



Strategic Plan



Nova Scotia
College of **MIRTP**

**NSCMIRTP
2022-24**

NSCMIRTP Strategic Plan

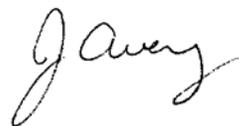
2022-24

We are pleased to share with you the 2022-2024 Strategic Plan of the Nova Scotia College of Medical Imaging and Radiation Therapy Professionals (NSCMIRTP). As a new regulatory college this Plan will focus on developing the essential processes and governance structures to support accountability in our public protection mandate. Managing change while maintaining standards of care delivery is an ongoing demand placed on all healthcare professionals. Regulated health professionals, and, in our case, medical imaging and radiation therapy professionals (MIRTPs), are accountable to their health regulatory colleges for the quality of care they provide. In the past year there has been a heightened focus on healthcare both as a system and the professionals working in the system. Further, the field of medical imaging and radiation therapy is advancing as innovative technologies are introduced.

In the context of all these developments, we expect MIRTPs will continue to experience and be expected to respond to change in their workplace environment. This strategic plan lays out the goals of the College for the next three years. We intend to make progress on our two strategic foci. Aligning with our updated vision, mission, and values, we will continue to bring our regulatory lens to support the continuing competence of MIRTPs in the delivery of safe and effective services in this rapidly changing environment. We will increase our efforts to engage with and be accessible to the public. To improve understanding of our mandate, responsibilities, and boundaries we will continue to develop communication strategies and easily accessible resources for the public, registrants, and other stakeholders. We look forward to meeting the challenges set out in this Strategic Plan.



NSCMIRTP Chair



NSCMIRTP Executive Director/Registrar

INTRODUCTION

ROLE

The NSCMIRTP regulates the practice of medical imaging and radiation therapy professionals (MIRTPs) in Nova Scotia. MIRTPs are regulated under the Medical Imaging and Radiation Therapy Professional Act 2013. The NSCMIRTP does this by ensuring

- only those that meet education and character requirements are granted a license.
- all registrants remain current in practice through completion of required currency hours and continuing professional development (CPD) program.
- the College has a process to address any professional conduct and fitness to practice concerns related to their registrants.



GOVERNANCE

Regulating MIRTPs in the interest of public interests is the principal mandate of the College and forms the bulk of the work.

The Board is the governing body of the NSCMIRTP. The Board is made up of both members of the public, who are appointed by the provincial government, and members of the profession, who are elected by the registrants. In addition to the Board, the NSCMIRTP has several statutory committees and other committees to manage the regulatory activities of the College. The statutory committees are made up of members of the public who are appointed to the Board, and members of the profession who are volunteers from the profession.

Staff are responsible for carrying out the operational work related to the decisions of the NSCMIRTP board and committees. By ensuring that all regulated registrants of the NSCMIRTP meet our educational standards and provide services guided by our standards of practice and code of ethics, the public can be confident that MIRTPs are delivering high quality, effective, safe, and ethical patient care.

Preparation for Planning

Prior to commencing the planning process Board members were encouraged to review the 2018-2022 strategic plan to consider past focus and accomplishments and to contemplate the impact of the change in mandate as a self-regulatory College. They were encouraged to engage in strategic thinking - an intentional, reflective, rational thought process that focuses on the analysis of critical factors and variables that will influence the long-term success of the College, and generative thinking - a cognitive process for deciding what to pay attention to, what it means, and what to do about it. It is called “generative” because it is the *genesis* of the organization’s work later translated into strategies, policies, plans, and tactics.

Stakeholder Consultation

One of the key stewardship responsibilities of governing boards is to establish and maintain a positive relationship with key stakeholders; this includes two-way communication about the organization and taking time to understand and consider the interests, needs and input of the stakeholders. The Board and Executive Director saw the strategic planning process as an ideal opportunity to seek meaningful input from stakeholders to inform the Board planning. Together, they identified

and “mapped” stakeholders of the College whose input they sought to inform their decisions.

