Participants

Lori Neill  
Frank Gielen  

President  
Vice President

Councillors

Douglas Freer  
Stephen Mangoff  
M. Ellen Newbold  
Dennis Ng  
Kathleen Norman  
Peter Ruttan  
John Spirou  
Renee Williams

Mel Catre  
Don Belfall  
James Fitch  
Muhammad Irshad  
Warren Kanagaratnam  
Suresh Muthulingam  
Saeid Sajadi

Staff

Jan Robinson  
Rod Hamilton  
Shari Hughes  
Anita Ashton  
Fiona Campbell  
Ben Lam  
Karin Micheelsen  
Shilo Tooze  
Shelley Martin  
Myriam Leung  
Ariadne Lemire  
Katherine Gaskin  
Wendy Sedgwick  
Kristen McCausland  
Theron Vieira  
Melanie Moussa-Elaraby  
Julie Hahn  
Caroline Chisholm  
Preethi Tyagi  
Mandy Daniluk

Registrar & CEO  
Associate Registrar – Policy  
Associate Registrar – Practice  
Director, Professional Conduct  
Director, Quality Management  
Director, Corporate Services  
Director, Communications  
Director, Entry to Practice  
Practice Advisor  
Executive Assistant  
Executive Assistant  
Communications Associate  
Coordinator, Corporate Services  
Corporate Services Associate  
Coordinator, Investigations  
Professional Conduct Associate  
Coordinator, Quality Management  
Quality Management Associate  
Coordinator, Entry to Practice  
Enter to Practice Associate

Consultants

Elinor Caplan, Canada Strategies Inc.  
Tony Nash, Inter-Connex Consulting Inc.
# Table of Contents

Purpose ........................................................................................................................................... 3
Introduction ..................................................................................................................................... 3
Promoting Discovery .................................................................................................................. 3
Assumption .................................................................................................................................... 4
Trends ............................................................................................................................................ 4
Critical Success Factors ........................................................................................................... 5
Building on Current Success .................................................................................................. 5
Scope the Future ...................................................................................................................... 6
Renewing the Platform ............................................................................................................ 6
Advancing the Vision ................................................................................................................ 8
Indicators of Success ............................................................................................................... 8
A Living Document .................................................................................................................. 8a
Appendices .................................................................................................................................. 9
  Appendix A - Position Statement: College Objects .............................................................. 10
  Appendix B - Strategic Discussion 2009: Work Plan ......................................................... 13
  Appendix C - College Program Data 2006 to 2009 ......................................................... 15
  Appendix D - Practice Advice Trends Review 2006 - 2009 ........................................... 19
  Appendix E - Public Confidence Survey Data ................................................................. 22
  Appendix F - Physiotherapists Survey on Data ............................................................... 31
  Appendix G - Trend Impacts 2009 ..................................................................................... 41
  Appendix H - Key Informant Interviews Report .............................................................. 46
  Appendix I - “As was Said” Session Report ...................................................................... 54
  Appendix J - Possible Futures .............................................................................................. 96
  Appendix K - Strategic Theme Backgrounder .................................................................... 97
Purpose

The purpose of this document is to provide a detailed account of the development of the Council of the College of Physiotherapists of Ontario’s next strategic focus. With a view to 2020, this material outlines a thoughtful, evidence informed debate which has led to a new platform and direction for this College’s strategic work in regulation in physiotherapy for the coming years.

Introduction

The College, as a strategic organization, understands its public interest mandate in relation to regulation of the profession of physiotherapy. In ensuring its accountability to its mandate, yet strengthening its role in the system, Council has held robust strategic discussion since the early 1990’s. Its last two strategic frameworks have led a six-year transformation where the College has enacted its vision of “Leading in Regulation”.

