

BRIEFING NOTE

TO: Board of Directors

FROM: Fazal Khan, Registrar, CEO

DATE: March 2, 2026

SUBJECT: Template for Monitoring 2026-2028 Strategic Plan

☐ For Decision ☐ For Information ☒ Monitoring Report

Purpose:

To provide the Board with a proposed template that will be used to monitor progress/achievement of the newly approved 2026-2028 Strategic Plan

Background:

The Board approved its [2026-2028 Strategic Plan](#) in December 2025 (ratified Jan 2026).

The strategic plan is organized as follows:

- **3 primary goals** that align with the 3 strategic pillars identified by the board: public, registrant and organizational
- **15 detailed outcomes** that expand on the primary goals to provide detailed markers of success

The board further divided the detailed outcomes into two categories:

- **Active Mode:** These are the detailed outcomes that the board has identified for active monitoring
- **Maintenance Mode:** These are the detailed outcomes where significant success has already been achieved, and the board has indicated that while these goals remain important, they can now shift into “maintenance mode” such that active monitoring is not required.

Monitoring reports are slated to be delivered by the Registrar semi-annually, in March and September of each year, to monitor progress and achievement of the board’s strategic objectives.

For Consideration:

In accordance with the board’s governance structure, the board has tasked administration with identifying operational strategies and key performance indicators (KPIs) that will achieve the board’s strategic goals/outcomes.

Administration is therefore putting forward a draft monitoring template for the 2026-2028 strategic plan, which lays out the proposed strategies and KPIs for each detailed outcome in Active Mode.

The board is asked to review the proposed strategies, KPIs and goals and provide feedback on whether they align with their expectations for reasonable achievement of the strategic objectives set out in the plan.

Once the board has provided feedback and/or approval of the template, the administration will begin operationalizing the plan, including assigning budget to each strategy.

How to read this template:

A copy of the proposed template is attached as **Appendix A**.

The template has been colour coded as follows:

Green is used to identify the three **primary goals** of the Strategic Plan

Black is used to identify detailed outcomes that are in **Active Mode**. Each of these outcomes includes a list of proposed strategies, KPIs and targets.

Blue is used to identify detailed outcomes that are in **Maintenance Mode**. No active strategies will be listed for these detailed outcomes. Instead, links have been provided to where the board can find additional information about continued achievement of these goals.

For each goal/outcome in Active Mode, 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 (2026-2028): This column shows the overall target that the administrative team will be aiming to achieve by the end of the strategic planning cycle.

2026 Goal: This column shows the target that has been identified for the 2026 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.

Action Required:

The Board is asked to provide feedback on and, if appropriate approve, the proposed monitoring template.

COO 2026-2028 Strategic Plan

Monitoring Report Template - DRAFT

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 – *Maintenance Mode*

Resources continue to be made available at all public engagement events, as well as via social media and on the COO's website here: <https://collegeofopticians.ca/public>

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

Strategy	Key Performance Indicator (KPI)	Overall Target (2026-2028)	2026 Goal	Evidence/Data	Budget	Status	Action Item Achievements / Challenges
1.2.1 Continued enforcement of unauthorized practice	# successful resolutions	25	10				-
1.2.2 Educate opticians, optical business owners and other eyecare professionals about their respective responsibilities	# of resources available	3 resources	1 resource				

1.3 Patient care is more inclusive and culturally safe

Strategy	Key Performance Indicator (KPI)	Overall Target (2026-2028)	2026 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 available resources	2 resources	1	-			
	New standard approved by the Board	Approved Standard	Draft Standard ready for consultation				
1.3.2 Lay groundwork for updates to entry to practice competencies	# of resources identified	3 resources	1 resource				
1.3.3 Explore engagements and initiatives to promote access to opticianry services for equity deserving groups	# engagements/ initiatives	3	1	-			

1.4 Concerns about the conduct of opticians are addressed in a manner that is proportionate to the relative risk, transparent, accessible and timely – *Maintenance Mode*

Quarterly ICRC reports are available on the COO website here: <https://collegeofopticians.ca/public/about-us/college-board/past-board-meetings>

