



College of Audiologists and
Speech-Language Pathologists of Ontario

Ordre des Audiologistes et
des Orthophonistes de l'Ontario

STRATEGIC PLAN: ENGAGE-RESPOND-HARMONIZE 2018 to 2021

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BACKGROUND

In 2011, the College of Audiologists and Speech-Language Pathologists of Ontario (CASLPO) developed robust Vision, Mission, Mandate and Values statements. These were the anchors for the development of our previous three-year strategic plan and again for this new strategic plan for 2018 to 2021. They are as follows:

VISION

CASLPO will be an outstanding leader among the regulators of health care professionals.

MISSION

The College is committed to ensuring that the people of Ontario receive respectful, effective, high quality audiology and speech-language pathology services provided by competent self-regulated practitioners.

MANDATE

The purpose of the College is to regulate the professions of Audiology and Speech-Language Pathology. The College serves and protects the public interest and governs its members in accordance with the *Regulated Health Professions Act, 1991* (RHPA), the *Audiology and Speech-Language Pathology Act, 1991* (ASLPA), and the regulations, policies and by-laws of the College.

VALUES

Serves and Protects the Public Interest

The College acts to serve and protect the public interest.

Provides Quality Service

The College provides high quality service to the public and to its members. It strives to improve continuously its level of service delivery.

Accountability & Transparency

The College is accountable to the public, the government and its members through governance and administrative processes that are open, fair, responsive, respectful and professional.

Acts with Integrity

The College treats and people and its stakeholders with dignity and respect.

Teamwork and Collaboration are Essential

The knowledge, commitment and skills of Council, staff, volunteers and members drive the College's success. Individual roles are defined and clearly understood and everyone involved works in a collegial manner together."

OVERVIEW OF THE NEW PLAN

The College of Audiologists and Speech-Language Pathologists of Ontario (College) engaged in the process of reviewing and redefining their strategic directions this year (2018). The College Council approved a 2018-2021 strategic plan in September 2018 that sets out three primary goals to be achieved by the fall of 2021:

**CASLPO'S STRATEGIC PLAN
2018-2021**

The College of Audiologists and Speech-Language Pathologists of Ontario (College) has redefined their strategic directions this year (2018). The College Council approved a 2018-2021 strategic plan that sets out three primary goals to be achieved by the fall of 2021.

 ENGAGE	1 DIRECTLY ENGAGE PATIENTS AND OTHER STAKEHOLDERS TO INFORM OUR WORK
 RESPOND	2 APPLY RISK-BASED PRINCIPLES TO OUR POLICIES AND PROGRAMS
 HARMONIZE	3 HARMONIZE REGISTRATION AND PRACTICE STANDARDS ACROSS CANADA



ENGAGE

WHY ENGAGE PATIENTS AND OTHER STAKEHOLDERS DIRECTLY?

Over the last three years the College has developed many materials and resources that were designed for the public, our members and our applicants. We have developed materials for people with communication barriers and those who do not identify their first language as French or English. The purpose of developing this wealth of resources was to let people know what we do to protect the public interest, to support our members in applying the standards and to make the information as accessible as we could.

Now the College feels it is time to find out what our patients, their caregivers, the public and other stakeholders want and need. Our ultimate goal when reaching out directly

- Increase trust in the regulated nature of the professions and the College
- Identify how to make information more accessible
- Highlight the importance of regulation
- Identify barriers to engagement and trust of members
- Encourage College involvement of members
- Determine and provide meaningful, relevant information
- Create opportunities to collaborate with Universities, other regulatory Colleges, employers, etc.

The College also wants to know from each stakeholder's perspective what poses the most significant risk of harm.

All this information will inform many aspects of our work.

HOW WILL WE ENGAGE PATIENTS AND STAKEHOLDERS DIRECTLY?

The College will create ongoing, effective channels for soliciting input from a range of patients and other stakeholders. We will take advantage of existing patient groups, including the newly formed Ontario Citizens Advisory Group (CAG). We will approach patient groups directly through their publications, Annual General Meetings (AGMs), etc. In addition, we will develop

our existing website to engage users through accessible layout, navigation, surveys, and feedback capabilities.

