><td>10</td></tr><tr><td>Total</td><td>54</td><td>45</td></tr></table> <p>45 reports have been closed with one or more of the following outcomes:</p> <ul style="list-style-type: none"><li>- No action (no issue/concern identified)</li><li>- Education/advice/recommendations</li><li>- Receipt of signed compliance agreement</li><li>- Referral for court proceedings</li></ul>		Reports Received	Reports Closed	2023	14	14	2024	23	21	2025	17	10	Total	54	45	\$60,000 (2024) \$60,000 (2025)	✓	<ul style="list-style-type: none"><li>- Following the launch of the updated UAP enforcement program, COO has shifted its approach to focus on education, prevention and right-touch strategies to encourage ongoing compliance and cooperation. In order to reflect this shift, we have removed the KPI for item 1.2.1 “# of compliance packages sent out” and replaced it with “# of successful resolutions”.</li><li>- Some of the successful resolutions have included:<ul style="list-style-type: none"><li>o One large chain store implementing improvements to their record keeping system to better identify the dispensing optician and avoid confusion</li><li>o Another chain store sharing their updated policies that are aimed at creating better understanding of the roles of licensed vs unlicensed staff at in the practice environment</li></ul></li></ul>
	Reports Received	Reports Closed																				
2023	14	14																				
2024	23	21																				
2025	17	10																				
Total	54	45																				
1.2.2 Educate opticians, optical business owners and other eyecare professionals about their respective responsibilities	# of resources developed	3 resources	1 resource	<p>Where appropriate, College staff have applied a right-touch approach to resolving UAP concerns that begins with providing education to opticians and/or managers/business owners about their respective responsibilities.</p> <p>The COO has also developed a series of templated letters to optical stores/managers that outline their responsibilities with respect to preventing unauthorized practice</p> <p>In 2025, updates were made to a number of the College’s UAP-related</p>	Internal	✓	<p>2023 Achievements:</p> <ul style="list-style-type: none"><li>- Launch of updated Unauthorized Practice program in September 2023, including a new complaint form.</li><li>- The Unauthorized Practice page of the COO website was updated in September 2023 to include additional information about who is authorized to dispense and how to verify someone’s registration status (resource).</li><li>- 11 UAP complaints received via the new form in 2023.</li></ul> <p>2024 Achievements:</p> <ul style="list-style-type: none"><li>- 21 resolutions in UAP matters (Note: Sept 2024 Monitoring Report indicated that 28 matters</li></ul>															

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# COO 2023-2025 Strategic Plan

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				<p>communications to educate opticians and business owners about their respective responsibilities.</p> <p>In 2025, the College also met with the College of Optometrists to discuss and collaborate on joint opportunities to educate and guide our respective registrants regarding unauthorized dispensing.</p>			<p>had been resolved in 2024 to date, however that figure also included 2023 resolutions).</p> <ul style="list-style-type: none"> <li>- 1 referral from ICRC to the Executive/Finance Committee to consider initiating legal proceedings.</li> </ul> <p>2025 Achievements:</p> <ul style="list-style-type: none"> <li>- 5 UAP resolutions to date</li> <li>- 1 referral from ICRC to the Executive/Finance Committee to consider initiating legal proceedings.</li> </ul>
<b>1.3 Patient care is more inclusive and culturally safe</b>							
Strategy	Key Performance Indicator (KPI)	Overall Target (2023-2025)	2025 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	2 resources	<p>Current programs/resources in development:</p> <ul style="list-style-type: none"> <li>- resources for opticians on trauma-informed care.</li> <li>- Two-part continuing education program on allyship for health professionals, in collaboration with the College of Audiologists and Speech Language Pathologists of Ontario (CASLPO)</li> <li>- Upcoming webinar on ageism, in collaboration with CASLPO</li> </ul>	\$10,500 (2024) \$20,000 (2025)	✓	<ul style="list-style-type: none"> <li>- A facilitated engagement event with members of Indigenous communities took place March 2024</li> <li>- The College has met with a representative of another equity deserving group and is in the process of developing an engagement plan.</li> <li>- Item 1.3.3: the 2025 target to work with NACOR at updating national competencies around cultural safety and humility may need to be revised in order to balance competing national priorities and resources. This is anticipated to span over more than one strategic review cycle</li> </ul>
	Approve a standard of practice on anti-racism and cultural safety and humility	Draft Standard	Draft Standard	<p>Work on a Standard and other resources has begun following engagement/consultation activities which took place in 2024.</p> <p>This item has been carried forward to 2026</p>	Internal	↑	
1.3.2 Engage equity deserving stakeholder groups	# of new relationships established with equity deserving groups	3 new relationships	1 new relationship	<p>2 new relationships in 2024:</p> <ul style="list-style-type: none"> <li>- A consultant has been retained to assist the College in engaging</li> </ul>	\$6000 (2023) \$6000 (2024) \$6000 (2025)	✓	

