



ALBERTA COLLEGE OF OCCUPATIONAL THERAPISTS  
**STRATEGIC PLAN**

**2020–2023**



# INTRODUCTION

ACOT has experienced many changes in the past few years, as have occupational therapists across Alberta. With these changes have come exciting opportunities and challenges, which set the stage for an update to ACOT's strategic plan. Council and staff came together to examine the results of our last strategic plan, using this information to identify what worked well, what needed to be carried forward into the next plan, and what should be updated to reflect our changing regulatory and practice environments.

We are excited to present the 2020–2023 strategic plan, which carries forward the last plan's relentless focus on regulatory excellence to serve the public interest in receiving competent occupational therapy services. This plan introduces a refreshed vision, mission and values for ACOT, with concrete success measures that provide a line of sight on how to fulfill them. Together, these will provide a clear path forward that all ACOT stakeholders can use to measure the College's achievements. ACOT's Council and staff look forward to enacting this strategic plan with you.

# CORE TENETS

## MISSION

As a collaborative leader in professional regulation, the Alberta College of Occupational Therapists serves the public by administering effective, efficient, transparent and fair processes for registration, continuing competence, and complaints/discipline.

## VISION

Albertans understand and receive client-centred, ethical and competent occupational therapy services.

## VALUES/PRINCIPLES

ACOT's Council identified 10 core values and principles of the College, which honour the mission of the profession and will guide decision processes and all interaction:



# STRATEGIC DIRECTIONS

ACOT's Council identified four key areas of focus in order to organize the direction of the College's efforts for the coming three years. These key areas are:

Our College, Our Registrants, Our Public, and Our Strategic Connections.





# STRATEGIC DIRECTION DETAILS

## OUR COLLEGE

Relentless pursuit of governance excellence.

- Recruit, support and value Council's leadership role through:
  - Skills matrix used to target a balance of Councillor skill sets
  - Defining and communicating the value of the Councillor experience to registrants
  - Clear Councillor role descriptions and expectations
- CEO support through:
  - Succession planning
  - Knowledge capture/transfer
  - Defining and implementing evaluation and success metrics
- Proactive, adaptive and responsible leadership through:
  - Refinement of issues management processes
  - Risk registry: maintenance, mitigation and ongoing response
  - Strong fiscal oversight and long-term planning

### KEY SUCCESS MEASURES:

- New Council recruitment strategy developed and implemented (2020).
- More people nominated to Council than positions available each year.
- New Council members appointed based on skill mix required each year.
- Succession plan in place for retiring staff member (Dec. 2019).
- Onboarding of new staff evaluated for effectiveness (June 2020).
- Risk registry reviewed and updated twice a year.
- Registrar evaluation completed (Jan. 2020 and annually thereafter)
- Provide annual education for Counsellors on governance and/or leadership.
- ACOT website restructure (2020).
- Continue with accrual-based accounting/reporting.

## OUR REGISTRANTS

Foster clear and transparent expectations between the College and registrants.

- Further strengthening the continuing competence program through:
  - Appointing a Competence Committee to evaluate and recommend audit and program approaches
  - Mapping an OT's practice journey (preliminary interest, learning and training, practice and competence, and profession leadership)
- Regular, intentional, proactive review of complaints process and trends.
- Clarify the role of the College (vs. the Association):
  - Include role messaging in all relevant communications
- Increase overall registrant engagement:
  - Engagement of OTs throughout their careers through promotion of leadership opportunities on Council and committees
- Quality improvement culture:
  - Monitoring for trends and being responsive to signals for risks/opportunities
  - Increase culture/diversity competency
  - Employing risk and change management processes

### KEY SUCCESS MEASURES:

- Increase registrant engagement in learning sessions year over year by 10%.
- Increase number of applicants to Committee open positions by 20%.
- Competence Committee develops audit policies and procedures for approval by Council (2020).
- Resumption of audits of Continuing Competence Program submissions (2021).
- Evaluate implementation of updated Continuing Competence Program (2021).
- Use audit data to inform registrant education focus (2022).
- Increase the number of practice supports—advisories, guidelines, etc.—available on the website (2020).
- Implement online registration application processes (2021).

## OUR PUBLIC

Ignite and engage the public through education and connection.

- Assess and increase the public’s awareness and understanding about the profession and role of the College in serving the public:
  - Explore public engagement opportunities
  - Develop a strategic communications plan to engage Council and stakeholders
- College brand refresh and message revision:
  - Website refresh to reflect the evolution of the College
- Media relations:
  - Ongoing staff and Council training
  - Proactive media relations messaging

### KEY SUCCESS MEASURES:

- Website updated (2020).
- Strategic communications plan developed (2020) and implemented (2020–2023).
- Explore the engagement of public with Colleges through the Alberta Federation of Regulated Health Professions (2020). (Refer to <http://afrhp.org>)

## OUR STRATEGIC CONNECTIONS

Broaden and deepen key relationships.

- Closer collaboration with rehabilitation medicine Colleges.
- Stronger collaboration with other health Colleges in Alberta through, and with, the Federation:
  - Establish ACOT within Federation leadership
- Establish advisory, thought-leadership role with post-secondary educators in curriculum planning through:
  - Knowledge exchange regarding practice competence needs
  - Providing input on requirements of OT preceptors relating to competence of future OTs
- Engage and connect with government leadership through:
  - Strategy development for elected representatives and department leadership
  - Monitoring, analyzing, engaging, informing, and influencing trends in health profession regulation and issues that impact the public's experience of OT services in Alberta

### KEY SUCCESS MEASURES:

- Registrar to initiate quarterly meetings with other Rehabilitation Medicine College registrars, to explore mutually beneficial collaborative projects (2020, ongoing).
- Explore expanded role of ACOT in the Alberta Federation of Regulated Health Professions (2020).
- Identify and implement tactics for engagement of Health and Labour Ministers, department leadership (2020, ongoing), e.g.: update of Schedule 15 of the Health Provisions Act (HPA), OT Profession Regulation.
- Stakeholder analysis reviewed and updated twice a year.