



**College of Occupational  
Therapists of Ontario**

**College of Occupational Therapists of Ontario**  
***Strategic Planning 2005-2010***

*Sustaining Momentum through 2010*

Prepared by Carolyn Everson  
The Everson Company

# Strategic Planning 2005-2010

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## 1. Introduction

The College's current Strategic Plan (2005-2010) has helped guide decision-making over the past four years. The College's intentions articulated in this plan, combined with clarity highlighted through the amendments to the RHPA and the opportunity provided by access to controlled acts has provided impetus for many new initiatives.

Now, just past the mid-point in the current planning cycle, it is clear that as the environment in which we operate continues to evolve so may the need to revitalize elements of our Strategic Plan. Health policy affecting OT practice continues to evolve and stakeholders continue to bring new issues to the debate. New threats are clear, new opportunities available, key relationships may need to be strengthened.

In response, we recognize that the time is right to build on the momentum of the past few years and to examine our Leadership Priorities and Strategies to confirm that we will indeed be able to achieve our Vision by 2010. Accordingly, it was decided that a one-day planning workshop would be undertaken in October 2008.

The objectives for the 2008 planning process were:

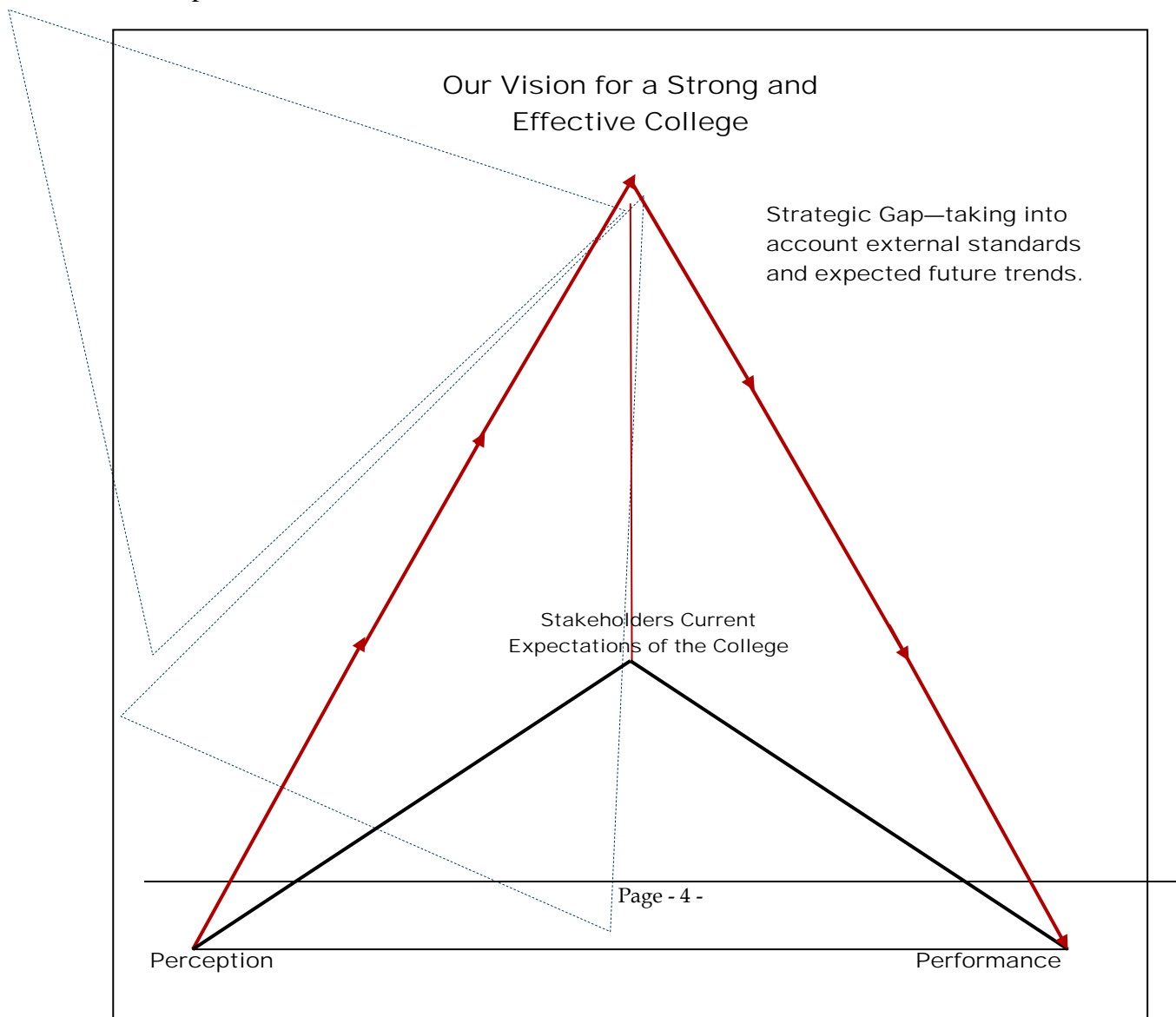
- To build and sustain momentum at the mid-point of our Strategic Planning cycle to help us achieve our strategic priorities by 2010.
- To discuss the key issues and specific challenges we currently face.
- To discuss where we may need to shift or adjust our focus over the next two years, and
- To reach consensus on our key priorities for the next two years within our existing framework.

