

# STRATEGIC PLAN 2017

## Executive Summary

The strategy approved by council is based on data generated by the initial members and stakeholders survey and adds a strategic approach to guide the College over the coming five years. This strategic plan takes advantage of the current political opportunities presented, while providing a robust plan to mitigate the potential risks. It fully recognizes areas that need to be worked on within the College but, importantly, also leverages the strengths and capabilities that the College has worked hard to develop over the past few years.

In developing the Strategic Plan, the Council and staff created a number of possible future scenarios. The intent was not to predict the future, but rather to clearly identify the elements that would potentially identify opportunities and threats. The outcome was the development of a plan and set of actions that will ensure the College plays a meaningful role in creating and maintaining an Occupational Therapy profession that works for all Albertans, and for Alberta.

The adopted strategy maintains the relentless focus on regulatory compliance and, specifically, on compliance with the Health Professions Act and the Code of Ethics in order to protect the public. It calls for the College to adopt a far more inclusive, collaborative approach and to actively engage with existing and future stakeholders. In addition, the strategy requires that the College adopts a more proactive stance in influencing the future of the industry's regulations and behaviours - ultimately assuming a leadership role amongst the Colleges, Associations, unregulated therapies, Government and other Professions.

The strategy incorporates specific changes in the way the College relates to its members and also recommends a shift in the style and culture of the organization which will improve engagement with both its members and other stakeholders.

Internally, the strategy recommends changes to the way the College operates, requiring the establishment of good foundations, processes, ways of working and robust frameworks to provide a platform to lead the profession forward.

## Vision

*"By June 2021 we will be ensuring that the public receive competent and ethical Occupational Therapy Services in Alberta. We will be a sustainable College and innovative, forward thinking, politically astute and visible leaders in the health professions. We will be collaborating with our stakeholders to protect the public."*





## Purpose

*“Our purpose is to protect the public by ensuring that our regulated members provide client-centered, ethical and competent occupational therapy services to their clients in Alberta.”*

## Highest Priority Goals

Reflective of the External & Internal Drivers and the ‘Critical issues’ identified within the strategy development process, the highest priority goals for the College are:

- Protection of members of the public who interact with Occupational Therapy services
- Establishing the College as a leader in the development, provision, regulation and delivery of reliable and innovative Occupational Therapy services in Alberta which exceed minimum standards
- Creating a culture of innovation and collaboration which underpins and enables the delivery of the vision
- Compliance with the Health Professions Act and its spirit and intent
- Delivery of a suite of products and services which defend the position of regulated members in the face of increasing competition and by developing ‘professional excellence’ as an output
- Deliver the change in a relatively aggressive timeframe to ensure the College retains a position of influence with Stakeholders

## Key Strategic Themes

- Ensure that Occupational Therapists are competent and that Occupational Therapists adhere to all standards and legislation in place.
- Contribute to influencing a strategic outcome with regard to ongoing and new models of care and take a leadership position in designing and implementing the care model.
- Ensure there is a deep and mutual understanding among the public and other health services in ACOT's role, capability and capacity.
- Participate with partner organizations in delivering Occupational Therapy and related health programs that serve the public well.
- Develop and maintain an effective and healthy College that has effective processes and capacity to support its mandate.



## High Level Strategic Actions

### Professional Excellence

Protecting the public in line with the concept of 'professional excellence' will be achieved by ensuring that OT's are accountable (through regulation) and that they are aware, competent, ethical and public-service oriented through the provision of supportive education, clear communication and guidance. The continuing competence program has been put into an online format that ensures 100% compliance from registrants. The college has completed one seminar in regards to the self-reflection process and is planning to continue holding these seminars to help increase registrants knowledge of the continuing competence program and about the regulations, standards and codes they must abide by in order to remain in good standing. To deliver confidence to the public this should be a matter of verified compliance so that protection of the public is clearly the primary focus.

Additionally, improvement now needs to be made in terms of practice guidelines. There is a need for OT support in the form of guidance around new and evolving external circumstances, such as assisted death.