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# COO 2023-2025 Strategic Plan

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				<p>Indigenous communities to understand their needs and challenges in accessing vision care and prescription eyewear in Ontario.</p> <ul style="list-style-type: none"> <li>- In August 2024, the College attended an event for low-income seniors in Durham Region</li> <li>- In September 2025, the College is meeting with representatives of Elder Abuse Prevention Ontario to plan a webinar on ageism in health care, in collaboration with the College of Audiologists and Speech Language Pathologists of Ontario</li> </ul>			
	# engagement activities	6 engagement activities	2 engagement activities	<p>2 engagement activities in 2024:</p> <ul style="list-style-type: none"> <li>- Engagement/consultation focus group help with members of the Indigenous community in April 2024</li> <li>- In August 2024, the College attended an event for low-income seniors in Durham Region</li> </ul> <p>3 engagement activities in 2025:</p> <ul style="list-style-type: none"> <li>- In November 2025, the College attended a health and wellness event at the Scarborough Ismaili Centre</li> <li>- In 2025 the College co-hosted two equity webinars, focusing on allyship and ageism in healthcare, respectively.</li> </ul>	<p>\$12,000 (2023) \$6000 (2024) \$6000 (2025)</p>	↑	
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	Commitment from the national group)	This was identified for NACOR at its 2025 meeting as something to be reviewed/considered the next time the national competencies are opened up for review.	Internal	✓	
1.3.4 Explore initiatives to promote access to opticianry	# of initiatives explored	3 initiatives	1 initiative	2 initiatives in 2024:	<p>\$500 (2024) \$500 (2025)</p>		

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# COO 2023-2025 Strategic Plan

## Final Monitoring Report

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services for equity deserving groups				<ul style="list-style-type: none"> <li>- An initiative was explored by the College in early 2024 to assess the needs of low-income individuals in Durham region. The College went on to attend an event in August 2024 to connect with low-income seniors and provide resources on the role of the College.</li> <li>- We continue to explore initiatives to promote access to vision care for members of the Indigenous community following a consultation that took place in Spring 2024.</li> </ul> <p>1 initiative in 2025:</p> <ul style="list-style-type: none"> <li>- The College held a webinar on ageism in healthcare, in collaboration with the College of Audiologists and Speech Language Pathologists of Ontario, in October 2025.</li> </ul>		✓	
<b>1.4 Concerns about the conduct of opticians are addressed in a manner that is proportionate to the relative risk, transparent, accessible and timely</b>							
Strategy	Key Performance Indicator (KPI)	Overall Target (2023-2025)	2025 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	<p>To date as of September 2024:</p> <ul style="list-style-type: none"> <li>- Average days to close a 2022 complaint: <b>477 days</b></li> <li>- Average days to close a 2023 complaint: <b>368 days</b> (23% reduction compared to 2022)</li> <li>- Average days to close a 2024 complaint: <b>254 days</b> (30% reduction compared to 2023)</li> <li>- Average days to close a 2025 complaint: <b>225 days</b> (11% reduction compared to 2024)</li> </ul>	<p>\$35,000 (2023)</p> <p>\$35,000 (2024)</p> <p>\$35,000 (2025)</p>	✓	<p>The following steps were taken in 2023 to facilitate a reduction in ICRC timelines:</p> <ul style="list-style-type: none"> <li>- Addition of a third team member to the Professional Conduct department</li> <li>- Increases the frequency of ICRC panel meetings</li> <li>- Holding weekly meetings with the Professional Conduct team to monitor case progress</li> </ul> <p>Note that the average days to close files will continue to change as older files are closed.</p>

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# COO 2023-2025 Strategic Plan

