



College of
Opticians of
Ontario

Strategic Plan

2017 – 2019

January 2018

College of Opticians of Ontario – Vision Statement 20/20

We ensure the highest standard of vision care for all Ontarians.

NOTE: The College exists as the governing body for all licensed opticians in Ontario and as such, has the primary role of ensuring that the public's interest is ensured and protected at all times, by opticians providing eye care services.

College of Opticians of Ontario – Mission Statement

We protect the public by regulating Ontario opticians to ensure they maintain a high standard of practice and professionalism.

College of Opticians of Ontario – Core Values

We strongly believe in and are committed to:

Transparency

- Access to information that is not confidential.

Accountability

- Accepting responsibility for decisions and actions.

Integrity

- Acting with conscience, putting aside self-interests and making clear decisions that are aligned with our mandate.

Efficiency

- Performing properly without wasting resources

College of Opticians of Ontario – Key Success Measures

Employee and Council Engagement

- Annual staff engagement questionnaire
- Self-evaluation of Council and Committees

Member Satisfaction and Engagement

- Member engagement initiative
- Member registration analysis

Financial Sustainability

- Budget and budget variance
- Reserve build-ups (capital, legal and strategic initiatives)

Process and Systems Improvements

- Develop member service standards process and conduct an analysis of member requests
- Level of satisfaction amongst key stakeholders (members, the public)
- Seeing if there is an increased awareness of the College by the public
- Increased level of participation and engagement of public and members when we seek feedback
- Positive outcomes of projects entered into with stakeholders and collaborators

NOTE: A comprehensive set of tracking mechanisms have been developed to ensure that targets are set and met over the next 1-3 years.

College of Opticians of Ontario – Core Strategies

1. Transparency and Effective Communications Strategy

- Promote transparency and effective two-way communications.

2. Public Engagement Strategy

- Ensure public protection through meaningful public engagement.

3. Member Relations Strategy

- Create positive relationships with our members that add value to both parties.

4. Collaboration Strategy

- Working with internal and external stakeholders to achieve mutually beneficial goals.

5. Operational Strategy

- To ensure efficient operations of College activities.

Strategy # 1: Transparency and Effective Communications Strategy

Strategy Description: Promote transparency and effective two-way communications

Strategic Action Items:

	Strategic Action Item	2017	2018	Current Status	2019	Lead Role	Notes
1.1	Ensure that the College website is current and informative, and that information is easy to find and understand.	Overhaul website	Q2 Launch	Explore/ Research	Monitor	Admin	Developing aesthetic changes to website
1.2	Explore expanding contents of public register	Implement	Q2	On track	Monitor	Admin/ Legal	Phase II Public Register upgrade.
1.3	Develop and publish guidelines regarding discretionary disclosure of information.	Explore	Q3	Legal	Implement	ICRC/ Legal/FHRC O	COO general counsel is tasked with this project.
1.4	Ensure consistency of Council processes/ guidelines. Council needs to be more well-informed (information/introductions of new Council members e.g., bio of new Council members – elected and	Develop	Implement	On track <i>*Explore sexual abuse training strategies and programs</i>	Monitor	Governance / Consultant	Tasked to the Governance Committee in 2017 – will be modified in 2018 as Governance develops Governance currently developing policies and strategies to implement in Spring 2018

	Strategic Action Item	2017	2018	Current Status	2019	Lead Role	Notes
	appointed, Council orientation, Council chair training, committee member review, committee chair succession planning)			<i>for all Council Members</i>			Exploring sexual abuse training strategies and programs for all Council members 1) updated Orientation session for council 2) Mandatory Sexual Abuse Prevention training Approved – to be implemented. 3) Council Chair Facilitation Training – Q2 4) Council Chair Government Training Q3
1.5	Request feedback from external stakeholders on Council's performance and College communications but expand the typical stakeholder pool (VCC, associations, large employers, educators).		Explore		Implement	Governance	This action item could be a survey monkey that follows Council meeting. Possibly access Citizen's Advisory Group or add to stakeholder list.

Strategy # 2: Public Engagement Strategy

Strategy Description: Ensure public protection through meaningful public engagement.

