

BRIEFING NOTE

TO: Board of Directors

FROM: Fazal Khan, Registrar, CEO

DATE: March 4, 2024

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 report 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 and will be updating the Strategic Outcomes Policy to reflect the new plan.

This is the second monitoring report based on the recently approved 2023-2025 strategic plan.

How to read this monitoring report:

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 will use 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.

2024 Goal: This column shows the target that has been identified for the 2024 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

March 2024 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)	2024 Goal	Evidence/Data	Budget	Status	Action Item Achievements / Challenges
1.1.1 Develop resources for patients	# of resources	3 resources	1 resource	Social media campaign in development for 2024	\$15,000 (2024)	↑	2023 Achievements: - Website content developed re. unauthorized practice and the role of ROs for website and intake portal (resource).
1.1.2 Public education on the role of registered opticians as healthcare providers	# of initiatives	3 initiatives	2 initiatives	Development of social media campaign underway for Winter/Spring 2024	\$15,000 (2023) \$5,000 (2024)	↑	

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

Strategy	Key Performance Indicator (KPI)	Overall Target (2023-2025)	2024 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: - New website information - A new reporting form to make a complaint about unauthorized practice - Updated compliance documents	\$40,000 (2023)	✓	<ul style="list-style-type: none"> - An additional staff member was hired in the Professional Conduct department in 2023 to assist with investigating unauthorized practice complaints. - The amount budgeted for UAP enforcement in 2024 are being allocated toward the costs of potential legal proceedings.
	# of compliance packages sent out	75	15	As of February 23, 2024 the COO has sent out: - 13 compliance packages - 10 Cease & Desist letters	\$60,000 (2024)	↑	
1.2.2 Educate opticians, optical business owners and other eyecare professionals about their respective responsibilities	# of resources developed	3 resources	1 resource	Additional compliance information/ resources for employers and store operators are in development	Internal	↑	2023 Achievements: <ul style="list-style-type: none"> - Launch of updated Unauthorized Practice program in September 2023, including a new complaint form. - 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). - 11 UAP complaints received via the new form in 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

COO 2023-2025 Strategic Plan

March 2024 Monitoring Report

1.3 Patient care is more inclusive and culturally safe							
Strategy	Key Performance Indicator (KPI)	Overall Target (2023-2025)	2024 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	The COO is in the process of identifying and engaging a consultant to begin developing resources for opticians on trauma-informed care.	\$10,500 (2024)	↑	<ul style="list-style-type: none"> - A facilitated engagement event with members of Indigenous communities is scheduled for March 2024 - 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)	Work on a Standard will begin following engagement/consultation activities which will take place in 2024.	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	A consultant has been retained to assist the College in engaging Indigenous communities to understand their needs and challenges in accessing vision care and prescription eyewear in Ontario.	\$6000 (2023) \$6000 (2024)	↑	
	# engagement activities	6 engagement activities	2 engagement activities	A facilitated consultation is scheduled for Spring 2024.	\$12,000 (2023)	↑	
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	<p>A preliminary meeting was held with the Town of Durham in Fall 2023 to assess the needs of low-income individuals and to connect them with resources.</p> <p>The Town has now been connected with industry representatives that specialize in outreach work to underserved communities.</p>	TBD	↑	

Legend (Status column)

✓ - Achieved

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X – not achieved in the timeframe anticipated

n/a – not yet applicable / data not yet available

COO 2023-2025 Strategic Plan

March 2024 Monitoring Report

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)	2024 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	To date as of February 2024: - Average days to close a 2022 complaint: 351 working days - Average days to close a 2023 complaint: 157 working days	\$35,000 (2023) \$35,000 (2024)	✓	The following steps were taken in 2023 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 - Holding weekly meetings with the Professional Conduct team to monitor case progress
1.4.2 Explore strategies for early resolution of conduct concerns	Implementation of formal early resolution program	Implementation	Implementation	Implementation work in progress.	Internal	↑	
	# matters resolved through early resolution	n/a	Explore in 2024	n/a	TBD	n/a	
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)	2024 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 to engage a new consultant to develop and launch a marketing campaign about the Prior Learning Assessment and Recognition (PLAR) process.	\$15,000 (2024)	↑	<ul style="list-style-type: none"> - The College and NACOR have held an initial exploratory meeting with a new marketing consultant 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. <p>2023 Achievements:</p> <ul style="list-style-type: none"> - Launch of Pre-Arrival Readiness Tool (via NACOR) (initiative) - The College and its national partners jointly engaged Léger Marketing to survey Canadian patients with respect to access to opticianry
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	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 address immigration barriers for internationally trained opticians.	\$6,000 (2024)	↑	
	# of initiatives/resources	2 initiatives/resources	1 initiative/resource	The College is in the process of finalizing the details of a plan for opticians who have been out of practice for 3 or more years to transition to the new Inactive Class of registration and avoid automatic revocation of their license.	Internal	↑	

