



**COLLEGE OF OPTICIANS
OF ALBERTA**

**STRATEGIC PLAN
2024-27**

Vision

Accountable and accessible regulatory excellence in opticianry to ensure safe, competent, and ethical eyecare for all Albertans.

Mission

Protecting the health and safety of patients through right-touch regulation of registered opticians in accordance with the *Health Professions Act of Alberta*.

Values

We strive to embody our core values and use these values to guide our decision-making:

- **Accountability:** We hold ourselves accountable to the public and take responsibility for the practice of opticians in the province.
- **Ethicality:** We take the ethical responsibilities of health professionals seriously and ensure our conduct and the conduct of the profession are held to high standard.
- **Fairness:** We treat all stakeholders equally and with respect and are committed to operating with integrity, objectivity, and fair-mindedness.
- **Effectiveness:** We constantly strive to improve our effectiveness as a regulatory body and monitor trends and best practices in regulation to achieve our strategic objectives.
- **Openness:** We believe that fostering an open dialogue with stakeholders supports our performance and we encourage active participation in Council and committee meetings.
- **Transparency:** We commit to transparency for the public, registrants, and other stakeholders and make information about our activities and operations publicly available.

Mandate

The Alberta Government delegates the power and authority for self-regulation to the College of Opticians of Alberta through the [*Health Professions Act*](#).

This legislation requires health professions to organize and carry out governance responsibilities in a manner that protects and serves the public interest. This mandate is a legislated responsibility privileged by the Alberta Government.

Strategic Pillars

Pillar <i>What We're Striving For</i>	Goals <i>What We Want to Achieve</i>	Measures <i>How We'll Evaluate Our Progress</i>
1. Enhanced Stakeholder Relationships	A. Public Engagement <ul style="list-style-type: none"> i. The public understands the role of opticians, the importance of maintaining eye health, and the value of obtaining eye health appliances from qualified opticians. ii. The public seeks out opticians as the first point of access for their eyecare needs. 	<ul style="list-style-type: none"> • % change in number of registrants who self-identify as healthcare professionals • % change in number of registrants reporting that patients ask to see a registered optician
	B. De-Regulation <ul style="list-style-type: none"> i. The public, government, and industry recognize the importance of employing registered opticians to provide safe, competent, and ethical eyecare services. ii. The COA is prepared to respond to a mandate to de-regulate eyeglass dispensing. 	<ul style="list-style-type: none"> • % change in number registered opticians • % change in number of unregulated optical staff as reported by registrants
	C. Amalgamation <ul style="list-style-type: none"> i. The COA is prepared to respond to a mandate to amalgamate through strategic alliances with other interested healthcare colleges. ii. The COA explores shared resources and economies of scale through collaboration with other health colleges. iii. The COA conducts scenario planning/modeling to assess impact of amalgamation with small, mid-sized, or large health colleges. 	<ul style="list-style-type: none"> • # of touchpoints with key stakeholders
	D. Strategic Communications <ul style="list-style-type: none"> i. The COA positions itself as a resource hub with key information and education for stakeholders. ii. The COA has a segment-focused communication strategy to increase value and relevancy of information for stakeholders. 	<ul style="list-style-type: none"> • % change in stakeholder impression rates • % change in engagement rates • % change in registrant satisfaction rates