Board members and the Executive Director used a variety of means to invite stakeholders to participate in one of three on-line surveys to gather their feedback and suggestions for consideration. Seventy stakeholders (51 Registrants, 16 public/patients, 3 other stakeholders) participated in the consultation to identify College strengths, weaknesses, and potential priorities. Themes that emerged from stakeholders include:

- ▶ Public awareness of the College is needed
- ▶ Registrants are not clear on the role, importance, and benefits of the College versus an Association
- ▶ Ensuring that registrants are properly credentialed, educated, practicing within professional boundaries, and maintaining competency supports the mandate to protect the public
- ▶ Positive relationships with stakeholders are very important
- ▶ The College is interprofessional; the professions working collaboratively towards a common goal is a strength
- ▶ CPD requirements and dues are concerns for registrants

SWOT Analysis



In small groups the Board reviewed the strengths and weaknesses identified in the consultation and added any that were not previously identified. They considered which of these the College should focus on over the next 3 years (i.e., which 2-3 strengths to build on or maintain, and which weaknesses to eliminate). Participants also identified potential opportunities for NSCMIRTP to leverage and potential external threats that could impact NSCMIRTP.

Environmental Scan

Following the SWOT analysis, the Board and Executive Director explored emerging trends, issues and challenges that exist today or are possible in the future, that may have an impact (positive or negative) on NSCMIRTP and its ability to achieve its goals. They considered trends impacting other regulatory bodies in Nova Scotia and in other jurisdictions as well as trends in other sectors and jurisdictions (local, provincial, nationally, globally) that may be relevant.

Results



After reviewing stakeholder input, previous strategic plan, SWOT analysis and environmental scan, the Mission, Vision and Values were edited to better reflect the primary mandate of the College and the two core strategic pillars were identified. The draft was presented at the September board meeting and the updated Mission, Vision and Values as well as the two pillars of the 2022-2024 Strategic Plan were adopted.

Translating the strategic plan into specific operational goals, with required resources identified, was completed by staff and presented to the board and approved in November 2021. Over the next 3 years, the NSCMIRTP will focus its efforts on engaging with our stakeholders to improve the understanding of our role and mandate, as well as building strength in our governance processes and supporting the autonomy of our committees in their decision making.

Values

Values inform decision-making and action at the board table and throughout the organization. The Board reviewed the existing values (*Excellence, Transparency, Accountability and*

Collaboration); they added a value to reflect the importance of imbedding equity, diversity and inclusion into the College culture, they modified Accountability and Excellence and reordered the values as follows:

Accountability: *We protect the public by holding registrants accountable for delivery of safe, competent and ethical care.*

Excellence: *We define and maintain the standards of excellence required for high-quality, evidence-informed care.*

Inclusion: *We are committed to upholding the values intrinsic of equity, diversity and inclusion.*

Collaboration: *We work with internal and external stakeholders to improve practice and professional competency.*

Transparency: *We are fair, open, and forthright in our processes.*

Mission

The mission is a one-sentence statement describing the reason NSCMIRTP exists; it is a statement of purpose which is used to help guide decisions about responsibilities and priorities. The board modified the existing mission statement, *“Through defining and supporting ethical practice standards and continuous professional development, we instill public confidence and advance the profession”* to reflect the College role versus the previous dual role of association and regulation. The new mission statement reads:

Regulating the profession of Medical Imaging and Radiation Therapy Professionals (MIRTPs) in the public interest

Vision

Vision is the aspirational difference the College seeks to achieve as a result of its work. The Board agreed that public trust in the College to effectively regulate the MIRT profession was the desired outcome; they modified the existing statement, *“The leader in regulating dynamic standards of competency and performance for the medical imaging and radiation therapy professionals who ensure Nova Scotians receive exceptional care”*, to:

Public trust as the leader in regulating Medical Imaging and Radiation Therapy Professionals

College Strategic Directions

Progress was made in each priority area of the 2018-2022 strategic plan. However, with the transition from an Association/Regulator model to a pure regulator model, the role has changed and therefore the focus and priorities change. Nevertheless, some goals remain relevant: Governance will continue to be a key area for focus, and the need to increase awareness and understanding of the role of the college amongst registrants, healthcare employers and the public is crucial.