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				Overall decrease since 2022: <b>53%</b>			
1.4.2 Explore strategies for early resolution of conduct concerns	Implementation of formal early resolution program	Implementation	Implementation	Program details now available on COO website	Internal	✓	
	# matters resolved through early resolution	n/a	n/a	This will be explored following implementation of program.	n/a	X	
1.4.3 Explore options for enhancing adjudicative expertise of discipline panels	# of initiatives explored	Explore 1 initiative	Report on results of exploration	In 2025 the College reviewed a proposal from the Health Professions Discipline Tribunal to explore whether to participate in a pilot project.  On evaluation, it was determined that it would not be suitable for our organization	Internal	✓	
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)	2025 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	Initiatives to date: - Launch of Pre-Arrival Readiness Tool (via NACOR) (2023) - Promotion of PLAR via social media (2024) - Development of pamphlet on becoming an optician to distribute at public engagement events (2024) - Development of a marketing campaign on PLAR process (2024). - Industry Roundtable held in May 2025 to launch PLAR marketing campaign and seek partners.	\$15,000 (2024) \$30,000 (2025)	✓	- The College and NACOR engaged a new marketing consultant in 2024 to create an international-facing information campaign about the PLAR process. - The campaign was launched at an Industry Roundtable event held in Toronto in May 2025, and attended by opticianry system partners from across Canada, including business owners, associations, educators and regulators. - The College has engaged Counsel Government Relations to support efforts to address immigration barriers facing internationally-trained opticians. - 2025 budget for public outreach initiatives includes funds to develop and promote a PLAR marketing campaigns aimed at both international and domestic audiences.
1.5.2 Reduce unnecessary barriers for individuals seeking	Implement process to identify barriers to	2 engagements/initiatives	1 engagement/initiative	- The COO is working with a consultant to facilitate an engagement with the federal government with a view to	\$6,000 (2024) \$6,000 (2025)	✓	

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# COO 2023-2025 Strategic Plan

## Final Monitoring Report

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to enter or resume the profession	enter/resume the profession			<p>address immigration barriers for internationally trained opticians.</p> <ul style="list-style-type: none"> <li>- Working with the Ontario Government to facilitate the introduction of As of Right legislation in Ontario that will permit nationally licensed opticians to begin practising in Ontario more quickly.</li> </ul>			
	# of initiatives/resources	2 initiatives/resources	1 initiative/resource	<p>Initiatives/resources to date:</p> <ul style="list-style-type: none"> <li>- Transition process for opticians who have been out of practice for 3 or more years to avoid automatic revocation of their license (2024).</li> <li>- Development of a survey to assess barriers to accessing the PLAR process (2024)</li> <li>- Industry Roundtable to launch of PLAR marketing campaign aimed at domestic and international candidates (2025)</li> </ul>	Internal	✓	
1.5.3 Begin collecting data on attrition rates within the profession	System to collect data has been developed	1 data source	1 data source	Data gathered in Spring 2025 from Canadian opticianry regulators on rates of registration and non-renewal across the country showed an overall 6% increase in the total number of opticians in Canada from 2022 to 2024	Internal	✓	
1.5.4 Collect data on patient access to opticianry services	# of data sources	2 data sources	1 data source	Surveys were carried out in 2023 (Léger) and 2025 (YStation) on patient access to opticianry services in Ontario.	\$12,000 (2023) \$21,000 (2025)	✓	

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# COO 2023-2025 Strategic Plan

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#### 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)	2025 Goal	Evidence/Data	Budget	Status	Action Item Achievements / Challenges
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	<ul style="list-style-type: none"> <li>- 24% of policies reviewed in 2023</li> <li>- 38% of policies reviewed in 2024</li> <li>- 25% of policies reviewed in 2025.</li> </ul> <p>In addition, the Standards and Guidelines underwent a comprehensive review in 2024 and 2025, with updates approved at the end of 2025.</p> <p>In total, 73 policies (83%), plus the Standards and Guidelines, were reviewed and/or updated between 2023 and 2025. An additional 15 policies have been identified for further review in the next strategic cycle. The majority of these policies are internal governance policies that were not scheduled for review during the 2023-2025 period. Two policies relate to clinical practice topics that were deferred pending finalization of the standards review in 2025.</p>	\$7,500 (2023) \$6,000 (2024)	↑	<ul style="list-style-type: none"> <li>- \$6,000 has been budgeted in 2025 for consultations and focus groups on the Standards of Practice and Practice Guidelines. These documents undergo a fulsome review every 5 years and were last reviewed in 2019.</li> <li>- As of September 2025, the Clinical Practice Committee has completed an initial draft of the updated Standards and Guidelines, which are currently being circulated for stakeholder feedback before being brought back to the Committee for final review.</li> <li>- A meeting was held in 2023 with the College of Optometrists to discuss specialty lenses and what their approach/guidance has been to their registrants. The aim of the collaboration is to ensure consistency between the professions</li> </ul>