Legend (Status column)

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COO 2023-2025 Strategic Plan

March 2024 Monitoring Report

1.5.3 Begin collecting data on attrition rates within the profession	System to collect data has been developed	2 data source	1 data source	Plans are underway to gather data on attrition rates from Canadian opticianry regulators ahead of an Industry Roundtable that will take place later in 2024	\$4,000 (2024)	↑	services in urban and rural areas of Ontario and Canada (data source).
1.5.4 Collect data on patient access to opticianry services	# of data sources	2 data sources	n/a (to be explored further in 2025)	In 2023 the COO, together with NACOR engaged Léger to survey Canadian patients with respect to access to opticianry services in urban and rural areas of Ontario and Canada. Additional data sources will be explored in 2025.	\$12,000 (2023)	↑	

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)	2024 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	To date in 2024, 8% of policies have been reviewed at the committee level and will be coming forward to the Board in March. Consultations and focus groups are being planned for 2024 as part of a regular review of the Standards of Practice and Practice Guidelines	\$7,500 (2023) \$6,000 (2024)	↑	<ul style="list-style-type: none"> \$6,000 has been budgeted in 2024 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. The College is working on updates to standard briefing note templates to include Risk of Harm section
	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	<ul style="list-style-type: none"> 2023 Achievements: <ul style="list-style-type: none"> 19% of policies reviewed in 2023 Updates to Standards of Practice relating to refraction and post-pandemic safety and infection control guidance An initial meeting was held with the College of Optometrists to discuss specialty lenses and what their approach/guidance has been to their
2.1.2 Stay current on emerging technologies, techniques and service delivery models	# of new products or services that have been	3 reports	1 report	An initial meeting was held with the College of Optometrists in 2023 to discuss specialty lenses	\$1500 (2024)	↑	

Legend (Status column)

✓ - Achieved

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COO 2023-2025 Strategic Plan

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	reported on to the board			and what their approach/guidance has been to their registrants. The aim of the collaboration is to ensure consistency between the professions. Work on this subject will continue into 2024.			registrants. The aim of the collaboration is to ensure consistency between the professions
2.1.3 Develop resources to support opticians that wish to offer non-traditional modes of dispensing	# of resources developed	3 resources	Explore in 2025	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)	2024 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	Work is underway to improve the COO website's overall accessibility, including making language more relational and updating colours/contrast. The College began working with a new social media consultant in February 2024 who is developing content that is: - More relational - Posted in both English and French	\$3,000 (2024)	↑	<ul style="list-style-type: none"> Item 2.2.1: The \$3,000 budgeted for 2024 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. 2023 Achievements: <ul style="list-style-type: none"> The Unauthorized Practice section of the website updated with relational lens (1 resource). Launch of the COO's website in French (1 resource) 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%	Right-touch training was provided in February 2024 to the following decision-making committees: - ICRC - QA - Registration	\$4500 (2023) \$4500 (2024)	✓	
2.2.3 Ensure technology is being effectively leveraged to	# initiatives/resources	3 initiatives/resources	2 initiatives/resources	<i>Online Applications:</i> work is underway to move the initial application process from paper-	\$93,000 (2004)	↑	

Legend (Status column)

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COO 2023-2025 Strategic Plan