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

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1.5 There is a sufficient number of qualified opticians to meet the needs of Ontario patients							
Strategy	Key Performance Indicator (KPI)	Overall Target (2026-2028)	2026 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				
1.5.2 Continue collecting data on program enrollment, registration rates, and attrition rates within the profession	# of data sources	3 data sources	1 data source				
1.5.3 Collect data on patient access to opticianry services	# of data sources	1 data source	n/a (next survey in 2027/2028)				
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 responding to changing patient expectations with respect to services (e.g. myopia management), products, technologies (e.g. AI) and modes of dispensing (e.g. remote and mobile)							
Strategy	Key Performance Indicator (KPI)	Overall Target (2026-2028)	2026 Goal	Evidence/Data	Budget	Status	Action Item Achievements / Challenges
2.1.1 Educate opticians on standards, guidelines and policies that relate to changing patient expectations, products, technologies and modes of dispensing	# of resources	15	5				
2.1.2 Stay current on emerging technologies, techniques and service delivery models	# of resources leveraged	3 resources	1 resource				
2.1.3 Develop resources to support opticians that wish to offer non-traditional modes of dispensing	# of resources developed	1 resource	TBD				
2.2 College processes and services are fair, relational and accessible to all registrants, applicants and members of the public – Maintenance Mode							
Quarterly Registration Committee reports are available on the COO website here: https://collegeofopticians.ca/public/about-us/college-board/past-board-meetings							
2.3 Registrants have access to high quality continuing education resources, including resources on diversity, equity and inclusion and cultural safety and humility – Maintenance Mode							
CE resources available on the COO website here: https://collegeofopticians.ca/registrants/registered-opticians/quality-assurance-program/continuing-education-resources/free-on-demand-continuing-education DEI Jurisprudence Module available on the COO website here: https://collegeofopticians.ca/registrants/registered-opticians/quality-assurance-program/continuing-education-resources/jurisprudence							

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COO 2026-2028 Strategic Plan

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2.4 Professionalism, critical thinking and communication skills are prioritized in the provision of opticianry services							
Strategy	Key Performance Indicator (KPI)	Overall Target (2026-2028)	2026 Goal	Evidence/Data	Budget	Status	Action Item Achievements / Challenges
2.4.1 Engage education programs and students in areas of professionalism and critical thinking	# meetings or engagements	6 meetings/engagements	2 meetings/engagements	-			-
2.4.2 Engage registrants with critical thinking-based scenarios as part of CE presentations	# of engagements	6 engagements	2 engagements	-			-
2.4.3 Meet with CE providers to encourage them to developing more content that features critical thinking and case-based learning	# of meetings with CE providers	3 meetings	1 meeting	-			-
2.5 The College facilitates the interprovincial mobility of registered opticians in Canada							
Strategy	Key Performance Indicator (KPI)	Overall Target (2026-2028)	2026 Goal	Evidence/Data	Budget	Status	Action Item Achievements / Challenges
2.5.1 Continue exceeding Ministry standards for registration timelines for labour mobility applicants	Proportion of labour mobility applicants registered within 5 business days	90%	90%	-			-
2.5.2 Work with NACOR partners to streamline information sharing	Information-sharing processes have been reviewed/discussed nationally	Completed review	TBD	-			-
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 – Maintenance Mode							
The COO Board's governance policies are available on the website here: https://collegeofopticians.ca/policies							
3.2 Diversity, equity and inclusion are integrated within the College's internal governance structure and decision-making processes – Maintenance Mode							
To review DEI considerations for board decisions, view public board materials available on the COO website here: https://collegeofopticians.ca/public/about-us/college-board/past-board-meetings							
3.3 The board and committee selection process remains competency-based and barrier-free – Maintenance Mode							
The board competency profile can be found on the COO website here: https://collegeofopticians.ca/registrants/get-involved/board-elections/election-competencies The committee member competency profile can be found on the COO website here: https://collegeofopticians.ca/registrants/get-involved/appointed-members							

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3.4 The College is seen as a leader amongst regulators in terms of efficiency, collaboration and public trust							
Strategy	Key Performance Indicator (KPI)	Overall Target (2026-2028)	2026 Goal	Evidence/Data	Budget	Status	Action Item Achievements / Challenges
3.4.1 Collaborate with regulatory system partners on projects and engagements that serve the public interest	# of collaborations	6 collaborations	2 collaborations				-
3.4.2 Conduct regular and meaningful consultations with registrants and other system partners	# of public consultations	5 consultations	1 consultation				-
3.5 The College builds capacity toward ensuring Indigenous and other equity deserving voices are represented at the board and committee level							
Strategy	Key Performance Indicator (KPI)	Overall Target (2026-2028)	2026 Goal	Evidence/Data	Budget	Status	Action Item Achievements / Challenges
3.5.1 Collect demographic data on registered opticians	Launch of registrant survey	Launch of registrant survey	TBD				-
3.5.2 Identify and engage with community leaders from equity deserving groups	# of engagements	3	1				-
3.5.3 Invite registrants and members of the public from equity deserving groups to participate in consultations and/or apply for board/committee positions	# of invitations / consultation opportunities	2	n/a (begin work in 2027)				-

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