#### Legend (Status column)

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# COO 2023-2025 Strategic Plan

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	Briefing notes have been updated to include section on risk of harm	100% of briefing notes include new section	n/a	Updated briefing notes were introduced for all committee/board meetings in 2024.	Internal	✓	
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	The following data sources were gathered and/or explored in 2025 on emerging technologies, techniques and service delivery models: <ul style="list-style-type: none"> <li>- Registrant survey</li> <li>- 2 Registrant focus groups</li> <li>- Educator focus group</li> <li>- Business owner focus group</li> <li>- Patient survey</li> </ul>	\$1500 (2024)	✓	
2.1.3 Develop resources to support opticians that wish to offer non-traditional modes of dispensing	# of resources developed	3 resources	Inclusion of practice guidelines in Standards	Guidelines on remote dispensing for eyeglasses and contact lenses were updated in 2025	Internal	✓	
<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)	2025 Goal	Evidence/Data	Budget	Status	Action Item Achievements / Challenges
2.2.1 Ensure College communications are transparent, relational and accessible	# of improvements	3 improvements	1 improvement	3 resources in 2024: <ul style="list-style-type: none"> <li>- Launch of updated website with improvements to colours/contrast in order to ensure the website is more readable as well as accessible to individuals with visual impairments</li> <li>- Updated website content relating to registration processes</li> <li>- Updated social media strategy using a new consultant to</li> </ul>	\$3,000 (2024) \$9,000 (2025)	✓	<ul style="list-style-type: none"> <li>- Item 2.2.1: The \$3,000 budgeted for 2025 will be put toward website accessibility improvements (relational language, colours, etc). Budget relating to social media consulting and external communications is captured in lines 1.1.1 and 1.1.2.</li> </ul> <p>2023 Achievements:</p> <ul style="list-style-type: none"> <li>- The Unauthorized Practice section of the website updated with relational lens (1 resource).</li> <li>- Launch of the COO's website in French (1 resource)</li> </ul>

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# COO 2023-2025 Strategic Plan

## Final Monitoring Report

### March 2026

				<p>develop content that is more relational and available in both English and French</p> <p>Improvements in 2025:</p> <ul style="list-style-type: none"> <li>- Continued updates to website content relating to regulation updates (registration, professional misconduct, spousal exception, etc.)</li> <li>- Updated template letters relating to registration and unauthorized practice</li> </ul>			- Right-touch training provided to the following committees: ICRC, QA, Registration
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%	<p>2023: Right-touch training provided to: ICRC, QAC, Registration Committee</p> <p>2024: Right-touch training provided to: ICRC, QAC, Registration Committee</p> <p>2025: Right-touch training provided to ICRC, QAC, Registration Committee.</p>	<p>\$4500 (2023)</p> <p>\$4500 (2024)</p> <p>\$4500 (2025)</p>	✓	
2.2.3 Ensure technology is being effectively leveraged to make COO processes more efficient and easy to navigate	# initiatives/resources	3 initiatives/resources	1 initiatives/resources	<p>2023/2024 Initiatives:</p> <ul style="list-style-type: none"> <li>- <i>Online Applications</i>: Online Applications were successfully launched in July 2024. Going forward, all new applications to the College are being completed via the online system, resulting in significantly reduced processing times.</li> </ul>	<p>\$93,000 (2024)</p> <p>\$106,000 (2025)</p>	✓	- The COO has received positive initial feedback from applicants who have completed the application process through the new online form. Some minor improvements were also made following the initial launch to improve the overall user experience.

