College of
Opticians
of Ontario

BRIEFING NOTE

TO: **Board of Directors**

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

DATE: **October 2, 2023**

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

☐ For Decision ☐ For Information ☒ Monitoring Report

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 first approved by the Board in October 2019. In December 2022 the Board approved a new strategic plan for 2023-2025.

The Board receives monitoring reports on this policy in March and October of each calendar year.

How to read this monitoring report:

A copy of current monitoring report is attached as **Appendix A**.

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.

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
October 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	Website content developed re. unauthorized practice and the role of RO's for website and intake portal.	See line 1.2.1	↑	
1.1.2 Public education on the role of registered opticians as healthcare providers	# of initiatives	3 initiatives	1 initiative	n/a Development of social media campaign underway for Fall 2023	$15,000 (2023)	↑	

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	An updated Unauthorized Practice program has been launched as of September 2023, including: - New website information - A new reporting form to make a complaint about unauthorized practice - Updated compliance documents	$40,000 (2023)	✓	- Budgeted amount is for the program as a whole, including staff, website development, compliance materials, investigators, etc. - An additional staff member was hired in the Professional Conduct department in 2023 to assist with investigating unauthorized practice complaints. - Compliance information/resources under development for employers and store operators.
	# of compliance packages sent out	75	15	n/a	See line 1.2.1	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	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.	See line 1.2.1	✓	

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
October 2023 Monitoring Report

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	A consultant has been retained to begin developing resources for opticians on Indigenous cultural safety and humility.	$10,500 (2024)	↑	- A consultant has been retained to develop resources on Indigenous cultural safety and humility. - The College has met with a representative of another equity deserving group and is in the process of developing an engagement plan.
	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	TBD	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	$6000 (2023) $6000 (2024)	n/a	
	# engagement activities	6 engagement activities	2 engagement activities	n/a	$12,000 (2023)	n/a	
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	TBD	n/a	
1.3.4 Explore initiatives to promote access to opticianry services for equity deserving groups	# of initiatives explored	3 initiatives	1 initiative	A preliminary meeting was held with the Town of Durham to assess the needs of low-income individuals and to connect them with resources.	TBD	↑	

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 Data to be analyzed at the end of the current calendar year.	$35,000 (2023)	n/a	To date in 2023, the following steps have been taken to facilitate a reduction in ICRC timelines: - Addition of a third team member to the Professional Conduct department - Increases the frequency of ICRC panel meetings
1.4.2 Explore strategies for early resolution of conduct concerns	Implementation of formal early resolution program	Implementation	Implementation	n/a Implementation work in progress.	Internal	n/a	

Legend (Status column)

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	# matters resolved through early resolution	n/a	Explore in 2024	n/a	TBD	n/a	- Holding weekly meetings with the Professional Conduct team to monitor case progress
1.4.3 Explore options for enhancing adjudicative expertise of discipline panels	# of initiatives explored	n/a	Explore in 2024	n/a	TBD	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	Work is in progress on the following initiative: - Pre-Arrival Readiness Tool - Marketing campaign on the PLAR process	See line 1.1.2	↑	- The College is working with NACOR to launch a new Pre-Arrival Readiness Tool for international students. - The College is working with NACOR and Futé marketing to create an international-facing information campaign about the PLAR process. - The College has engaged Counsel Government Relations to support efforts to address immigration barriers facing internationally-trained opticians. - The College has jointly, with national partners, engaged Léger Marketing to survey Canadian patients with respect to access to opticianry services in urban and rural areas of Ontario and Canada.
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	TBD	n/a	
	# of initiatives/resources	n/a	Explore in 2024	n/a	TBD	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	TBD	n/a	
1.5.4 Collect data on patient access to opticianry services	# of data sources	2 data sources	1 data source	A survey of 2000 Canadians was carried out by Léger Marketing in Summer 2023 on access to opticianry services. The final report will be available in the coming weeks.	$12,000 (2023)	↑	

Legend (Status column)

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COO 2023-2025 Strategic Plan
October 2023 Monitoring Report