The planning logic that was used for the development of our current Strategic Plan is attached as Appendix A.

## 2. A framework for the development of the plan

We updated the “triangle” diagram, repeated below, to highlight the importance of flexibility in the implementation of our 2005-2010 Strategic Priorities. The addition of the shifted “blue triangles” in October 2008 suggests that, as circumstances change, it may be appropriate to “shift” implementation strategies in order to increase the likelihood of achieving our Vision by the end of the current planning cycle.

In this diagram, the small *inside* triangle highlights the dynamics of operational planning. The College has been working diligently to meet the current expectations of members. This is important work. However, in addition, the larger *outside* triangle illustrates the opportunity provided by strategic planning: By considering external standards and expected future trends in the planning environment, our focus moves from the current expectations we have of ourselves, to a vision of even greater impact in the future. As a result, our focus is not, "How do we meet current expectations?" but instead, "How do we advance?" "How do we lead?" Furthermore, the “blue triangles” illustrate the importance of flexibility to ask, “Given current circumstances, what is the best approach to successful implementation of our priorities?”



Our strategic plan is then developed in a “cascade” from our Mission as an organization, through our Leadership Vision, to our three Leadership Priorities. Much has changed in our environment since the original development of our Strategic Plan. Accordingly, in our planning workshop in October 2008, we highlighted “Blue Triangle” strategies for 2009 and 2010 within our existing Leadership Priorities. Once again, these strategies will be supported by a series of initiatives developed by our Management Team. These initiatives are then developed into detailed action steps by our staff team.

It is important to recognize how each increasingly detailed level relates back up through the higher-concept levels and ultimately back to the Mission Statement itself. (See Appendix B.)

### **Stakeholders in COTO’s planning process**

Many individuals and organizations have a stake in the success of COTO, and therefore in the success of our strategic planning efforts. These are listed below in no particular order:

- The public (including clients and non-clients)
- Current members/registrants
- Future registrants (including OT students and international graduates)
- The provincial and federal government (including the Office of the fairness Commissioner)
- Council
- COTO staff
- OT associations
- Other regulatory bodies
- Canadian Institute for Health Information
- OT academics and researchers
- Employers and other payors

As always, it will continue to be important to develop processes to include these stakeholder groups, as appropriate, in further discussions and in the implementation of our plans.

## 2. COTO's Mission

Our mission statement is our declaration of our core purpose, our reason for existence. Strong mission statements address the following questions: Who are we? What do we do? For whom do we do it? Why do we do it?

Accordingly, the following was approved as a statement of COTO's Mission:

### **Mission Statement**

The College of Occupational Therapists of Ontario is a self-governing body that protects the public interest and improves their health and well-being by registering, regulating and supporting the ongoing competency of Occupational Therapists.

In October 2008, it was confirmed that this Mission Statement remains valid and will not be amended during this planning cycle. It was, however, recognized that some minor modifications would be encouraged in our next planning cycle.

### 3. Our leadership vision for a successful future

A vision statement is a clear and compelling statement of what an organization wants to become that is demanding but achievable. A vision statement has often been compared to a lighthouse in the distance: A targeted end point that the organization feels inspired to reach.