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# COO 2023-2025 Strategic Plan

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				<ul style="list-style-type: none"> <li>- <i>Renewal Portal</i>: Significant updates were made to the renewal portal to support changes arising out of the new Registration Regulation that came into effect July 1, 2024. The changes permit for ongoing tracking of currency hours and transferring between the inactive and RO classes of registration.</li> <li>- <i>Automation of Contact Lens Mentor Renewal</i>: Renewal of contact lens mentor status will be built into the annual renewal portal going forward.</li> </ul> <p>2025 Initiatives:</p> <ul style="list-style-type: none"> <li>- Updated online application portal successfully launched in July 2025</li> <li>- Updates to the renewal portal for the 2026 renewal season.</li> <li>- Development of an online payment portal for miscellaneous fees/payments, including CE accreditation requests.</li> </ul>			
<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)	2025 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	<ul style="list-style-type: none"> <li>- A consultant has been retained to begin developing resources for opticians on trauma-informed care.</li> </ul>	See line 1.3.1	✓	<ul style="list-style-type: none"> <li>- Item 2.3.2: The \$17,500 that has been budgeted for 2024 will go toward the following initiatives:</li> </ul>

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## Final Monitoring Report

### March 2026

				<ul style="list-style-type: none"> <li>- A two-part webinar series was held in March/April 2025 on allyship for health professionals. The webinars were put on in collaboration with the College of Audiologists and Speech Language Pathologists of Ontario (CASLPO).</li> <li>- An additional webinar on ageism in healthcare was put on in Oct 2025, again in collaboration with CASLPO</li> </ul>			<ul style="list-style-type: none"> <li>o Development of resources for ROs on trauma-informed care</li> <li>o Development of communications content relating to the impact of the new Registration Regulation (explanatory videos, etc)</li> </ul>
2.3.2 Create additional continuing education resources on general practice areas	# of resources developed	6 resources	2 resources	New Accredited CE activities: <ul style="list-style-type: none"> <li>- 2 in 2023</li> <li>- 6 in 2024</li> <li>- 6 in 2025</li> </ul>	\$11,000 (2023) Internal for 2024/2025	✓	2023 Achievements: <ul style="list-style-type: none"> <li>- Presentations at 4 continuing education events in Toronto</li> <li>- Presentation at 1 continuing education event in Ottawa</li> <li>- Participating, after a 4-year absence, at the OOA continuing education event in Ottawa in Sept 2023</li> <li>- Presentations to students at Seneca and La Cité College</li> <li>- Attendance at OAC Student Night</li> </ul>
2.3.3 Increase opportunities for registrant engagement and education	# of engagement/education opportunities	5 opportunities	3 opportunities	Attendance at Registrant Events/Presentations: <ul style="list-style-type: none"> <li>- 5 in 2023</li> <li>- 6 in 2024</li> <li>- 6 in 2025</li> <li>- Introduction of Peer Practice Circles at the Sudbury OOA show in June 2025</li> </ul> Webinars: <ul style="list-style-type: none"> <li>- 3 in 2024 (Currency of Practice, Inactive Class, Renewal)</li> <li>- 3 in 2025 (Allyship (x2); Ageism)</li> </ul> Student Engagement:	\$18,000 (2024) \$18,000 (2025)	✓	2024 Accredited CE presentations and/or event attendance: <ul style="list-style-type: none"> <li>- March AOE event in Toronto</li> <li>- April OOA event in Toronto</li> <li>- June OOA event in Sudbury</li> <li>- September OOA event in Ottawa</li> <li>- October OOA event in London</li> <li>- November OOA event in Toronto</li> </ul> Resources: <ul style="list-style-type: none"> <li>- Currency of Practice webinar (2024)</li> <li>- Inactive Class webinar (2024)</li> <li>- Renewal Webinar (2024)</li> <li>- New Distance Learning page on the COO website where we house free on-demand (2024)</li> </ul>

