



STRATEGIC PLAN – PROGRESS TRACKING 2022 – 2025

Updated Feb. 2024

Key Priorities	2022/23 Highlights	2023/24 Q1 (March – May)	2023/24 Q2 (June – August)	2023/24Q3 (Sept.– Nov.)	2023/24 Q4 (Dec. – Feb.)
Member Engagement					
Alignment of policies & processes with the principles of Right-Touch regulation.					
Evidence-informed approach to QA selection, assessments & remediation.	<ul style="list-style-type: none"> • Professional Development Program Policy – reviewed and updated. • Began the planning phase of a full Professional Development Program Review. <ul style="list-style-type: none"> ○ Conducted a consultation process with other regulatory Colleges regarding their processes and experiences with a full Professional Development Program (PDP) review. 	Implementing the planning phase of a full PDP review.	Professional Development Program review – in progress.	Professional Development Program review – in progress. Updated the PDP Policy with references to the new Emergency Class of Registration.	PDP Deferral Policy has been revised and approved by QAC to reflect the change that requires Members to submit deferral of PDP requests to be received by the CRTO 15 days prior to the deadline. Professional Development Program review continues.
Framework for the prioritization of investigations, complaints, & reports.	<ul style="list-style-type: none"> • Completed an external review of all Professional Conduct (PC) processes and have begun implementing the recommendations, including developing a mechanism for tracking and reporting the status of all cases. • Ongoing refinement of PC processes to prioritize investigations, complaints, and reports. • Started gathering data on the timelines of matters resolved for an analysis of the effectiveness of the changes undertaken in the PC process. 	<p>Relying on the data obtained from a review of matters received in 2022, further refinements were undertaken in the PC process.</p> <p>New complaints and reports process intake documents were developed, and prior documents were updated.</p>	Relying on the data gathered in the last quarters, the PC process was further refined to include assessing options for investigations, ICRC decision reviews and accessible correspondence.	<p>Relying on the data gathered in the last quarters, PC staff undertook assessments about whether ICRC decisions can be written in-house as opposed to external decision writers and the current CRTO redaction policy with the aim of reducing timeliness.</p> <p>The employer mandatory reporting guide was also reviewed to ensure accessibility and accuracy.</p>	<p>Relying on the data gathered in the last quarters, PC staff:</p> <ul style="list-style-type: none"> • Prepared ICRC decisions in-house (in some cases), which expedited disposition • Continued an assessment of the current CRTO redaction policy with the aim to reduce timeliness; and • Revised the member mandatory reporting guide to ensure



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		Complaints and reports correspondence templates were updated.			accessibility and accuracy.
Transparent, objective, impartial, & fair practices.					
Clear direction regarding the registration requirements for all applicants.	<ul style="list-style-type: none"> • 9 Registration Policies reviewed and updated. • 3 Registration Fact Sheets reviewed and updated and/or developed. • Updated and reviewed the Guide to TCLs Imposed by the Registration Committee. • Retained a consulting agency to align the CROTO’s approved language proficiency standards to the federally approved language proficiency tests for Canadian Immigration. • Updated the Applicants’ web pages with relevant links. • Conducted a detailed review of the Registration Verification Form with members of the National Alliance. • Conducted a comprehensive review of the Registration Regulation (O. Reg. 17/12 General – Part VIII) with a plan to present it to Council for approval for circulation to our stakeholders. 	<p>Reviewed and updated several Registration Guides and web pages.</p> <p>Draft revisions to the CROTO Registration Regulation (O. Reg. 17/12 General – Part VIII) presented to Council for approval for submission to the Ministry.</p>	<p>Reviewed and revised the Emergency Registration Policy. The policy will be sent out for consultation in December.</p> <p>The 2022 Fair Registration Practices Report was submitted to the Office of the Fairness Commissioner.</p>	<p>Drafted a new Vulnerable Sector Checks Policy.</p> <p>Posted the 2022 Fair Registration Practices Report.</p> <p>Conducted a detailed review of the Graduate Certificate of Registration Policy and the Registration and Use of Title PPG to address the new Emergency Class and “As of Right” provisions.</p> <p>Reviewed the Emergency Registration Policy consultation feedback. The updated policy will be presented to Council in December.</p>	<p>The 2024/25 Schedule of Fees and application guides have been updated with the new Clinical Skills Assessment fee.</p> <p>Reviewed and updated the Conditions on a Graduate Certificate of Registration, Inactive Certificate of Registration, and the Examination Fact Sheets and all application guides.</p> <p>The Internationally Educated Health Professionals (IEHP) working group developed a neonatal and pediatric scenario scheduled for implementation in February 2024.</p>
A complaints process supported by publicly accessible policies & procedures.	<ul style="list-style-type: none"> • 4 Professional Conduct (PC) policies reviewed and updated. • Developed the Funding for Therapy and Counselling Program Fact Sheet. • Ongoing analysis for identifying a need for additional Professional Conduct policies and 	<p>Ongoing analysis for identifying a need for additional Professional Conduct policies.</p> <p>The complaints process guide was revised to reflect our current process.</p>	<p>Ongoing analysis for identifying a need for additional Professional Conduct policies.</p> <p>Reviewed and updated the Mandatory Reporting by</p>	<p>Started to draft a new policy: Conduct between Members and Complainants during a College Investigation.</p> <p>Ongoing analysis for identifying a need for</p>	<p>Drafting a new policy addressing the conduct between Members and complainants during a CROTO Investigation.</p> <p>Ongoing analysis for identifying a need for</p>