March 2024 Monitoring Report

make COO processes more efficient and easy to navigate				<p>based to online. The online application forms are expected to launch in Q3 of 2024</p> <p><i>Registration Regulation:</i> Database updates/improvements are underway to support changes to the COO's Registration Regulation that will come into effect July 1, 2024. The changes will permit for the tracking of ongoing currency hours and transferring between the inactive and RO classes of registration. This is expected to be completed by Q3 of 2024.</p>			
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)	2024 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 trauma-informed care.	See line 1.3.1	↑	<ul style="list-style-type: none"> - Item 2.3.2: The \$17,500 that has been budgeted for 2024 will go toward the following initiatives: <ul style="list-style-type: none"> o Development of resources for ROs on trauma-informed care o Development of communications content relating to the impact of the new Registration Regulation (explanatory videos, etc) <p>2023 Achievements:</p> <ul style="list-style-type: none"> - Presentations at 4 continuing education events in Toronto - Presentation at 1 continuing education event in Ottawa - Participating, after a 4-year absence, at the OOA continuing education event in Ottawa in Sept 2023 - Presentations to students at Seneca and La Cité College
2.3.2 Create additional continuing education resources on general practice areas	# of resources developed	6 resources	2 resources	Resources are in development to support registrants, students and applicants in the transition to the new registration regulation: <ul style="list-style-type: none"> - CE presentations - Webinars - Website content, videos and FAQs 	\$11,000 (2023) \$17,500 (2024)	↑	
2.3.3 Increase opportunities for registrant engagement and education	# of engagement/education opportunities	5 opportunities	1 opportunity	COO team members are scheduled to attend events in Toronto, Sudbury, Ottawa and London in 2024	\$18,000 (2024)	n/a	

Legend (Status column)

✓ - Achieved

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X – not achieved in the timeframe anticipated

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COO 2023-2025 Strategic Plan

March 2024 Monitoring Report

							- Attendance at OAC Student Night
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)	2024 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	1 initiative is expected to come to the board in 2024: - Reforms to the electoral district system	\$7,500 (2023) \$5,000 (2024)	↑	- Item 3.1.2: The \$15,000 budgeted for 2024 will go 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)
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	Work is underway to upgrade equipment to ready the office for space sharing	\$6,000 (2023) \$15,000 (2024)	↑	- 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
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 2025)	n/a	TBD	n/a	2023 Achievements: - Approval of updates to the Registrar, CEO performance evaluation process (governance reform)
	Develop committee-specific competency profiles	100%	n/a (target for 2025)	n/a	TBD	n/a	- Updates to the Executive Committee election process (governance reform) - Adjustments to COO staff salary bands to support retention (process) - Significant upgrades to the COO's internal database including a migration to a cloud-based system
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	90% participation	2023 Board participation rate: 87% 2023 Committee participation rate: 89%	Internal	X	- Annual review of technology inventory and needs (process) -

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

March 2024 Monitoring Report

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)	2024 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	Internal policies/processes that are slated for review in 2024 include: <ul style="list-style-type: none">- Board election eligibility- Processes relating to implementation of the new Registration Regulation	Internal	↑	2023 Achievements: <ul style="list-style-type: none">- 4 policies developed/reviewed with DEI lens (Currency of Practice; Practicum Policy; Reinstatement and Changing from Inactive to Active; Language Proficiency)
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	Plans are underway to schedule additional DEI training for board and committee members later in 2024.	\$5,000 (2024)	↑	
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)	2024 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	An initial meeting was held with the College of Optometrists in 2023 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. Work on this subject will continue into 2024.	See line 2.1.2	↑	<ul style="list-style-type: none">- 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. 2023 Achievements: <ul style="list-style-type: none">- 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)- Explored space sharing opportunities with three other health regulatory colleges (initiative)- 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- Participated in 8 events and conferences in Toronto, Vancouver and Ireland
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 is continuing to explore a space sharing opportunity with another health regulatory college. Efforts are also underway to explore other space sharing opportunities.	\$2,000 (2023) 2024 - See line 3.1.2	✓	
3.3.3 Create, sustain and/or improve relationships with key	# of stakeholder engagement activities	3 activities	1 activity	Work is underway to plan a follow-up industry roundtable event in 2024.	\$1,250 (2023) \$12,000 (2024)	↑	

Legend (Status column)

✓ - Achieved

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n/a - not yet applicable / data not yet available

COO 2023-2025 Strategic Plan

March 2024 Monitoring Report

stakeholders and system partners							-
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	The COO is scheduled to attend a number of conferences and events in 2024.	\$30,000 (2023) \$30,000 (2024)	↑	

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