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	E. Diversity, Equity, and Inclusion <ul style="list-style-type: none"> i. The COA implements recommendations outlined in the 2022 Diversity Leads Assessment conducted by the College. ii. The COA assesses the organization and profession against the In Plain Sight report and the Truth and Reconciliation Commission of Canada's Calls to Action (ss. 18-24). 	<ul style="list-style-type: none"> • # of recommendations implemented
	F. Stakeholder Engagement <ul style="list-style-type: none"> i. The COA implements a stakeholder relations strategy in alignment with the College's stakeholder matrix. 	<ul style="list-style-type: none"> • # of touchpoints for each stakeholder type • % change in stakeholder impression rates
2. Regulatory Excellence	A. Continuing Competence Program <ul style="list-style-type: none"> i. A majority of COA registrants complete Continuing Competence Program requirements. 	<ul style="list-style-type: none"> • % change in CCP completion rates
	B. Progressive Regulatory Practices <ul style="list-style-type: none"> i. The COA adopts the principles of right-touch regulation and evaluates the impact on the regulation of the profession. ii. The COA adopts the guiding principles established by the Health Quality Council of Alberta and evaluates the impact on the regulation of the profession. iii. The COA adopts the guiding principles established by the Virtual Care Coordinating Body of Alberta and develops a virtual care standard of practice for the profession. 	<ul style="list-style-type: none"> • Right-touch regulation principles are adopted by the Council • Health Quality Council of Alberta guiding principles are adopted by the Council • Virtual Care Coordinating Body of Alberta's guiding principles are adopted by the Council • A virtual care standard of practice is developed and approved by the Council
	C. Unregulated Practice <ul style="list-style-type: none"> i. The COA investigates appropriate approaches to addressing unregulated practice of restricted activities. 	<ul style="list-style-type: none"> • % change in number of registered opticians • % change in number of unregulated optical staff as reported by registrants • % change in annual cancellations and reinstatements

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	<p>D. Compliance with Legislation</p> <ul style="list-style-type: none"> i. The COA continues to meet the requirements of the Fair Registration Act. ii. The COA continues to meet the requirements of the Labour Mobility Act. 	<ul style="list-style-type: none"> • # of months to make an interim decision on an application for registration, excluding labour mobility applications (Requirement: 6 months) • # of days to acknowledge receipt of labour mobility application (Requirement: 10 business days) • # of days after receiving a completed labour mobility application to make a decision (Requirement: 20 business days) • # of days after making a decision to provide written communication to the labour mobility applicant (Requirement: 10 business days) • # of days after making an internal review or appeal decision to issue a decision with reasons to the labour mobility applicant (Requirement: 10 business days)
	<p>E. Workforce Planning</p> <ul style="list-style-type: none"> i. Potential applicants and key stakeholders are aware of the Prior Learning Assessment and Recognition pathway for registration. ii. The COA researches rural/remote issues in relation to access to registered opticians. iii. The COA is prepared to implement the scope of practice increase authorizing qualified opticians to refract and prescribe in collaboration with optometry. iv. The COA works with key stakeholders to attract underrepresented groups and increase versatility to profession. 	<ul style="list-style-type: none"> • % change in PLAR applications • % change in number of registrants reporting rural/remote access to care issues • % change in number of male/identify as male applicants

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3. Organizational Excellence	A. Effective Governance and Decision-Making <ul style="list-style-type: none"> i. The COA maintains its commitment to the principles of good governance. ii. The COA works with key stakeholders to support volunteer recruitment and the effective governance of the College. iii. The COA uses right-touch thinking and data collection to drive performance measurement and analytics; to ensure decisions are risk informed; and to inform change management practices. 	<ul style="list-style-type: none"> • % change in Council meeting attendance rates • % change in number of Council members who have completed board training requirements • % change in Council self-assessment and meeting survey response rates • % change in number of filled Council positions • % change in number of volunteer applications • The Council adopts policies to guide data collection and performance measurement, risk management, and change management
	B. Human Resource and Financial Sustainability <ul style="list-style-type: none"> i. The COA has the human and financial resources necessary to operate effectively and meet stakeholder expectations in relation to accessibility and approachability. 	<ul style="list-style-type: none"> • % change in revenue • % change in operational cash flow • % change in net profit margin • % variance of actual to budget • % change in financial stability fund • % change in discipline contingency fund • % change in internal stakeholder satisfaction rates
	C. Organizational Culture <ul style="list-style-type: none"> i. The COA maintains its commitment to a progressive, collaborative, people-centric organizational culture. 	<ul style="list-style-type: none"> • % change in internal stakeholder satisfaction rates • % change in volunteer applications • % change in engagement rates