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	the development of new policies as they are identified.	Developed and posted the Funding for Therapy and Counselling Fact Sheet.	Employers/Facilities Fact Sheet.	additional Professional Conduct policies.	additional Professional Conduct policies. Updated the Mandatory Reporting by Members and Employers/Facilities Fact Sheets.
Accessible & timely communication.					
<p>Increase the information available on our website in written and online module format.</p>	<ul style="list-style-type: none"> • Policy Consultation - 16 draft revised policies posted on the CRYPTO website for consultation. • Updated and posted several documents on the CRYPTO website (microsites, or in pdf format), this includes: <ul style="list-style-type: none"> ○ The March 04, 2022, CRYPTO By-laws ○ 4 Professional Practice/Clinical Best Practice Guidelines (Conflict of Interest, Responsibilities under Consent Legislation, Administering and Dispensing Medications PPG & Oxygen Therapy) ○ 17 Policies ○ 2 Fact Sheets ○ Guide to TCLs Imposed by the Registration Committee • Added the following documents to the CRYPTO website: <ul style="list-style-type: none"> ○ Strategic Plan Progress Report ○ Succession Plan for Senior Leadership Policy. ○ Open Forum Policy ○ Terms of Use – Website and Social Media ○ CRYPTO Risk Management Framework • The 2021 CPMF Full & Summary Reports were posted on the CRYPTO website. 	<p>The new Funding for Therapy and Counselling Program Fact Sheet and supporting application forms were posted on the CRYPTO website.</p> <p>Updates regarding the use of ultrasound in RT practice provided by email and on the CRYPTO website.</p> <p>Revised CRYPTO By-laws posted on the CRYPTO website in a microsite format.</p> <p>Revised Infection, Prevention & Control Clinical Best Practice Guideline posted on the CRYPTO website.</p> <p>Draft revised RTs Providing Virtual Care PPG posted for consultation.</p>	<p>Updated the Council and Committees webpages, including the elections process information and a new webpage for committee appointees.</p> <p>The updated Mandatory Reporting by Employers/Facilities Fact Sheet was posted on the CRYPTO website.</p> <p>Finalized the Delegation e-learning module. The module is now available in PDKeeper.</p> <p>Draft revised Abuse Awareness and Prevention PPG posted for consultation.</p> <p>Revised RTs Providing Virtual Care PPG posted on the CRYPTO website.</p>	<p>The following revised policies were posted on the CRYPTO website for consultation:</p> <ul style="list-style-type: none"> • Emergency Registration Policy • Handling, Administration and Dispensing of Controlled Substances Professional Practice Policy. <p>Draft revised Respiratory Therapists as Anesthesia Assistants PPG posted for consultation.</p> <p>The 2022 Fair Registration Practices Report was posted on the CRYPTO website.</p>	<p>The draft Vulnerable Sector Checks Policy was posted on the CRYPTO website for consultation.</p> <p>The draft revised By-law 3: Membership was posted on the CRYPTO website for consultation.</p> <p>The draft revised Registration and Use of Title PPG was posted on the CRYPTO website for consultation.</p> <p>Links to the above consultation surveys were posted on the CRYPTO's website homepage slider and shared through the CRYPTO social media accounts.</p>



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	<ul style="list-style-type: none"> Up-to-date Prevention and Control information was provided on a designated webpage (e.g., COVID-19 MOH directives, resources and guidance documents). 	<p>The 2022 CPMF Full & Summary Reports were posted on the CRTO website.</p> <p>The 2021 Fair Registration Practices Report was posted on the CRTO website.</p>			
<p>Optimize the use of various communication platforms.</p>	<ul style="list-style-type: none"> Utilized several communication strategies to ensure timely and accessible information sharing, this includes: <ul style="list-style-type: none"> Monthly Practice Blogs Twitter (22 tweets over this period) Monthly ebulletin Email communications to all members (information regarding the 2023/24 renewal period and consultations and other updates). Stakeholder meetings/presentations (e.g., presentations to members at their employment sites, the professional association conf, graduating students, and attending RT Program Advisory Committee (PAC) meetings). 	<p>Four tweets</p> <p>Two email e-blasts</p> <p>Stakeholder meetings/presentations:</p> <ul style="list-style-type: none"> Two presentations to graduating students. 	<p>Four email e-blasts</p> <p>Stakeholder meetings/presentations:</p> <ul style="list-style-type: none"> Two stakeholder presentations Three advisory committee meetings; and One panel meeting with hospital staff. 	<p>Several webpages were updated, including:</p> <ul style="list-style-type: none"> 2024/25 registration fees update 2023 election results in Districts 3, 4 and 6 New Emergency Class of Registration “As of Right” exemption Employers reporting obligations and form. <p>Two email e-blasts</p> <p>Stakeholder meetings/presentations:</p> <ul style="list-style-type: none"> 1 presentation to 3rd RT students 1 meeting with a regulator in another province 1 meeting with a hospital RT group 1 presentation at a stethoscope ceremony 	<p>Four email e-blasts (one general CRTO update, 3 related to the registration renewal).</p> <p>Updated four Fact Sheets:</p> <ul style="list-style-type: none"> Mandatory Reporting by Employers/Facilities Mandatory Reporting by Members Conditions on a Graduate Certificate of Registration Examination <p>Stakeholder meetings/presentations:</p> <ul style="list-style-type: none"> 2 student presentations 1 presentation at a hospital