The organization currently maintains a strategic posture by

- sustaining an analysis of environmental trends at all levels
- advancing policy based on evidence
- utilizing data from organizational indicators set in a balanced scorecard, and
- deliberately understanding and interpreting the College objects as set out in the Regulated Health Professions Act (RHPA) (Appendix A)

The College has enjoyed much success with its last two strategic plans. Both were set in 3-year time frames; both met over 85% of the goals established by Council.

This next process is intended to build on the foundation of the past, acknowledging accomplishments and questioning new directions. Based on experience this strategic process seeks a longer term vision (10-year), and shorter term objectives (2-3 years) that are measurable and advance the vision to achieve impact.

Promoting Discovery

In moving toward a new vision, Council set a nine-month work plan to create staged and deliberate dialogue for setting next steps (Appendix B). The process involved both Council and staff, utilizing consultants and varied techniques to ensure maximum engagement.

Discussions were built on rich material and data already available at the College. This can be found in a series of reports tabled in the Appendix. These reports include:

- College Program Data 2006-2009 (Appendix C)
- Practice Advice Trends Review 2006 – 2009 (Appendix D)
- Public Confidence Survey Data (Appendix E)
- Physiotherapists Survey on Value (Appendix F)
- Trend Impacts 2009 (Appendix G)

Further, E. Caplan assisted Council with a report synthesizing interviews of key informants provincially, nationally and internationally. While the full report can be found in Appendix H, harmony among this diverse group did emerge with emphasis for regulatory colleges on:
Strategy 2020

1. ensuring that they maintain a public interest focus
2. looking more broadly than the traditional mandate of complaints and discipline, and entry standards to also include quality improvement, patient safety and interprofessional collaboration, and
3. partnering with other regulators, government and others to share resources, data, information and learnings

Based on this material and the expertise of Council and staff, key drivers for next steps were considered in four areas:

- Assumptions
- Trends
- Critical success factors, and
- Building on current success

Elements of each category are summarized below; a full report can be found in Appendix I.

Assumptions

- Legislative changes will continue to impact College standards and policies
- Planning needs to include short and long range goals keeping in mind economic factors
- Self regulation will likely remain, but accountability will increase
- The demand for physiotherapy services will increase
- Interprofessional practice will continue to evolve
- An increased role for support workers is likely
- Embracing newly regulated health professions in the practice environment will be essential
- Technology will continue to demand innovation
- Excellence in governance will be expected
- Partnering strategically to meet goals will continue to be important
- Private practice physiotherapy will continue to grow

Trends

- Increasing public understanding and expectation from health care and health colleges
- Evolving scopes of practice of various health professions
- Patterns of increasing labour mobility
- Interprofessional models of care delivery
- Increased accountability mechanisms for colleges and health professionals
- Needing to understand the global environment yet act locally
- Increasing numbers of regulated professions
- Use of technology in all aspects of business
- Patient safety movement
- Shift from quality assurance to quality improvement strategies to advance quality care
- Discussions on models of revalidation of professionals
- Greater transparency with regard to the mandate and objects of the College
Critical Success Factors

- Be clear on what public interest means
- Communicate, communicate, communicate (public, registrants, stakeholders)
- Focus on quality improvement
- Collaborate
- Aim to always add value
- Focus on building public confidence in physiotherapy and in the College
- Leverage technology
- Effective governance
- Maintaining strong environment awareness
- Evidence informed policy making
- Evaluating, measuring and reporting out related to mandate
- Maintaining a strong operation base
- Credible reputation with government

Building on Current Success

Continue to:

- build strong collaborative leadership
- support the culture and values that the Council and staff have built
- use the strategic plan as a beacon
- build new partnerships while maintaining current
- innovate in programs
- measure and evaluate our progress
- build strong orientation programs
- engage registrants in self regulation
- implement our broad communications strategy
- maintain and build our network of contacts and relationships
- maintain respect and credibility of government and other stakeholders
- lead in regulation

Ideas also emerged regarding what the College could do more of, including:

- demonstrating more clearly to others our leadership and strategic relationships
- participating in government initiatives related to the health system policy both at the Ministry of Health and Long-Term Care and within the Ministry of Health Promotion
- mining our data further to greater leverage our knowledge and learning
- strengthening our communication with the public and other health providers, and
- promoting public confidence in the regulatory system
Scope the Future

Considerable concentrated time was then spent contemplating what issues, challenges and opportunities exist that would logically guide our continued development as an organization. This cross dialogue with Council and senior staff resulted in the emergence of several themes. The themes were given headings to anchor their core concepts and permit further exploration. These included, not in any particular priority:

- **Key Strategic Theme # 1 : Advancing Quality Care**
- **Key Strategic Theme # 2 : Regulation and Globalization**
- **Key Strategic Theme # 3 : Demonstrating Value to Stakeholders**
- **Key Strategic Theme # 4 : Supporting Ethical Practice**
- **Key Strategic Theme # 5 : Accountability and Responsibility**
- **Key Strategic Theme # 6 : Interprofessional Collaboration**
- **Key Strategic Theme # 7 : Access**
- **Key Strategic Theme # 8 : Influencing and Partnering in Public Policy**
- **Key Strategic Theme # 9 : Strategic Communication and Technology**

Renewing the Platform

I. **Mission Revisited**

The mission statement exists to provide a clear and concise explanation of the purpose of the College and its main core business. It should reflect the objects of the College as set out in the Regulated Health Professions Act (RHPA), and serve as a synthesis which is easily understood by the public and registrants.

The current mission statement is:

“To protect and serve the public interest by ensuring that physiotherapists provide high quality, competent and ethical services”

Some Councillors spoke to the eloquence of the current statement and questioned a need for change. Others wondered if it really reflects the breadth of the new objects. All felt strongly that the public interest emphasis needed to be central to any mandate statement.

New Mission

*To protect and serve the public interest by promoting collaboration and accountability for self regulation, and enabling a culture of continuous improvement to ensure that physiotherapists provide competent and ethical services.*
II. Vision

A vision statement is intended to be lofty with the intent of moving an organization’s thinking forward. A vision inspires the future and shapes new directions that support the mission or mandate. A vision is generally not yet attainable but serves to enhance an organization’s alignment on opportunities for impact.

In their planning sessions, Council and staff postulated three “futures” which can be found in Appendix J. Interestingly, the themes that emerged crossed all versions, and these include:

- recognition for leadership demonstrated public confidence
- health systems level influence
- a focus on health and wellness
- a global profile
- a focus on regulatory research and evidence, and
- overall excellence

New Vision

*Innovative Regulatory Leadership Promoting a Healthier Ontario*

Beyond the vision statement several points were added to emphasize the intended focus. These include:

- leading a bold research and evaluation agenda
- instilling public confidence
- championing system change through collaboration, and
- advancing models of patient care excellence across health promotion, injury prevention, illness and disease management

III. Values

Critical to all strategic conversation is a review of the organization’s values. Clarifying areas of key importance helps maintain sound organizational culture and drives attitudes and behaviour. In reviewing previous values statements and the College’s most recent vision statement

Leading in Regulation – proactive; innovative; collaborative; responsive; transparent; and accountable

Council and staff confirmed continued importance for:

- proactivity
- innovation
- collaboration
- transparency, and
- accountability

as our described cultural foundation.
Advancing the Vision

In considering a new vision along with the key themes identified earlier (see page 9), Council and staff were next challenged to consider which of the nine themes might require specific strategy attention to best advance our desired future. The themes were considered in terms of previous links to College strategy, level of integration into current College business, present Council direction, and achievements to date (see Appendix K). Three themes surfaced as having had less intended strategic focus in the past, and given the continuing movement in all other areas, deserved consideration to further the College’s future. These three descriptors were:

- regulation and globalization
- access, and
- influencing and partnering in public policy

In determining how these themes might shape relevant objectives, Council and staff returned to the background materials previously generated (see Appendix I). These discussions produced strategic objectives reflecting the intent of Councillors and providing a sharper focus on the vision and an achievable plan.

