

BRIEFING NOTE

TO: Board of Directors

FROM: Sarah Scott, Director, Policy and Governance

DATE: December 2, 2025

SUBJECT: COO Strategic Plan 2026 – 2028

☒ For Decision

☐ For Information

☐ Monitoring Report

Purpose:

To approve the 2026 – 2028 Strategic Plan.

Background:

The COO's current strategic plan is set to expire at the end of 2025. In preparation for a new strategic plan covering 2026 – 2028, the board participated in a two-day strategic planning session in April. During this session, the board reviewed a comprehensive environmental scan which provided the board with an in-depth analysis into the current and emerging trends and opportunities affecting the planning environment. To build on these insights the board also received presentations from the Ministry of Health and the Registrar, CEO of the College of Health and Care Professionals of BC, which complemented the environmental scan by providing additional context and perspectives.

The board then conducted a thorough review of the current strategic plan, engaging in a "Keep, Change, Operationalize" exercise to assess existing outcomes. Based on this review, the board then identified new outcomes to be incorporated into the plan, ensuring that it remains responsive and forward focused.

In June, the board reviewed the draft 2026 – 2028 strategic plan and provided feedback on its alignment with the expectations and requirements identified during the planning session. The plan was then revised to reflect this feedback and brought back to the board in September for a second review, at which time the board confirmed that the updated draft aligned with its expectations and requirements.

For Consideration:

The board is now asked to review this document and make a formal motion to approve it. Following approval, the plan will be implemented, and progress will be reported on semi-annually in accordance with the board's policy monitoring schedule.

A draft of the 2026 – 2028 Strategic Plan is attached as **Appendix A**.

Public Interest Considerations:

It is critical that the strategic plan aligns with the COO's mandate to serve the public interest. Each proposed outcome was assessed based on whether it supports this mandate. As part of its governance role, the board is responsible for setting strategic priorities that uphold and advance the public interest. The strategic plan is a public facing document that both guides the COO's direction and communicates its commitments and priorities to stakeholders.

Diversity, Equity, and Inclusion Considerations:

The strategic plan incorporates DEI considerations across all three pillars. As part of its review of the final plan, the board has the responsibility to assess whether any issues or concerns have emerged from a DEI perspective.

Risk Management Considerations:

The board's discussion of the COO's strategic outcomes was informed by a comprehensive environmental scan which provided an in-depth analysis into current and emerging trends. This included identification of potential risks and threats that may affect the COO's operations and long-term success.

Recommendations/Action Required:

That the board **approve** the 2026 – 2028 Strategic Plan.

COO Strategic Plan 2026 – 2028

1.0 – Public Pillar

Goal Statement/End: Safer and more inclusive patient care.

Detailed Outcomes:

- 1.1 Patients have access to resources and information on the role of registered opticians as healthcare providers.
- 1.2 A reduction in risk to patients as a result of unauthorized practice.
- 1.3 Patient care is more inclusive and culturally safe.
- 1.4 Concerns about the conduct of opticians are addressed in a manner that is proportionate to the relative risk, transparent, accessible and timely.
- 1.5 There is a sufficient number of qualified opticians to meet the needs of Ontario patients.

2.0 – Registrant Pillar

Goal Statement/End: The College is relational, accessible and responsive to changes in technology and evolving patient expectations.

Detailed Outcomes:

- 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. artificial intelligence) and modes of dispensing (e.g. remote and mobile).
- 2.2 College processes and services are fair, relational and accessible to all registrants, applicants and members of the public.
- 2.3 Registrants have access to high quality continuing education resources, including resources on diversity, equity and inclusion and cultural safety and humility.
- 2.4 Professionalism, critical thinking and communication skills are prioritized in the provision of opticianry services.
- 2.5 The College facilitates the interprovincial mobility of registered opticians in Canada.

3.0 – Organization Pillar

Goal Statement/End: The College demonstrates regulatory leadership through governance excellence.

Detailed Outcomes:

- 3.1 The College continues to embrace proactive governance practices that foster efficiency and public trust.
- 3.2 Diversity, equity and inclusion are integrated within the College's internal governance structure and decision-making processes.
- 3.3 Board and committee selection is carried out in a manner that is competency-based and barrier-free.
- 3.4 The College is seen as a leader amongst regulators in terms of efficiency, collaboration and public trust.
- 3.5 The College builds capacity toward ensuring Indigenous and other equity deserving voices are represented at the board and committee level.