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**
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	20% of policies have been reviewed to date in 2023. Additional policies are slated for review in November/December. 30% of Standards (4, 8 and 10), as well as the COVID-19 Practice Guidelines have been examined at committee level.	$7,500 (2023)	↑	- The College is working on updates to standard briefing note templates to include Risk of Harm section - Standards including guidance post-pandemic and refraction have been examined at committee level.
	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	Internal	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	$1500 (2023)	n/a	
2.1.3 Develop resources to support opticians that wish to offer non-traditional modes of dispensing	# of resources developed	3 resources	Explore in 2024	n/a	TBD	n/a	
2.2 College processes and services are fair, relational and accessible to all registrants, applicants and members of the public							
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	The Unauthorized Practice section of the website has been updated with relational lens.	See line 1.2.1	✓	

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| 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% | Right-touch training has been provided to the following decision-making committees:
- ICRC
- QA
- Registration | $4500 (2023) | ✓ | |

2.3 Registrants have access to high quality continuing education resources, including resources on diversity, equity and inclusion and cultural safety and humility							
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	A consultant has been retained to begin developing resources for opticians on Indigenous cultural safety and humility.	See line 1.3.1	↑	-after a 4 year absence, the College had a booth and speaking opportunity at the OOA CE event in Ottawa. The College will be speaking at 2 large Toronto based CE events this fall.
2.3.2 Create additional continuing education resources on general practice areas	# of resources developed	6 resources	2 resources	To date in 2023, the College has prepared and delivered presentations at 3 continuing education events	$11,000 (2023)	↑	
2.3.3 Increase opportunities for registrant engagement and education	# of engagement/education opportunities	5 opportunities	1 opportunity	To date in 2023, COO team members have attended the following events: - Presentations to students at Seneca and La Cité colleges - AOE Tradeshow - OAC Student Night - OOA Tradeshow (Toronto) - OOA Tradeshow (Ottawa)	See line 2.3.2	✓	

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	2 governance initiatives will be before the board in October: - Updates to the Registrar, CEO performance evaluation process	$7,500 (2023)	✓	

Legend (Status column)

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Strategy	Key Performance Indicator (KPI)	Overall Target (2023-2025)	2023 Goal	Evidence/Data	Budget	Status	Action Item Achievements / Challenges
				- Updates to the Executive Committee election process 1 initiative is expected to come to the board in December: - Reforms to the electoral district system			
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	The following processes have been updated in 2023: - Adjustments to salary bands based on recent compensation study - Annual review of technology inventory and needs	$6,000 (2023)	✓	
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	TBD	n/a	
	Develop committee-specific competency profiles	100%	n/a (target for 2025)	n/a	TBD	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	Data will be reported following the 2023 annual review process in December	Internal	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	To date in 2023, 4 policies have been developed and/or reviewed with DEI lens: - Currency of Practice Policy - Practicum Policy	Internal	✓	

Legend (Status column)

✓ - Achieved

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COO 2023-2025 Strategic Plan
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				- Reinstatement and Changing from Inactive to Active Policy - Language Proficiency Policy			
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	TBD	n/a	

3.3 The College works collaboratively with its system partners to serve the public interest more efficiently and effectively							
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	The COO is in the process of exploring a joint initiative with the College of Optometrists relating to Indigenous cultural safety and humility in vision care.	See line 1.3.2	✓	
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	COO has explored space-sharing opportunities with 3 other regulatory colleges	$2,000 (2023)	✓	
3.3.3 Create, sustain and/or improve relationships with key stakeholders and system partners	# of stakeholder engagement activities	3 activities	1 activity	COO planned and participated in an Industry Roundtable in April 2023 involving over 80 stakeholders who came together to discuss issues facing the opticianry profession.	$1,250 (2023)	✓	
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	COO has participated in the following events/conferences to date in 2023: - AOE Tradeshow - OAC Student Night – April 2023 - OOA Tradeshow – April 2023 - CLEAR International Congress in Dublin Ireland – May 2023	$30,000 (2023)	✓	

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

				- OOA Tradeshow (Ottawa) – Sept 2023 COO will also be attending the CNAR conference in Vancouver in October 2023			

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