

BRIEFING NOTE

TO: Board of Directors

FROM: Fazal Khan, Registrar, CEO

DATE: September 28, 2026

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 most recently updated in 2026 to align with the 2026-2028 Strategic Plan.

The Board receives monitoring reports on this policy in Q1 and Q3 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 of 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, and approved by the Board, 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 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 2026-2028 Strategic Plan

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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	As of September 2026, the COO has processed the following unauthorized practice files: <table><tr><td></td><td>Reports Received</td><td>Reports Closed</td></tr><tr><td>2026 (YTD)</td><td>28</td><td>17</td></tr><tr><td>Total</td><td>28</td><td>17</td></tr></table> 17 reports have been closed with one or more of the following outcomes: - No action (no issue/concern identified) - Education/advice/recommendations - Receipt of signed compliance agreement - Referral for court proceedings		Reports Received	Reports Closed	2026 (YTD)	28	17	Total	28	17	\$60,000	✓	
	Reports Received	Reports Closed														
2026 (YTD)	28	17														
Total	28	17														
1.2.2 Educate opticians, optical business owners and other eyecare professionals about their respective responsibilities	# of resources available	3 resources	1 resource	Resources - 4 social media posts in 2026 on awareness of unauthorized practice and/or verifying opticians' credentials and status on the public register	Internal	✓										
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	Work is in progress to identify and secure speakers for the next phase of the DEI webinar series, which will build on the collaboration launched with the College of Audiologists and Speech Language Pathologists in 2025.	\$5000	↑	1.3.1 – Progress on the development of a new standard of practice on DEI/cultural safety did not advance at the pace originally anticipated due to competing Professional									

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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	New standard approved by the Board	Approved Standard	Draft Standard ready for consultation	n/a (see note)	Internal	X	Practice priorities, including updates to record keeping guidelines, accreditation work and managing the increased volume of peer and practice assessments. Accordingly, it is proposed that the 2026 goals be deferred to 2027.
1.3.2 Lay groundwork for updates to entry to practice competencies	# of resources identified	3 resources	1 resource	n/a (see note)	n/a	X	
1.3.3 Explore engagements and initiatives to promote access to opticianry services for equity deserving groups	# engagements/ initiatives	3	1	The COO is currently exploring opportunities for engagements and/or initiatives.	\$5000	↑ <	

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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	COO continues to monitor the following data points: - Program enrollment (internal) - Registration rates (see quarterly registration dashboards and annual report) - National workforce data, as collected by the Canadian Institute for Health Research (CIHI) This data is used to formulate projections and analysis on future registration rates.	Internal	✓	Seneca's student body. Work is also underway to increase the visibility of videos promoting the PLAR process for unaccredited education and international applicants.
Add link1.5.3 Collect data on patient access to opticianry services	# of data sources	1 data source	n/a (next survey in 2027/2028)	n/a	TBD		

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	To date in 2026 the COO has delivered the following educational presentations to registrants: - Standards of Practice Lunch and Learn Webinar – Feb, 2026 - Spring Update – AOE Optifair March 2026 - Spring Update – OOA Focus ON Optics, April 2026 - New Registrant Webinar – Sept 2026	\$10,000	↑	
2.1.2 Stay current on emerging technologies, techniques and service delivery models	# of resources leveraged	3 resources	1 resource	Resources: - One-on-one interviews with five subject matter experts across the opticianry profession as part of a comprehensive consultation on the Practicum Policy. Interviews focused on changing and emerging lens technologies and evolving patient preferences.	Internal	✓	
2.1.3 Develop resources to support opticians that wish to offer non-traditional modes of dispensing	# of resources developed	1 resource	TBD	n/a	n/a	n/a	

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COO 2026-2028 Strategic Plan

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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>

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	To date in 2026, the COO has delivered presentations to students from the following education programs: - Seneca Polytechnic - Collège La Cité The COO has also participated in Program Advisory Committee meetings for the following education programs: - Georgian College - Collège La Cité - Stenberg College	Internal	✓	-
2.4.2 Engage registrants with critical thinking-based scenarios as part of CE presentations	# of engagements	6 engagements	2 engagements	The COO's Spring Update, which was delivered at both the AOE and OOA trade shows in March/April 2026, was primarily focused on scenario-based, interactive content that engaged registrants in areas of critical thinking and troubleshooting professional practice scenarios	See line 2.1.1	✓	-
2.4.3 Meet with CE providers to encourage them to develop more content that features critical thinking and case-based learning	# of meetings with CE providers	3 meetings	1 meeting	While no formal CE Provider meeting is anticipated for 2026, the COO has engaged with various CE providers on an informal basis throughout the year to discuss their content.	Internal	↑	2.4.3 – The COO's annual meeting with CE providers is currently on hold as we evaluate the impact of recent changes at the Ontario Optician's Association. In the interim, additional focus has been placed on ensuring that registrants have access to a sufficient supply of CE content to complete their annual requirements.

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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%	As of September 2026, all labour mobility applications (100%) have been processed within 5 business days.	Internal	✓	2.5.1 – The Ministry standard for timely decisions on registration applications is 30 calendar days.
2.5.2 Work with NACOR partners to streamline information sharing	Information-sharing processes have been reviewed/discussed nationally	Completed review	TBD	n/a	TBD	n/a	-
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							
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	2026 Collaborations: - Opticianry Day at Queen's Park: Collaboration with the OOA and Lion's Club - HPRO DEI Working Group	\$28,500	✓	-

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3.4.2 Conduct regular and meaningful consultations with registrants and other system partners	# of public consultations	5 consultations	1 consultation	To date in 2026, the COO has conducted the following consultations: - Proposed updates to the Currency Policy - Proposed Demographic Data Collection Project	Internal	✓	-
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	For discussion at the September 2026 Board meeting	\$12,000	↑	3.5.1 – This matter is on the agenda at the Sept 2026 Board meeting. Goals and timelines will be updated once the Board has provided its direction.
3.5.2 Identify and engage with community leaders from equity deserving groups	# of engagements	3	1	The COO is in the process of identifying engagement opportunities.	See line 1.3.3	↑	-
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)	n/a	TBD	n/a	-

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