#### 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

## Final Monitoring Report

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				<ul style="list-style-type: none"> <li>- Presentations to students at Seneca and La Cité College in 2023</li> <li>- Presentation to Seneca students in 2024</li> <li>- Presentation to La Cité College in 2025</li> <li>- Attendance at student nights/events</li> </ul> <p>Registrant Consultations:</p> <ul style="list-style-type: none"> <li>- 7 consultations in 2023</li> <li>- 4 consultations in 2024</li> <li>- 4 consultations in 2025</li> </ul> <p>Registrant Focus Groups:</p> <ul style="list-style-type: none"> <li>- 2 in 2025</li> </ul>		<p>Registrant Consultations:</p> <ul style="list-style-type: none"> <li>- Emergency Class Regulation (2023)</li> <li>- Registration Fees (2023)</li> <li>- Reinstatement and Changing from Inactive to Active Practice Policy (2023)</li> <li>- Currency Policy (2023)</li> <li>- Practicum Policy (2023)</li> <li>- Refraction Standard (2023)</li> <li>- Fee amendments (2023)</li> <li>- Renewal deadline and Registration Fees</li> <li>- Standards and Guidelines Review (2024)</li> <li>- Peer and Practice Assessment Fees (2024)</li> <li>- Election district reforms (2024)</li> <li>- Election/Voting/Appointment eligibility for inactive opticians (2024)</li> <li>- Life Membership Designation (2025)</li> <li>- Strategic Plan Environmental Scan (2025)</li> <li>- Refresher Program (2025)</li> <li>- Standards of Practice and Practice Guidelines (2025)</li> </ul> <p>The following events were held in 2025:</p> <ul style="list-style-type: none"> <li>- March AOE event in Toronto</li> <li>- April OOA event in Toronto</li> <li>- June OOA event in Sudbury</li> <li>- September OOA event in Ottawa</li> <li>- October OOA event in London</li> <li>- November OOA event in Toronto</li> </ul>
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# COO 2023-2025 Strategic Plan

## Final Monitoring Report

### March 2026

#### 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)	2025 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	n/a	Reforms Achieved: <ul style="list-style-type: none"> <li>- Updates to Registrar, CEO performance evaluation process (2023)</li> <li>- Updates to Executive Committee election process (2023)</li> <li>- Reforms to the electoral district system (2024)</li> <li>- Enhanced external board evaluation, including peer-to-peer assessments (2025)</li> </ul>	\$7,500 (2023) \$5,000 (2024)	✓	<ul style="list-style-type: none"> <li>- Item 3.1.1: <ul style="list-style-type: none"> <li>o In 2024 the Board approved the board election process by eliminating geographic districts. Beginning in 2026, all board vacancies will be open to eligible candidates from anywhere in the province, and will be elected by all registrants eligible to vote in the province.</li> <li>o In 2025 the Board underwent its second external effectiveness evaluation (the first was in 2022). This time, the Board approved an enhanced review process that incorporated peer-to-peer reviews, in addition to a review of the board's overall performance.</li> </ul> </li> </ul>
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	Processes improved/streamlined: <ul style="list-style-type: none"> <li>- Adjustments to COO staff salary bands to support retention (2023)</li> <li>- Significant upgrades to the COO's internal database including a migration to a cloud-based system (2023)</li> <li>- Annual review of technology inventory and needs (2023, 2024)</li> <li>- AV upgrades (2024)</li> <li>- Addition of lockers (2024)</li> <li>- Enhancements to Boardroom AV (2025)</li> <li>- Updates to online applications (2025)</li> </ul>	\$6,000 (2023) \$15,000 (2024) \$17,500 (2025)	✓	<ul style="list-style-type: none"> <li>- Item 3.1.2: The \$15,000 budgeted for 2024 was put toward investments in the COO's office space to facilitate space sharing with another health regulatory college (AV upgrades, workspace upgrades and addition of lockers)</li> <li>- Item 3.1.4: The goal for board/committee participation in the annual self-evaluation process has been lowered from 100% to 90% to set a more realistic benchmark for participation</li> </ul>

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# COO 2023-2025 Strategic Plan

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3.1.3 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	90% participation	2023 Participation Rates: - Board: <b>87%</b> - Committees: <b>89%</b>  2024 Participation Rates: - Board: <b>91%</b> - Committees: <b>87%</b>  2025 Participation Rates: - Board: <b>89%</b> - Committees: <b>93%</b>	Internal	✓	
<b>3.2 Diversity, equity and inclusion are integrated within the College's internal governance structure and decision-making processes</b>							
Strategy	Key Performance Indicator (KPI)	Overall Target (2023-2025)	2025 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	2023 Achievements: 4 policies developed/reviewed with DEI lens (Currency of Practice; Practicum Policy; Reinstatement and Changing from Inactive to Active; Language Proficiency)  In 2024, committees and the board have reviewed DEI considerations relating to 30 policies, including: - Board election eligibility - Processes relating to implementation of the new Registration Regulation  In 2025, committees and the board have reviewed DEI	Internal	✓	2023 Achievements: - 4 policies developed/reviewed with DEI lens (Currency of Practice; Practicum Policy; Reinstatement and Changing from Inactive to Active; Language Proficiency)