Strategic Action Items:

	Strategic Action Item	2017	2018	Current Status	2019	Lead Role	Notes
2.1	Educate the public about the scope of practice for opticianry, optometry and ophthalmology; risks associated with illegal dispensing of eyeglasses and contact lenses.		Research	On track	Develop	Patient Relations/ Consultant	Review National Awareness campaign. Seek input from Citizen's Advisory Group. Exploring a research consultant for PR
2.2	Ensure access to public education materials at optical dispensaries.		Research	On track	Develop	Patient Relations/ Admin	
2.3	Implement surveys to gather information from members and the public on their experience with the College to find out how we can improve.	Research	Ongoing	On Track	Implement	Patient Relations/ Consultant	Citizen's Advisory Group Meeting dates: January 20, 2018 and March 24, 2018.
2.4	Developing patient bill of rights.		Research	On track	Develop	Patient Relations/ Other Regulators	Resource: Patients Canada/Patients First Act

2.5	Explore ways to create regulatory focus group/patient forum.	Explore	Monitor		Monitor	Patient Relations/Consultant	<p>Citizen's Advisory Group feedback on Agenda items</p> <p>Canvas managers of committees to bring things forward to the Citizen's Advisor Group</p>
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Strategy # 3: Member Relations Strategy

Strategy Description: Create and maintain positive relationships with our members that add value to both parties and the public.

Strategic Action Items:

	Strategic Action Item	2017	2018	Current Status	2019	Lead Role	Notes
3.1	Continue to participate in member relation functions.	Ongoing	Ongoing	On track	Ongoing	Admin	Staff continuously seek out opportunities along with regularly scheduled functions such as participation at CE events Attend tradeshow in the Fall and reinstitute live member updates by having COO Staff present to answer all questions from members
3.2	Seek new opportunities for member relations (e.g., create new networking events).	Ongoing	Re-evaluate	On track		Admin	As above COO inviting students to Council Meetings
3.3	Create initiatives to improve member compliance with QA program.	Explore	Implement Q4	Explore/ Research	Re-evaluate	QA/ Admin	Challenges still faced with compliance. Look at developing online QA portal as part of database in 2018

	Strategic Action Item	2017	2018	Current Status	2019	Lead Role	Notes
							Discuss with legal counsel regarding enforcement
3.4	Improve student engagement activities regarding the role of the College and increase student participation. (e.g., appointed student ambassador).	Explore	Monitor	Implemented	Monitor	Admin	Reach out to schools to seek student ambassadors to attend council meetings. Ahead of schedule
3.5	Complete and conduct the tri-annual Member Needs Assessment process.		Revise and Implement	On track		Admin/ Consultant	Reach out to Outside In for fall launch.
3.6	Evaluate changes to member service standards protocols.	Monitor	Evaluate	On track	Revisit as necessary		This is dependent on results of 2018 survey
3.7	Ensure that members are educated on compliance with dispensing standards when utilizing technology in their practice.		Monitor	Ongoing	Monitor	Admin	Included in membership update; ahead of schedule

Strategy # 4: Collaboration Strategy

Strategy Description: Improve relationships with internal and external stakeholders to achieve mutually beneficial goals.

Strategic Action Items:

	Strategic Action Item	2017	2018	Current Status	2019	Lead Role	Notes
4.1	Best practices – other Regulators and professional groups	Maintain and Explore	Monitor	Explore/ on track	Monitor	Admin	Explore further FHRCO's opportunities and host more events at new COO offices. Send staff to more learning events. College continues to participate in FHRCO working groups
4.2	Continuing Education (CE) providers to assist in areas of professional weakness		Explore	Q2		QA	Explore the use of National Self-Assessment Tool.
4.3	Collaboration with other Regulators (e.g. Internet Dispensing)	Ongoing	Ongoing	Ongoing	Ongoing	Admin/Exec	Taken from ID strategy – consistent ongoing activity.
4.4	Meet with MOHLTC	Ongoing	Ongoing	Ongoing	Ongoing	Admin/Executive	

Strategy # 5: Operational Strategy

Strategy Description: To ensure efficient operations of College activities.

Strategic Action Items:

	Strategic Action Item	2017	2018	Current Status	2019	Lead Role	Notes
5.1	Annual Council self-assessment surveys.	Ongoing	Ongoing	Ongoing	Ongoing	Governance	Launched in December 2016
5.2	Staff Retention – explore options to enhance staff retention practices (e.g. staff surveys).	Explore/Develop	Research	Explore/Develop	Ongoing	Admin/ Executive	
5.3	Analyze changes in membership data (e.g. number of practicing opticians).	Research	Research	Research	Develop/ Implement	Registration Department	Migration to new database requires data clean up initiative pushed to 2018
5.4	Continuous improvement to membership database.	In Progress	Implement	On track	Ongoing	Admin/ Consultant/ Registration Services	Phase II initiatives including Public register, QA tracking and online applications.