Strategic Priority I: Stakeholder Awareness

Goal 1: Comprehensive Public Relations Campaign in Place

Goal 2: Communication is Timely, Transparent and Accessible

Strategic Priority II: Effective Governance

Goal 1: Committees Function Independently

Goal 2: Board Structure/Processes Enhanced

Strategic Thrust: Stakeholder Awareness

Goal 1: Comprehensive Public Relations Campaign in Place

- PR Specialist hired; PR messaging developed
- Messaging prepared (media, etc...)
- Board/Chair PR and Media Relations education
- What You Should Know Resources- Registrants
- College role is promoted and Understood
 - College versus Association
 - Mission, Vision, Values

Goal 2: Communication is Timely, Transparent and Accessible

- Website -Reliable Source of Information
- Site Visits
- Podcasts/webinars
- Newsletters/E-blasts (Registrants)

- Reporting to stakeholders
- MIRTP Roster
- Registration Platform
- AGM public invited; clear, transparent, timely)
- Easily accessible for inquiries via email, phone, social media

The objective of the Stakeholder Awareness strategic pillar is to raise the level of awareness for the roles and responsibilities as well as the boundaries of the college with our stakeholders (public, registrants, employers, etc.) to enhance the confidence of all stakeholders in the regulation of MIRTPs. NSCMIRTP will continue to examine and evolve our practices to ensure access by all stakeholders to relevant, credible, and accurate information about our priorities and activities.

- Engage the public in the effective regulation of MIRTPs
- Greater awareness is gained by the public of the NSCMIRTP, and its mandate.
- Engage MIRTPs in fulfilling their role in self-regulation. Registrants gain an improved awareness and understanding of the professional responsibilities and accountabilities of a regulator in contrast to those of an association or union.
- Support employers in meeting their obligations with respect to the regulation of MIRTPs and the resources available to support their role
- Establish NSCMIRTP as a resource related to MIRTP practice in Nova Scotia for stakeholders.
- Enhance understanding among health professionals about the role and regulation of MIRTPs

Strategic Thrust: Governance

Goal 1: Committees Function Independently

- Clear standard operation procedures
- Reviewed/updated Terms of Reference
- Chair Education
- Education for Committees
- Skills and appointment process in place
- Terms-Rotation/alignment of committee membership
- Committee activity documentation standards

Goal 2: Board Structure/Processes Enhanced

- Board succession plan developed
- Appointment/election process established
- Skills matrix translated into practice
- Board roles defined, member-at-large
- Executive roles reviewed/defined
- Succession planning in place for Executive Director
- Succession planning for staff
- Risk management tool updated and operationalized

The objective of the Governance strategic pillar is to continue to strengthen the system by which NSCMIRTP is controlled and operated and how the individuals of the organization are held accountable. This includes areas of administration, compliance, risk management and ethics. Expected outcomes will include each of the following:

- Contribute and respond to government initiatives to ensure the continued protection of the public
- Participate in the development of public policy and regulatory innovation in the public interest
- Implement regulatory changes effectively and transparently
- Ensure transparent, objective, impartial and fair entry-to-practice requirements that provide effective public protection
- Enhance internal processes and policies to support effective governance at board, committee, and operational levels
- Create and implement succession plan for the board and position of executive director

CONCLUSION: The Board has directed staff to develop annual operating plans articulating strategies and tactics to implement the Strategic Goals and their objectives. The Board will review this 2022-2024 Strategic Plan annually and update it as necessary given developments internally and externally.