Accordingly, the following leadership vision was developed for COTO. It was agreed in October 2008 that this Vision remains appropriate and motivating.

#### **Vision Statement:**

By 2010, COTO is recognized and respected for its strong collaborative relationships that influence Ontario's health-care system while supporting the needs of the public through the OT profession.

#### **Our five-year leadership vision (2005-2010)**

**By 2010, we are recognized as an exemplary regulatory body that:**

- **Aligns the needs of the public with the needs of the profession.** The public is aware of regulated OT services that are available to them. We help assure that Ontarians have access to competent professional OT services. Our Registrants' practice is consistent with and supported by defined professional standards and competencies. The College's programs and services also support competence in practice.
- **Strengthens through collaboration: With our registrants, COTO staff and Council as well as with other stakeholders.** Our relationships with registrants, government and other key stakeholders are strong and productive. We are united as Council and supported in our leadership by strong and effective staff.
- **Is recognized and respected as a full partner in Ontario's health-care system.** The College successfully influences health policy and anticipates changes in the broader environment.

#### **4. Fundamental issues to address**

We identified five fundamental issues that must now be addressed in order to facilitate the achievement of our Vision by 2010. From these, updated strategies have been developed within the framework provided by our current leadership priorities.

**As a combined leadership team of Council and COTO staff our focus through 2010 needs to highlight:**

1. Continued efforts to strengthen COTO's role within the profession and within Ontario's health-care system, recognizing opportunities for inter-and intra-professional collaboration.
2. Our need to ensure that College communications are strategic.
3. The importance of reinforcing the College's Standards of Practice through a focus on knowledge transfer and support of application to practice.
4. The need for an evaluative framework for Council, Committee and programs.
5. The ongoing maintenance of an effective governance and organizational framework within COTO.

## **5. Confirming our Leadership Priorities for 2005-2010**

In discussions related to these issues, it was agreed that our three key priorities have not changed. What has shifted is where our focus needs to be for 2009 and 2010.

**In order to achieve our leadership vision our priorities will continue to be:**

1. Our role and the perception of our role
2. Strengthening our organizational and governance frameworks
3. Evaluation and measurement

These three pillars continue to embrace the various issues and challenges we face, as well as the opportunities we wish to seize.

## 6. “Blue Triangle” priorities for 2009 and 2010

In order to advance our efforts to achieve our leadership vision within the next two years, our shifted focus will highlight the following strategies within each of our priorities.

### **Leadership Priority #1 Addressing our role and the perception of our role**

#### **Updated strategies for 2009 and 2010**

- ✓ Communicate the positive aspects of our work to our stakeholders to create a positive perception of COTO.
- ✓ Take advantage of NEW opportunities to promote the regulatory aspects of the College.
- ✓ Improved planning around communication with registrants to increase response rate/numbers, and
- ✓ *(Following the completion of the current planning cycle)* Develop a strategy to communicate with employers around our role and their obligations.

### **Leadership Priority #2 Strengthening our organizational and governance frameworks**

#### **Updated strategies for 2009 and 2010**

- ✓ Review Council committees and organizational structure to ensure compliance with, and adequate resources for, federal and provincial legislation. (e.g. fairness Act, RHPA and Inter-provincial mobility)
- ✓ Ensure maintenance of strong governance during times of change (e.g. binder of resource material, orientation)

### **Leadership Priority #3 Evaluation and measurement**

#### **Updated strategies for 2009 and 2010**

- ✓ Develop an evaluation framework of how Council, committees and staff align to achieve our mission (e.g. program logic, balanced scorecard etc.)
- ✓ Evaluation for entry to practice criteria (e.g. exam, international, re-entry, mutual recognition and provincial issues)
- ✓ *(Following the completion of the current planning cycle)* Undertake to evaluate the standards (I.e. measure competencies, meeting minimum expectations) and develop tools to support the application of standards.

