



Strategic Plan Refresh

2020 - 2023



Introduction



Occupational therapists across Alberta are experiencing many changes this past year, with a global pandemic, new government healthcare restructuring, changes to education funding and a global spotlight on anti-racism. ACOT is also impacted by these changes along with new members of the staff team and council. With these changes have come exciting opportunities and many challenges. Council came together to reflect on the last strategic plan, carry forward areas of on-going work, and engage in a dialogue about updating to reflect our changing world, regulatory and practice environments.

We are excited to present the 2020 – 2023 STRATEGIC PLAN REFRESH which carries forward the last plan's focus on regulatory excellence combined 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

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-centered, 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

Four key areas of focus support the emphasis of these three years. This graphic was adapted in 2020 to reflect three new major external elements that impact this Strategic Plan Refresh.



Strategic Direction

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
 - Define and communicate the value of the Councillor experience to registrants
 - Clear Councillor role descriptions and expectations
 - Actively invite persons from diverse backgrounds to join Council
- 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
 - Elimination of systemic discrimination

Key Success Measures

- New Council recruitment strategy developed and implemented (2020)
- More people, including people from diverse backgrounds applying to Council than positions available each year
- New Council members appointed based on skill mix required and focus on diversity each year
- Risk registry reviewed and updated twice a year
- Develop and implement a change management strategy (2021)
- CEO and Registrar evaluation completed annually
- Provide annual education for Councillors on governance and/or leadership, exploring which leadership aspects each Councillor brings to the group
- Continue with accrual-based accounting/reporting
- Beginning the work of Acting Against Racism and Intolerance (AARI) and looking to integrate that in our organizational culture

OUR REGISTRANTS

Foster clear and transparent expectations between the College and registrants through:

- Further strengthening the continuing competence program
 - Appointing a Competence Committee to evaluate and recommend review and evaluation (formerly known as audits) and program approaches
 - Map an OT's practice journey (preliminary interest, learning and training, practice and competence, and profession leadership)
- Regular, intentional, pro-active review of complaints process and trends.
- Clarify the role of the College (vs. 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
 - Employ 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% (2020)
- Competence Committee develops audit policies and procedures for approval by Council (2020)
- Resumption of review and evaluation (formerly known as 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 web site (2020)
- Implement online registration application processes (2021)
- Continue to inform and educate registrants about changing regulations and new COVID guidelines in a timely and responsive manner
- Receive and implement recommendations from the AARI committee

OUR PUBLIC

Ignite and engage the public through education and connection

- Assess and increase awareness and understanding of the public 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
 - Web site refresh to reflect the evolution of the College
- Media relations
 - Ongoing staff and Council training
 - Proactive media relations messaging



Key Success Measures

- Web site updated (2020)
- Strategic communications plan developed, refreshed (2020) and implemented (2020-2023)
- Explore the engagement of public with Colleges through the Alberta Federation of Regulated Health Professions (2020) – refer to afrhp.org
- Beginning the work of Acting Against Racism and Intolerance (AARI) and communicating the work and the changes we are making to the public

OUR STRATEGIC CONNECTIONS

The challenges in 2020 have made it even more important to broaden and deepen key relationships through:

- Closer collaboration with rehabilitation medicine Colleges on issues related to governance
- Stronger collaboration with other health Colleges in Alberta through, and with, the Federation.
 - Establish ACOT within Federation leadership
- Establishing an advisory, thought-leadership role, with post-secondary educators in curriculum planning
 - Knowledge exchange regarding practice competence needs
 - Provide input on requirements of OT preceptors relating to competence of future OTs
- Engaging and connecting with government leadership
 - Strategy development for elected representatives and department leadership
 - Continued participation on government task forces and liaison with department officials on pandemic updates to inform College COVID-19 updates
 - Monitor, analyze, engage, inform, and influence trends in health profession regulation and issues that impact the public's experience of OT services in Alberta

Key Success Measures

- CEO and Registrar to continue meetings with other Rehabilitation Medicine College registrars, and to explore mutually beneficial collaborative governance projects (2020, ongoing)
- Explore expanded role of ACOT in the Alberta Federation of Regulated Health Professions (2021)
- Identify and implement tactics for engagement of Health and Labour Ministers, department leadership (2020, ongoing) e.g. update of Schedule 15 of the Health Professions Act (HPA), OT Profession Regulation
- Stakeholder analysis reviewed and updated twice a year

