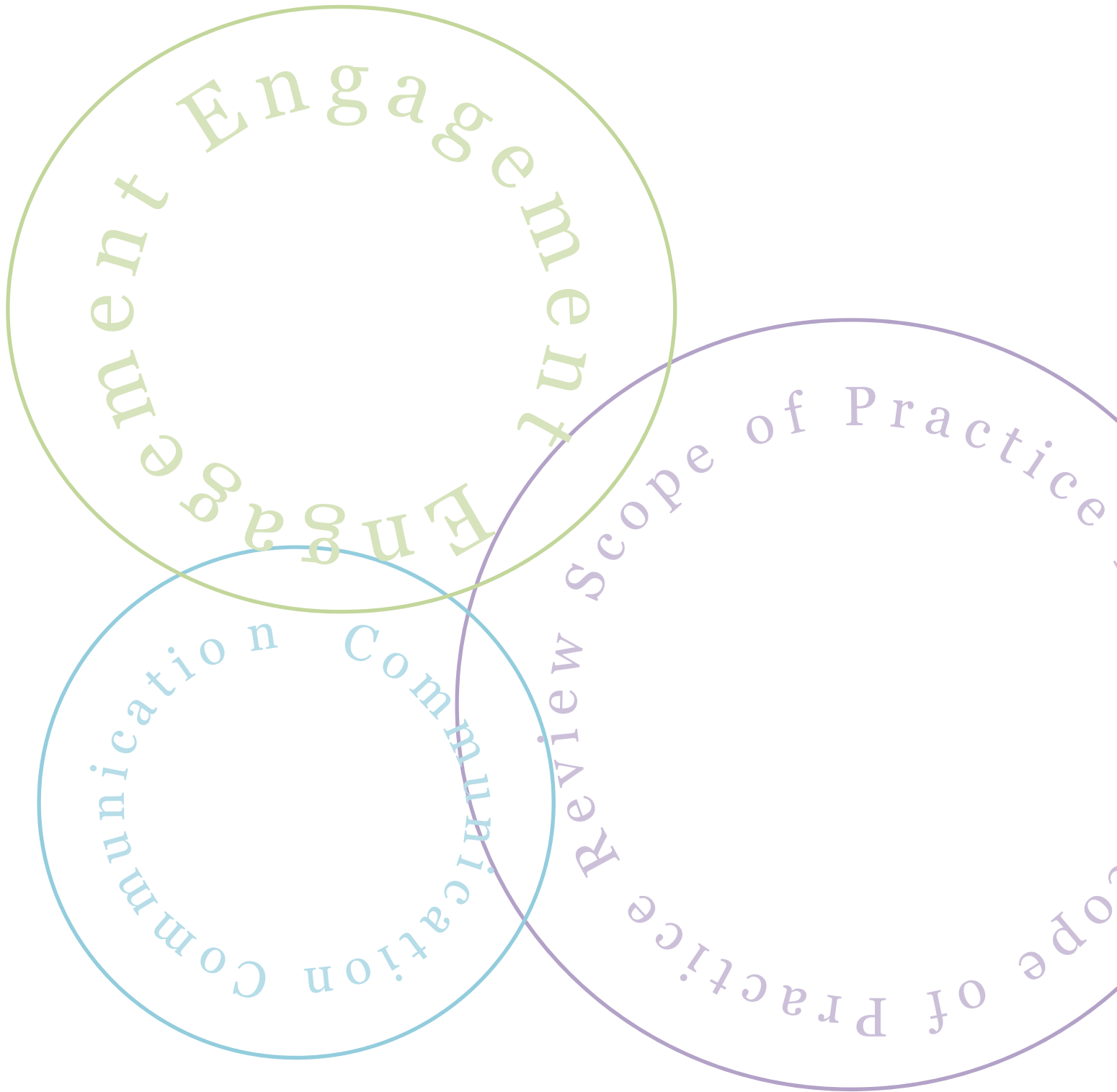




COLLEGE OF

Respiratory Therapists

OF ONTARIO



CRTO Strategic Plan

Executive Summary

Following a successful strategic planning session in the spring of 2008 and the presentation of the achievements of the past three years to Council in May 2011, the CRTO once again undertook the strategic planning process on September 22, 2011.