Beyond the distinct patient populations, are distinct groups of stakeholders for which we will attempt to identify and reach out to including:

- Employers
- International training institutions
- Applicants
- New graduates
- Complainants

Through these interactions, the College will continue to promote public trust in our members by emphasizing the quality of practice that can be expected of our members.

RESPOND

WHY RESPOND AND APPLY RISK-BASED PRINCIPLES TO OUR POLICIES AND PROCEDURES?

Increasingly, the College is seeking out better and more nimble methods to regulate effectively. Part of this stems from the increasing costs to regulate members with limited resources. In particular, we, like most health Colleges are facing increasing complaints, in terms of numbers and complexity.

To be most effective, we must consider what is most risky to the public and we must define risks based on member and public perceptions and experience. Our work to directly engage various stakeholders will inform our ability to apply the resources where they will protect the public the most.

HOW WILL WE APPLY RISK-BASED PRINCIPLES TO OUR POLICIES AND PROCEDURES?

Through our information gathering we will identify, to a greater extent, practice areas that pose more risk. This will include analyzing our internal data and trends, capitalizing on current research in the field of risk-based regulation and reaching out to our members and patients to find out what practices they believe pose more risk. We can then adjust our resources to better align with identified levels of risk to patients.

This realignment will apply to the processes involved in:

- Complaints and reports
- Quality assurance
- Mentorship
- Member self-analysis of risk

HARMONIZATION

WHY HARMONIZE ACROSS CANADA?

The Canadian Audiology and Speech-Language Pathology Regulators (CAASPR) is an organization made up of all regulated jurisdictions in Canada and they have a singular purpose of harmonizing and facilitating labour mobility across Canada. The most significant project completed so far is the National Entry to Practice Competencies. The next step to achieve is to put into place a Canadian Entry to Practice Exam and a common registration process. Consequently, CASLPO must implement changes so that we may align our registration process with the rest of Canada.

Given the changes underway, the College will take a leadership role and seek out other facets of registration and practice standards that can be harmonized.

HOW WILL WE HARMONIZE?

The most substantial step in harmonization for the College is to amend the Registration Regulation so that we can incorporate an exam as a part of the requirements for registration.

The College will also collaborate with the universities to identify mutual interests, including aligning the training requirements with the registration requirements of professionals.

To ensure practitioners moving to Ontario meet the same standards, the College will seek out opportunities to share and develop standards with CAASPR that affect all the provinces, such as telepractice. Quality assurance programs may also be an area in which CASLPO could lead in harmonizing across Canada. Similarly, the College will develop in collaboration with the other provinces methods for data sharing so that professionals moving from one jurisdiction to another will have their conduct history follow.

The College will also take the lead in communicating harmonization to all stakeholders, including international programs so that prospective applicants are aware of the changes to registration.

PROGRESS

HOW WILL YOU KNOW THE COLLEGE IS PROGRESSING?

In the first phase, you will see the results of our direct engagement activities, including reports on what communications channels and/or vehicles we have established for engagement. Then you will see who and what we have found from the various stakeholders, including:

- Public
- Members
- Employers
- Universities
- Reports on the information we gathered through those vehicles

Then you can expect to see proposed changes based on the engagement results that will include projects involving improvements in what we do such as:

- Tools to identify and respond to risk
- How and what we make as our communication focus
- Plans for what may be harmonized and how
- More efficient flow of complaints resolutions
- Better communication among provincial regulators
- More focused QA and Mentorship programs based on risk
- Common practice standards among provinces

SUMMARY

This Strategic Plan is unique. The first phase will be all about gathering information directly from stakeholders that will inform how we do our work, how we protect the public interest. We will increase focus on what poses significant risk to the public and align our programs and resources accordingly.

In summary, we will *engage* all who may inform our work. We will *respond* by changing programs and policies to regulate with the right touch. Finally, we will *harmonize* regulation across Canada.

CASLPO is confident the results of this strategic plan will have a lasting, dynamic and positive impact on how we regulate our members to protect Ontario's people.