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# COO 2023-2025 Strategic Plan

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				considerations relating to 22 policies, including: <ul style="list-style-type: none"> <li>- Updating the skills and diversity matrix for board and committee members</li> <li>- Updates to the Standards of Practice and Practice Guidelines</li> <li>- Development of a new Refresher Program</li> </ul>			
3.2.2 Additional resources are developed for board and committee members on DEI and cultural safety and humility	# of resources developed	1 resource	1 resource	A DEI training session for board and committee members took place in September 2024.  A follow up training session took place in March 2025.	\$5,000 (2024) \$5,500 (2025)	✓	
<b>3.3 The board and committee selection process remains competency-based and barrier-free</b>							
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	1 process	Updates to the board and committee skills and diversity matrix were approved by the board in December 2025.	\$5000 (2025)	✓	
	Develop committee-specific competency profiles	100%	100% of committee profiles approved	Deferred to next strategic cycle	Internal	X	This work has been deferred in light of a decision to focus on updates to the skills and diversity matrix for board and committee members.
<b>3.4 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)	2025 Goal	Evidence/Data	Budget	Status	Action Item Achievements / Challenges
3.4.1 Explore opportunities for collaboration with the optometry profession	# of opportunities/initiatives explored	3 opportunities/initiatives	1 opportunity/initiative	Initiatives: <ul style="list-style-type: none"> <li>- Initial meeting to discuss specialty lenses and to coordinate guidance to our respective registrants (2023).</li> </ul>	See line 2.1.2	✓	<ul style="list-style-type: none"> <li>- Item 3.3.4: Additional funds are being budgeted in 2024 to support the continuation of Industry Roundtable events to ensure these valuable events can continue.</li> </ul> 2023 Achievements:

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# COO 2023-2025 Strategic Plan

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				<ul style="list-style-type: none"> <li>- Collaboration on a project to engage the Indigenous and collaborate on culturally relevant delivery of eye care (2023/2024/2025)</li> <li>- Collaboration to align education and monitoring strategies to address conduct issues and unauthorized dispensing in interprofessional workplaces.</li> </ul>			<ul style="list-style-type: none"> <li>- The COO and the College of Optometrists of Ontario committed to a joint initiative to engage with Indigenous communities and work toward a standard of practice on cultural safety and humility (initiative)</li> <li>- Explored space sharing opportunities with three other health regulatory colleges (initiative)</li> <li>- Planned and participated in an Industry Roundtable in April 2023 involving over 80 system partners who came together to discuss issues facing the opticianry profession</li> <li>- Participated in 8 events and conferences in Toronto, Vancouver and Ireland</li> </ul>
3.4.2 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	Initiatives: <ul style="list-style-type: none"> <li>- Space sharing agreement with CRTO (2024)</li> <li>- Collaboration with CASLPO on DEI webinar series (2024/2025)</li> <li>- Explored shared extended health benefit plans with CRTO (2025)</li> <li>- Participating in a working group of 4 colleges to coordinate database development projects, resulting in anticipated cost savings</li> </ul>	\$2,000 (2023) 2024 - See line 3.1.2 2025 – See line 1.3.1	✓	
3.4.3 Create, sustain and/or improve relationships with key stakeholders and system partners	# of stakeholder engagement activities	3 activities	1 activity	Activities: <ul style="list-style-type: none"> <li>- Industry Roundtable (2023)</li> <li>- Industry focus group (2025)</li> <li>- Educator focus group (2025)</li> <li>- Industry Roundtable (2025)</li> </ul>	\$1,250 (2023) \$12,000 (2024) \$5000 (2025)	✓	

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# COO 2023-2025 Strategic Plan

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3.4.4 Participate in events and conferences relating to professional, industry and regulatory trends and best practices	# of events/conferences	18 events/conferences	6 events/conferences	Industry events: <ul style="list-style-type: none"> <li>- 5 in 2023</li> <li>- 6 in 2024</li> <li>- 7 in 2025 (6 association events and Industry Roundtable)</li> </ul> Conferences <ul style="list-style-type: none"> <li>- 2 in 2023 (CNAR; Clear)</li> <li>- 2 in 2024 (CNAR; SOAR)</li> <li>- 2 in 2025 (CNAR; SOAR)</li> </ul>	\$30,000 (2023) \$30,000 (2024) \$35,000 (2025)	✓	
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