External Analysis

The College sought input from a wide variety of external stakeholders via the unprecedented Scope of Practice Summit that took place on May 2, 2011. The purpose of the Summit was to lay the groundwork to describe what changes, if any, are required to the current scope of RT practice to enable Members to meet the needs of Ontarians in the coming years. The event gave the CRTO the opportunity to obtain the views and opinions of Members, representatives from the professional associations, RT regulators from across the country, and other regulated health professions. Together participants predicted what RTs' unique contribution to high quality patient care will be over the next two decades. Through a "scenario planning" format facilitated by the late Bryan Hayday (of Change-Ability), they outlined what they thought were the key issues for Council's consideration when developing the next Strategic Plan.

Internal Analysis

On September 22, 2011 the College convened Council members, non-Council/Committee members and staff to consider the accomplishments and challenges of the past three years, as well as the internal and external opportunities and pressures that lie ahead. The day was facilitated by Christine Forsyth (Christine Forsyth & Associates). In preparation, Ms. Forsyth conducted a survey in advance of the meeting using the Summit, previous Strategic Plan, and current resources as touchstones. Ms. Forsyth summarized and aggregated the survey responses and shared the data with the participants at the Strategic Planning Session.

In addition to the survey data and the summary report from the Scope of Practice Summit from May 2011, Council and Non-Council Committee members reviewed the College's "*Evergreen Questions*" which is a decision making guide to help determine if a matter should be acted upon by the CRTO.

Participants agreed that the new Strategic Plan should reflect the following criteria:

- Is it in the public interest?
- Is it achievable?
- Is it within the College's mandate and/or jurisdiction?
- Does it fall within the guidelines outlined in the Evergreen Questions?

Development Process

Council, non-Council Committee members and staff then reviewed the draft priorities identified through the Summit and the survey, and set about prioritizing what they felt will be the most important internal challenges and opportunities for the CRTO in the next five years. In a consensus building exercise participants were divided up into six groups and asked to select their top three priorities. Each group presented their choices to the entire room and provided rationales for their selections. Commonalities were noted, and where there were differences of opinion, participants had the opportunity to question or clarify the suggested priorities.

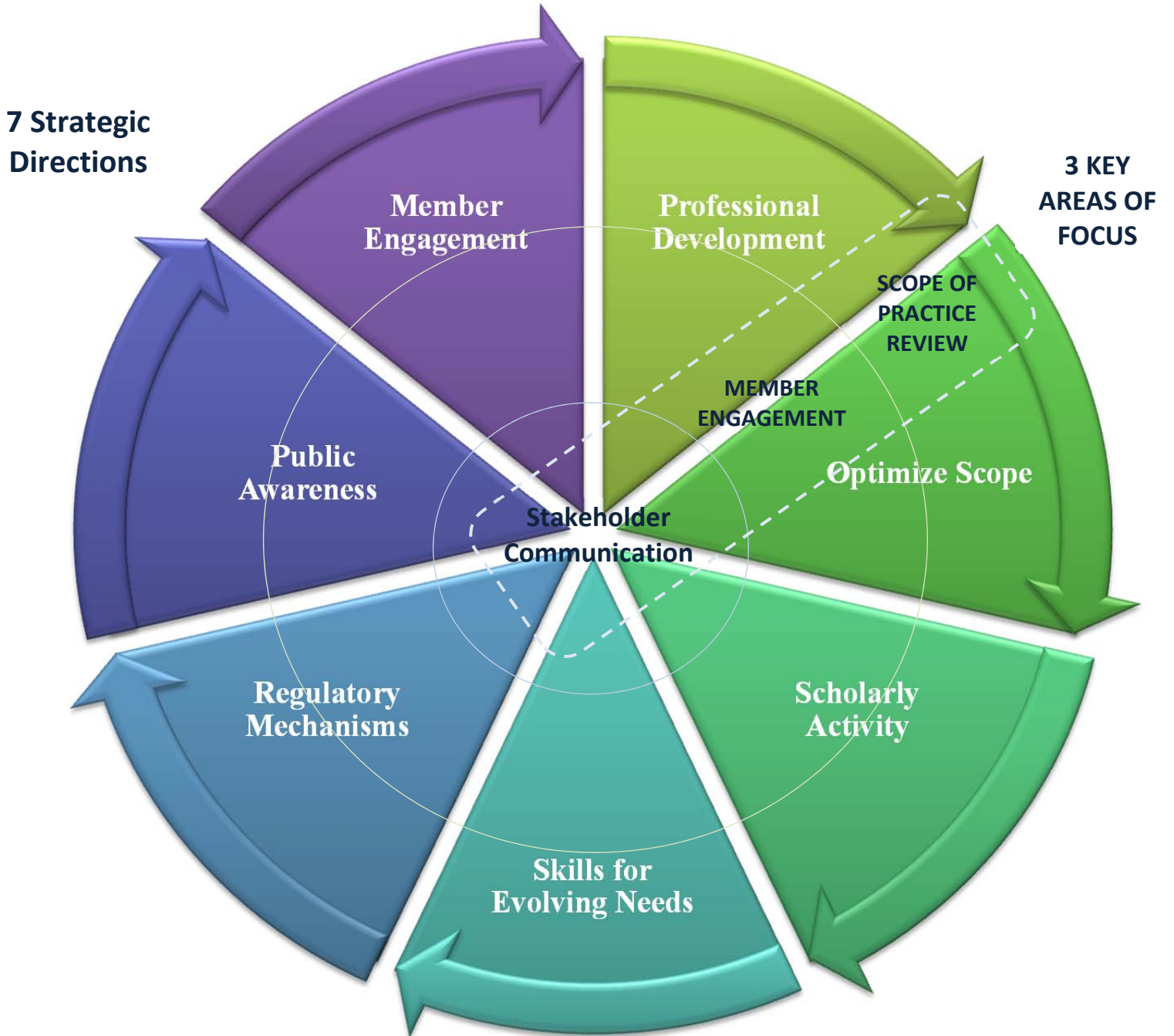
Recognizing that there was a significant amount of overlap among the priorities the participants, under the guidance of the facilitator, went on to identify the key themes. They determined that there were three overriding areas of focus:

- 1) A Review of the RT Scope of Practice
- 2) Member Engagement
- 3) Stakeholder Communication

These priorities were further explored, with seven (7) specific strategic directions emerging:

- 1) Identifying the optimum RT skill set for future health care needs;
- 2) Ensuring regulatory mechanisms are in place to enable progress;
- 3) Increasing CRTO member engagement;
- 4) Facilitating Professional Development for the profession;
- 5) Optimizing the RT Scope of Practice in all areas;
- 6) Increasing scholarly activity across the profession; and
- 7) Increasing public awareness.

The following chart is intended to represent the interconnected nature of the College's strategic direction for the next 5 years:



CRTO Strategic Directions

2011-2016

Our Commitment to Progress

These seven directions will be integrated into the College and committee's annual goals and objectives, with specific initiatives associated with each. The implementation of these strategic directions, their outcomes, and utilization of human and financial resources, will be monitored and evaluated over the next 5 years. Many of the steps required to implement the strategic directions will involve collaboration with Members and other stakeholders.

Strategic Directions

1) Investigate and collaborate with educators, employers and other RT regulators on the **optimum skill set required** to prepare RTs for evolving practice in the healthcare environment.

2) Ensure that **regulatory mechanisms**, including legislation, regulations and policies are in place to enable RTs to optimize their scope and ensure that any regulatory barriers are addressed.

3) Encourage **member engagement** in the RT self-regulatory process to foster informed, engaged, motivated, empowered and accountable RT practice that results in more effective regulatory decision-making and ultimately improved patient outcomes.

4) Facilitate access to educational opportunities for Members for ongoing **professional development**.

5) Enable RTs to provide patient services and care **optimizing their professional scope of practice in all practice environments** (including interprofessional health care teams and in the community), in order to improve patient outcomes and reduce healthcare costs in response to evolving healthcare trends and needs in Ontario.

6) Encourage the profession to focus on **scholarly activity** in order to tangibly demonstrate the efficacy, efficiency and quality of RTs' work, e.g., evidence-based practice and research initiatives.

7) Increase **public awareness** of the benefits of being able to access fully qualified, regulated RT professionals and of the College as a model of effective leadership in improving the quality of patient care and patient outcomes through RTs being held to high standards of professional training and accountability in professional practice.



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