

Leading in Regulation 

Strategic
FRAMEWORK

2007-2010

College of Physiotherapists of Ontario



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Introduction

At the College of Physiotherapists of Ontario (“the College”), our steadfast focus on protecting and serving the public interest has resulted in meaningful impact and demonstrable progress on a number of fronts. Our success in efforts to implement our 2004-2007 strategic goals has been impressive. Nonetheless, time has passed and the environment in which we operate has become more complex. Accordingly, it was agreed that the time is right to update our priorities and establish a clear focus for the next few years.

To accomplish this, Council with staff, set in place a robust process (Appendix A) to ensure a deliberate analysis and discussion of the current health care and regulatory environment, future trends in physiotherapy practice and opportunities for College impact within its public interest mandate (Appendix B).

Assumptions included in our strategy setting process were debated at length and represent both internal and external factors (Appendix C). These have been condensed and are positioned as:

- The College is a strong, well respected organization.
- Regulatory reform is underway.
- Fair regulatory practices are emphasized as a public expectation and a right.
- Accountability measures are increasingly requested of regulatory bodies, with this College leading in best practices in evaluation and public reporting.
- Full utilization of information is key to a high performing organization; evaluating effective methods of information management in a fast paced environment will be crucial to ongoing success.
- Policy making is evidence informed and driven by best practices.
- Health care delivery models continue to shift and include the introduction of new roles and new regulated professions.
- Practice setting is an evident influence in relation to standards and quality care.
- Enhancing communication strategies to positively influence physiotherapists involvement in self regulation is essential.
- Partnerships are key to future sound policy making and effective use of fiscal resources.

Confirming our Mission

A mission statement is a declaration of the College's core purpose. The role of the College of Physiotherapists of Ontario is to regulate the practice of physiotherapy in the public interest. The College is one of 21 health regulatory colleges that operate within the legislative framework provided by the Regulated Health Professions Act. Each college must develop standards for entry into the profession, regulations governing its members and programs to advance professional practice. In addition, the colleges must demonstrate accountability to the public by investigating complaints and disciplining members found guilty of professional misconduct or incompetence. (From Strategic Framework 2004-2007)

Accordingly, we confirmed that our current mission statement continues to capture the core purpose of the College and to guide decision-making:

The College of Physiotherapists of Ontario protects and serves the public interest by ensuring that physiotherapists provide high quality, competent and ethical services.

Continuing to Embrace our Vision

The College's current Vision Statement was discussed at some length. Many suggested that it continues to inspire their leadership – both as senior staff and as Council members. Following discussion, most were well satisfied that the deliberate choice of the verb “leading” allows for a flexible interpretation of what resources will be invested in each aspect of the regulatory process and in each strategic objective. On this basis, it is recommended that we continue to be guided by this vision and applaud its flexibility in motivating responsible decision-making.

Leading in regulation – proactive; innovative; collaborative; responsive; transparent and accountable.

Reaffirming Values

The College's existing statement of values continues to ground its work; both at governance and operations levels.

Our Values

Accountability exemplified by clear measurable outcomes

Integrity in decision-making

Transparency, openness and accessibility to service

*Collaborative leadership that advances the mission
and vision*

Strategic Focus 2007-2010

The College's success with its strategy work over the past four years is directly proportional to its ability to focus. In 2004 Council set its mind to four strategic objectives which has led progress on several fronts (see Strategic Framework 2004 – 2007). In keeping with its commitment to address a three-year planning cycle which seeks to advance the vision, Council and staff have again set key objectives. Hard decisions have been made to ensure the foci are important and will lead self regulation in physiotherapy forward. Two primary themes emerged in this process.

- collaborative practice
- profession engagement

These themes are further articulated as strategic objectives.

The first strategic objective is **to promote quality health outcomes through advancing interprofessional collaborative practice opportunities that leverage physiotherapists' competencies**. This objective addresses the issues of existing and evolving practice models where the different and expanded roles of physiotherapists, the sharing of current and continuing competencies and accountabilities with other regulated and unregulated providers, and the collaboration on standards and quality outcomes at the point of care are now critical. It also speaks to government interests and initiatives, provincially and federally as health human resource planning; patient safety and fiscal efficiency all take center stage.

The second strategic objective is **to achieve engagement of physiotherapists in professional self regulation which inspires public confidence**. With its initiatives in past years, the College continues to enjoy an increasingly positive relationship with registrants and other stakeholders. In order to have greatest impact on quality practice, however, the College continues to develop pride amongst physiotherapists in relation to their self regulatory status, and to engage them in their direct ownership of standards implementation and evaluation, reflective practice, and trend and issues identification (e.g. unsafe practice).

Actualizing our strategic objectives is the challenge of the full plan. A vision for each strategic objective and related indicators are articulated in the next section, setting the stage for the development of annual tactics which will move the College forward to 2010.