The three strategic objectives which emerged as primary to the College’s vision work for the next two-three years included:

A. To identify and build strategic relationships within the Ministries relevant to health, and seek opportunity for inclusion of College representation in public policy relevant to health, wellness and physiotherapy care.

B. To be an established, prominent, evidence based resource on physiotherapy practice and effective professional self regulation.

C. To develop and implement a risk based competence model that promotes public confidence on quality and safety in individual scopes of practice.

A tactics plan was developed for each objective with a particular focus on advancing the vision through a first specific objectives over the next three years. (Appendix Aa)

Indicators of Success

In three years the College will have:

a. key relationships within the policy teams of both the Ministry of Health and Long-Term care (MOHLTC) and the Ministry of Health Promotion (MHP)
b. a voice at at least two government policy tables relevant to the safe quality practice of physiotherapy
c. established a mechanism to foster data mining and analysis across the organization
d. increased its visibility as a regulatory resource for data and expertise
e. established a support link within a university public policy research office
f. a research and publication agenda
g. a validated risk based competence model for the breadth of physiotherapy scope of practice
h. continued growth of the public’s confidence in its role and outcomes, and
i. remained a recognized leader in regulatory excellence and innovation.
A Living Document

Council has chosen a lofty vision with the aim to provide a ten-year strategic reach. In the challenge to keep it alive and present in the daily and ongoing work of the College, Council expects quarterly reporting on progress towards its objectives. Council will also conduct an annual review of its objectives and initiatives against the current environment and any other interdependences. In year three of the plan, a full review will revitalize a next set of objectives to guide this work forward.
Appendices

A. Position Statement: College Objects
B. Strategic Discussion 2009: Work Plan
C. College Program Data
D. Practice Advice Trends Review
E. Public Confidence Survey Data
F. Physiotherapists Survey on Value
G. Trends Impacts 2009
H. Key Informants Interviews Report
I. “As was said” Session Report
J. Possible Futures

K. Strategic Theme Backgrounders
   1. Advancing Quality Care
   2. Regulation and Globalization
   3. Demonstrating Value to Stakeholders
   4. Supporting Ethical Practice
   5. Accountability and Responsibility
   6. Interprofessional Collaboration
   7. Access
   8. Influencing and Partnering in Public Policy
   9. Communication and Technology
Appendix A - Position Statement: College Objects

Introduction
The Regulated Health Professional Act sets out eleven objects or purposes that shape the outer structure of the roles of a health regulatory College. They form the foundation upon which the College’s Council provides stewardship for their implementation and accepts accountability for their performance on behalf of the profession. The establishment of a vision for each object is critical to setting clear direction for the College, the public, physiotherapists, and all stakeholders.

Background
In concert with the College’s vision of “Leading in Regulation”, the objects are viewed as empowering the profession to develop and set a course for a self regulatory environment in physiotherapy that makes a significant impact on practice and the health system. The objects speak to a regulatory environment that interprets self regulation as pertaining to both the individual and the collective, emphasizing accountability for our own performance. Our success is ultimately possible through our influence, not our administration of the legislation nor our authority. Key to our impact is a focus on demonstrating the notions of engagement, collaboration, education, professional development, and on leveraging technology and communication.

