

ACOT Operational Plan 2021-2023

This Operational Plan details key measures and deliverables to support ACOT's 2021-2023 refreshed Strategic Plan, which is a continuation of the strategic planning efforts initiated in 2020. The mixture of completed and pending deliverables reflects the multi-year nature of the original plan and the two subsequent refreshes. The key measures and deliverables are grouped into ACOT's four areas of focus: Our Public, Our College, Our Registrants and Our Strategic Connections.

FOUR KEY AREAS OF FOCUS - SUPPORT THE EMPHASIS OF THESE NEXT TWO YEARS

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)	Completed
Strategic communications plan developed, refreshed (2020) and implemented (2020-2023)	Ongoing
Create engagement of public with Colleges through the Alberta Federation of Regulated Health Professions (2020) – refer to afrhp.org	Started, Ongoing
Advisory group with a focus on Indigenous and diverse communities (2021-2023)	Pending
Begin the work of Acting Against Racism and Intolerance (AARI), communicate to the public the work and the changes we are making	Started, Ongoing

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
 - Provide 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
 - Identification and elimination of systemic discrimination

Key Success Measures

New Council recruitment strategy developed and implemented (2020)	Completed
Refine criteria around Council recruitment: appointments and mentorship	Start in 2022 for 2023 election
Risk registry reviewed and updated twice a year	Ongoing
Develop and implement a change management strategy (2021)	Completed and Ongoing
Registrar evaluation completed annually	Completed 2020, 2021
Provide annual education for Councillors on governance and/or leadership, exploring which leadership aspects each Councillor brings to the group	Completed 2020, 2021
Continue with accrual-based accounting/reporting	Ongoing
Continuing the work of Acting Against Racism and Intolerance (AARI) and look to integrate that in our organizational culture	Started, Ongoing

OUR REGISTRANTS

Foster clear and transparent expectations between the College and registrants through further strengthening the continuing competence program, conducting regular, intentional, pro-active review of complaints process and trends. Clarify the role of the College (vs. Association) while increasing overall registrant engagement.

- Further strengthening the continuing competence program
 - Appoint 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
 - Monitor for trends and be responsive to signals for risks/opportunities
 - Increase culture/diversity competence
 - Employ risk and change management processes

Key Success Measures

Increase registrant engagement in learning sessions year over year by 10%	Completed, Ongoing
Increase number of applicants to Committee open positions by 20% (2020)	Completed, Ongoing
Competence Committee develops audit policies and procedures for approval by Council (2020)	Completed
Resumption of review and evaluation (formerly known as audits) of Continuing Competence Program submissions (2021)	Completed, Ongoing
Evaluate implementation of updated Continuing Competence Program (2021)	Completed
Use audit data to inform registrant education focus (2022)	Completed, Ongoing
Increase the number of practice supports – advisories, guidelines, etc. available on the web site (2020)	Completed, Ongoing
Continue to inform and educate registrants about changing regulations and new COVID guidelines in a timely and responsive manner	Ongoing
Implement online registration application processes (2021)	Completed
Implement recommendations from the AARI committee	Started, Ongoing

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 of mutual interest
- Stronger collaboration with other health Colleges in Alberta through, and with, the Alberta Federation of Regulated Health Professions
 - Establish ACOT within Federation leadership

- Establish an advisory, thought-leadership role, with post-secondary educators in curriculum planning
 - Knowledge exchange regarding practice competenceneeds
 - Provide input on requirements of OT preceptors relating to competence of future OTs

- Engage and connect 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 projects (2020, ongoing)	Ongoing
Explore expanded role of ACOT in the Alberta Federation of Regulated Health Professions (2021)	Completed
Identify and implement tactics for engagement of Health and Labour Ministers, department leadership (2020, ongoing) e.g. update of Schedule 15 of the <i>Health Professions Act</i> (HPA), OT Profession Regulation	Ongoing
Stakeholder analysis reviewed and updated twice a year	Completed 2020, 2021
Begin the work of Acting Against Racism and Intolerance (AARI) and communicate to the public about the work and the changes we are making	Started, Ongoing