Enabling Action

OBJECTIVE 1: Interprofessional Collaboration

To promote quality health outcomes through advancing interprofessional collaborative practice opportunities that leverage physiotherapists' competencies

Key Indicators

- The controlled acts for physiotherapists in independent practice align with their competencies.
- Extended class registration is in place.
- At least two interprofessional standards exist that include physiotherapist practice.
- Registrants understand the model of practice.
- Supervision of unregulated support personnel is rarely a concern in complaints or onsite reviews.

Impact Statement

What will interprofessional collaboration practice in physiotherapy look like?

By 2010, there is clarity in the health sector on the full scope of physiotherapy practice. Physiotherapists utilize a full range of controlled acts authorized in legislation, to leverage their skill sets in multiple and varied practice settings. In an extended class role physiotherapists are pivotal providers, working independently and in collaborative interprofessional teams to accomplish safe patient outcomes. Referral patterns are beginning to change reflecting public confidence in new and existing physiotherapy roles.

Physiotherapy, through the College, has been an active leader in standards review and development across professions where interprofessional collaboration is key. Council considers all standards review at the College with a view to interdependency in the system. Physiotherapy demonstrates openness to change and to be part of policy conversations across government and across stakeholders including health human resources planning, patient safety and others. The College is consistently invited to participate in matters of influence and importance to quality physiotherapy care for Ontarians.

Physiotherapists can articulate the physiotherapy practice model in Ontario and apply professional and ethical principles in all settings, contributing efficiently and effectively to a high standard of care. Accountability roles are understood and in particular support personnel are supervised appropriately and effectively. College documents support physiotherapists in diverse practice.

Strategies

- To facilitate legislative changes that reflect current physiotherapy practices.
- To define the physiotherapy practice model in Ontario including accountabilities in all practice relationships.
- To seek opportunities to partner with other professions on cross professional standards and education.
- To facilitate broad understanding of physiotherapy competencies within the health system in order to promote human resources planning and public access to quality physiotherapy services.

OBJECTIVE 2: Engaging the profession in self regulation

To achieve engagement of physiotherapists in professional self regulation which inspires public confidence.

Key Indicators

- The College's variety of multimedia tools are used broadly by physiotherapists in all practice settings.
- Patient safety and quality care data is consistently used by physiotherapists as a reflective practice example in the portfolio.
- All College registrant based volunteer opportunities have a waiting list.
- Multiple candidates are nominated in every district election.
- The governance model is viewed by stakeholders as open and transparent.

Impact Statement

What will a profession engaged in self regulation look like?

By 2010, physiotherapists are vigorous and consistently active in their interchange on self regulation. They understand the meaningful role they play in influencing standards and regulatory policy. They view it as important to their daily practice and their on-going respect as significant player in health care in Ontario.

Registrants bring new information to the College's attention regularly. Their trends drive Council discussion on new policy identification. Physiotherapists are inspired to use innovative tools developed by the College as a resource, and use College information, data and technology based mechanisms to promote public education on regulation. With this engagement comes increased confidence with accountability and registrants are beginning to engage with the College on their professional role in quality and standards. Ideas on using quality and safety data for reflection in the portfolio has received positive uptake.

The College is experiencing active elections and a resume bank overflowing with self identified volunteers.

The College's identity with the public and other stakeholders reflects the professionalism of physiotherapists in practice and model of transparent accountability.

Strategies

- To identify, implement and evaluate innovative tactics to enhance dialogue with registrants and the public about self regulation.
- To demonstrate publicly, registrant and Council co-accountability for self regulation in physiotherapy.
- To emphasize the educative value of College programs.
- To partner with physiotherapists to create profession based awareness and impact on patient safety and quality care at a systems level.
- To develop a new registrant transition program linking students and newcomers to practice in the Ontario regulatory environment.

Monitoring and Reporting

Regular reevaluating and monitoring the progress of the plan toward achieving the identified strategic objectives is key to successful implementation. Council's practice is to set time at every Council meeting to consider its advancement on strategy and its meeting of set targets (Balanced Scorecard).

Elements of the overall monitoring and reporting process include:

1. Regular status updates on the operational/tactical plan

Progress on the deliverables identified in annual plans set to advance the strategic objectives is provided quarterly to Council.

2. Annual review of set indicators

Each February a review of the indicators set in the framework will be presented to Council in combination with the balanced scorecard. Council will consider its progress towards achievement of its indicators with the subsequent annual operating plan and the next year's budget.

3. Environment alignment

The plan will be continually considered against its original environment assumptions. Any changes in the environment which impact the targets and commitments to the plan will be raised with Council in status updates.

4. Periodic external reporting

In keeping with Council messaging the College provides periodic updates on its programs and strategic impact to registrants and other external stakeholders. Such reporting occurs through the Communiqué and other similar formats.

5. Annual public reporting

Council will report its progress on its strategic objectives annually in its report to the Minister.



College of Physiotherapists of Ontario