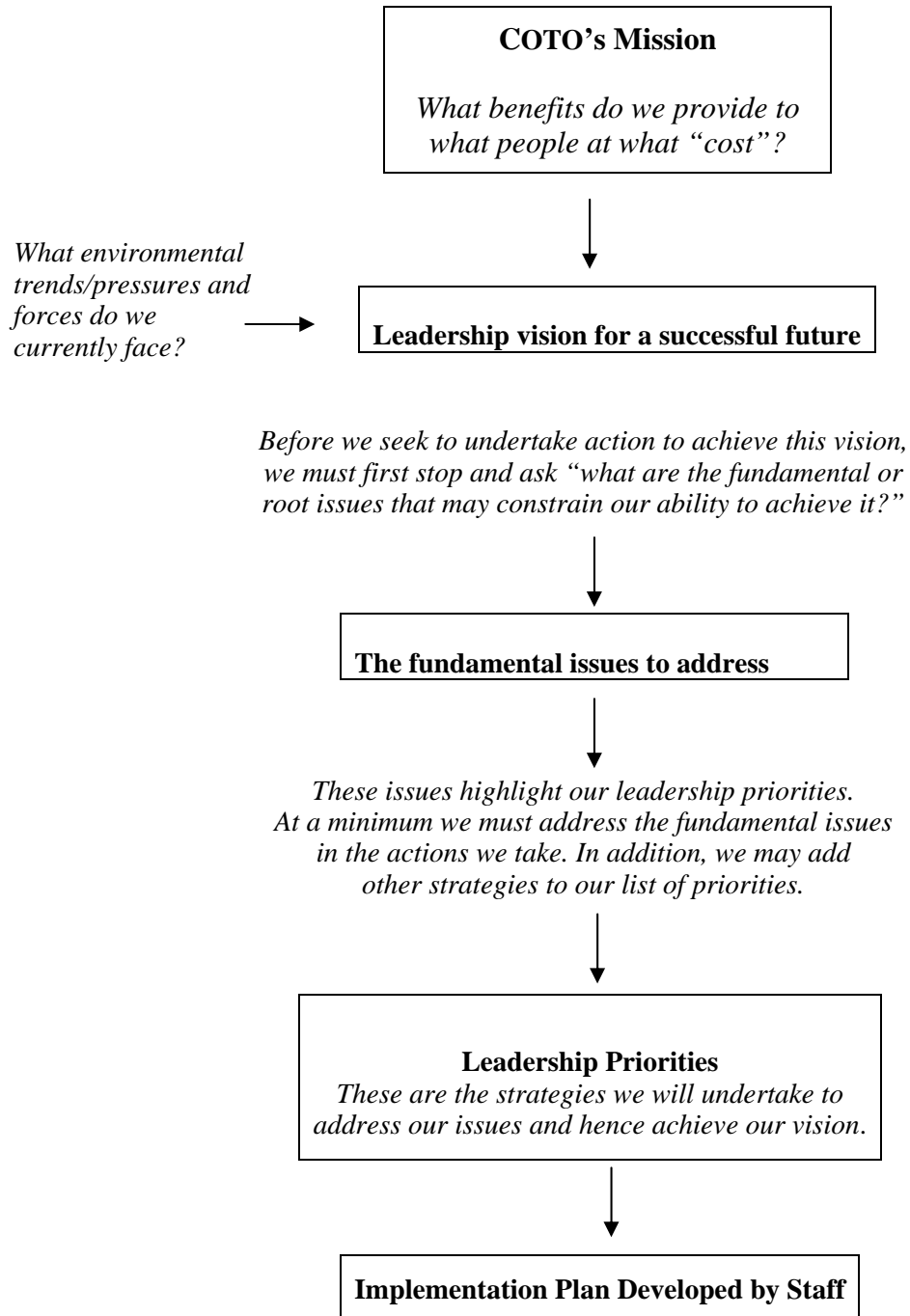
## **7. Implementation Planning**

Once again, an Implementation Plan will be developed by staff to support efforts to achieve the strategies highlighted in our October 2008 planning workshop.

It is anticipated that from each strategy, outlined above, a number of initiatives will be developed. Each initiative will then have several action steps. The work plan will be used by staff for internal reporting purposes and will be monitored by the Registrar. Council will receive progress reports on achieving the initiatives through the Executive Committee reports and the Registrar's reports. This approach remains consistent with the desire of Council to set the strategic direction and to more appropriately leave the details of an action plan to staff.

## Appendix A

### Our Planning Logic



## Appendix B