## **Contribute to influencing a strategic outcome with regard to ongoing and new models of care and take a leadership position in designing and implementing the care model.**

The College has strong relationships with government liaisons assigned to the colleges under the Health Professions Act. These relationships have been strengthened through participation in the Alberta Federation of Regulated Health Professions. The College will continue to communicate with the government and maintain and enhance the relationship.

The College will also seek to establish a leadership position in representing the profession and its interests as new models of care are discussed and developed. The College intends to be proactive in support of the needs of the public and the OT members.

## **Ensure there is a deep and mutual understanding among the public and other health services in ACOT's role, capability and capacity.**

The college intends to develop and execute a robust and comprehensive communication plan which will ensure that its members, the public and all key stakeholders will be informed about the services, standards and value delivered through the profession.

The communication plan will not be a one off event but rather a program of structured activities that will deliver a shift in the culture to one of openness, accessibility, responsiveness, engagement and clarity around goals, expectations and performance standards. In doing so, the College will ensure that the profession is recognized, supported and fully enabled to deliver services to the public.

## **Participate with partner organizations in delivering Occupational Therapy and related health programs that serve the public well.**

ACOT understands that it needs to identify what each of its stakeholder groups is looking for, what value a strong relationship provides to both parties and what resources competitors are directing towards stakeholder engagement. The opportunity for partnering with other organizations is significant and the plan is to strengthen relationships where it serves the mandate of the College.

To this point, relationships with other Colleges formed in Alberta under the Health Professions Act have been relatively passive but going forward the intent is to develop a formal engagement plan because the advantages of developing relationships with other organizations are broad and deep. This will also reinforce ACOT's desire to be a leading voice in the development of new health models.

## **Maintain a healthy organization and effective processes to support the College's legislated mandate and the other key initiatives identified.**

In delivering the Vision and Purpose, it is essential that the College develops the appropriate foundations within its own competency make-up, capacity, structure and processes. This includes both the College staff and the College Council. By implementing development programs in the right competencies, attracting quality individuals to serve key roles and delivering good process and frameworks, the College will be enabled to deliver on its promise and the strategy described herein.

Investment in the capability to be accessible, responsive and forward-thinking will ensure that the College can serve its members and the public well.



## Summary

The ACOT Council and the Registrar take full responsibility for the intent and direction of this Strategic Plan and take responsibility for oversight of the deliverables, ensuring that goals are measurable and achieved.

Whilst the future contains many unknowns, the work that Council and staff have undertaken in considering possible future scenarios and a range of strategic options, has established a high degree of confidence that this plan is fit for purpose and will ensure the sustainability of the profession for years to come.

Within the communication plan it is the intent of the Registrar and Council to keep its registered members informed of progress and also any material changes that may occur should our view of the future be different from the reality.

The public continues to be uncertain about the role of the College and it is the intention of the Strategic Plan to continue to change this perception over time. The role of the College is to ensure Albertans receive competent ethical occupational therapy services. The goal of the Strategic Plan is to enhance both the public and regulated member awareness of the College mandate and understand the rights and responsibilities inherent in that mandate.

The success of the College in fulfillment of the mandate is not only on the shoulders of Council and staff but also the responsibility of regulated members who work hard every day to ensure they are meeting the Standards of Practice and Code of Ethics. As a result of this plan, the College and profession will be more engaged with the health policy agenda, its registered members and the key stakeholders that are critical to its success.

The opportunity for partnering with other organizations is significant and the strategic plan is to strengthen those essential relationships under the College's mandate. Going forward, the intent is to develop and adopt a formal engagement plan to realize the notable advantages of maintaining and enhancing the relationships with essential organizations such as The Alberta Federation of Regulated Health Professionals and other similar organizations that will reinforce ACOT's efforts to be a leading voice in regulation

The Vision is an exciting and challenging description of the future state that we aim to achieve and the Council and Registrar are fully committed to making that future a reality.

## Contact Us

Give us a call for more information about our strategy

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