Position

<table>
<thead>
<tr>
<th>Object</th>
<th>Vision</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>To regulate the practice of the profession and to govern the members in accordance with the health profession Act, this Code and the Regulated Health Professions Act, 1991 and the regulations and by-laws.</td>
</tr>
<tr>
<td>2</td>
<td>To develop, establish and maintain standards of qualification for persons to be issued certificates of registration.</td>
</tr>
<tr>
<td>Object</td>
<td>Vision</td>
</tr>
<tr>
<td>--------</td>
<td>--------</td>
</tr>
<tr>
<td>3</td>
<td>To develop, establish and maintain programs and standards of practice to assure the quality of the practice of the profession.</td>
</tr>
<tr>
<td></td>
<td>The College develops and defines the standards of practice for the profession with the profession. It establishes relevant programs and resources to support and enhance the integration of the standards in professional practice. The profession implements and encourages assessment strategies that assure the public of quality physiotherapy services.</td>
</tr>
<tr>
<td>4</td>
<td>To develop, establish and maintain standards of knowledge and skill and programs to promote continuing evaluation, competence and improvement among the members.</td>
</tr>
<tr>
<td></td>
<td>The College utilizes a variety of methods to foster life long reflective learning within the profession. The College is a health system leader on behalf of the public and the profession on knowledge transfer, competence enhancement and evidence informed progress.</td>
</tr>
<tr>
<td>5</td>
<td>To develop, establish and maintain standards of professional ethics for the members.</td>
</tr>
<tr>
<td></td>
<td>Ethical principles are a cornerstone to professional practice. The College integrates ethical factors into all standards and resources to assist the profession in ensuring safe, quality practice.</td>
</tr>
<tr>
<td>6</td>
<td>To develop, establish and maintain programs to assist individuals to exercise their rights under this Code and the Regulated Health Professions Act, 1991.</td>
</tr>
<tr>
<td></td>
<td>Procedural fairness and transparency are key to College operations. Assisting all stakeholders to realize a superior experience when interfacing with the College is paramount. This includes two way communication, clarity, and stated and measured expectations.</td>
</tr>
<tr>
<td>7</td>
<td>To administer the health profession Act, this Code and the Regulated Health Professions Act, 1991 as it relates to the profession and to perform the other duties and exercise the other powers that are imposed or conferred on the College.</td>
</tr>
<tr>
<td></td>
<td>Excellence in governance is a goal of the Council of the College. Ongoing evaluation and reflective practice is paramount to improvement. The College Council and staff are strategic and plan objectives based on the future environment. Reporting publicly on progress is a priority.</td>
</tr>
<tr>
<td>8</td>
<td>To promote and enhance relations between the College and its members, other health profession colleges, key stakeholders, and the public.</td>
</tr>
<tr>
<td></td>
<td>The College actively engages the profession, the public and key stakeholders in the self regulation of physiotherapy. Its communications are effective, multifaceted, and message driven. The profession has a clear understanding of its partnership in relation to health system outcomes.</td>
</tr>
<tr>
<td>Object</td>
<td>Vision</td>
</tr>
<tr>
<td>--------</td>
<td>--------</td>
</tr>
<tr>
<td>9</td>
<td>To promote inter-professional collaboration with other health profession colleges. The Council is proactive in identifying key partnerships in influencing health care outcomes for consumers of physiotherapy services. Key influentials participate in decision development. Policy is evidence informed and outcomes based.</td>
</tr>
<tr>
<td>10</td>
<td>To develop, establish, and maintain standards and programs to promote the ability of members to respond to changes in practice environments, advances in technology and other emerging issues. The College creates and supports an environment that is responsive to patient needs, physiotherapy practice, and the system. Current and future needs drive program development and innovation. The strategic framework is responsive to the broader community.</td>
</tr>
<tr>
<td>11</td>
<td>Any other objects relating to human health care that the Council considers desirable. Open to innovation, change, and positive contribution.</td>
</tr>
</tbody>
</table>

Embracing the Objects

In articulating its vision for the objects, the Council aims to ensure alignment with the strategic framework and College operations. Through consultation and education the objects will be understood and fortified by agreement within the profession on behalf of the public. Through innovation and responsiveness to opportunity the Council will hold itself accountable for collaborating with registrants and other stakeholders to achieve meaningful progress.

March 2009