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Governance & Accountability					
A highly competent & effective Council.					
<p>Publicly accessible Council & Committee competency self-evaluation & an online, pre-application learning module.</p>	<ul style="list-style-type: none"> ROI was sent out via HPRO on behalf of a number of other health regulatory bodies for a consultant to assist with this initiative. Draft developed for enhanced competency self-evaluation for prospective Council & Committee members. 	<p>Draft Council & Committee Member Competency Profile presented at the May Council meeting.</p> <p>Revised CRTO By-law includes a new elections eligibility requirement – that is, members must complete the CRTO’s orientation online module relating to the duties, obligations and expectations of Council and Committee members prior to the date of nomination.</p>	<p>Online orientation module relating to the duties, obligations and expectations of Council and Committees was developed and is now posted on the CRTO website. Election candidates and committee appointees must complete the module as part of the nomination/application process.</p> <p>The new elections nomination form and the committee appointees’ application from include an updated competency profile section.</p> <p>Developed a new Committee Member Appointments webpage and application forms.</p>	<p>The new elections nomination form and the committee appointees’ application from include an updated competency profile section.</p> <p>Post-Council self-evaluation implemented and monitored to expand and improve upon.</p>	<p>The Committee Competency Profile and Council Evaluation Framework were reviewed and subsequently approved at the Dec. 1, 2023, Council meeting.</p> <p>Post-Council self-evaluation implemented and monitored to expand and improve upon.</p>
<p>Framework to regularly evaluate the effectiveness of Council meetings & Council with a third-party assessment of</p>	<ul style="list-style-type: none"> Conducted a Council Effectiveness survey (BoardSource) and reported results at the May Council meeting. Consultant was retained to conduct a third-party assessment of the CRTO’s March 2023 Council meeting. 	<p>Summary of the third-party evaluation presented at the May Council meeting along with an action plan to address proposed areas of improvement.</p>	<p>Post-Council self-evaluation implemented and monitored to expand and improve upon.</p>	<p>The third-party evaluation report action plan continues to be monitored to expand and improve upon.</p>	<p>The third-party evaluation report action plan continues to be monitored to expand and improve upon.</p>



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Council (min. every three years).					
Ongoing training provided to Council & Committee members informed by the outcome of relevant evaluation(s) and the needs identified by Council and Committee members.	<ul style="list-style-type: none"> • Developed three eLearning modules for prospective and current Council and Committee members: <ul style="list-style-type: none"> ○ Role of the Chair ○ Regulatory Framework ○ Committees • Facilitated Anti-Racism & Anti-Oppression training for CRTO Council, Committee and staff. • The Chairing a Meeting module was presented at the annual Chair's Dinner • Council Education Day (Sept. 23rd) focused on the following: <ul style="list-style-type: none"> ○ Privacy ○ Cybersecurity ○ Virtual meetings • Required all Council & Committee members to provide evidence that they had reviewed the educational material posted in the CRTO's portal, which includes: <ul style="list-style-type: none"> ○ Role of the Chair ○ Regulatory Framework ○ Committees ○ Language of Finance ○ Annual Financial Audit ○ Monitoring Progress ○ Meeting in a Virtual World 	<p>May Chair's Dinner:</p> <ul style="list-style-type: none"> • Right Touch Regulation presentation <p>May Education Day:</p> <ul style="list-style-type: none"> • Cybersecurity: Insurance Requirements and Implications • Risk Management Workshop <p>PRC training/orientation.</p>	<p>The new online orientation module relating to the duties, obligations and expectations of Council and Committees was developed and is now available to all election candidates and applicants to CRTO committees.</p>	<p>The new online orientation module relating to the duties, obligations and expectations of Council and Committees is available to all election candidates and applicants to CRTO committees.</p> <p>Conducted new Council member orientation.</p>	<p>The new online orientation module relating to the duties, obligations and expectations of Council and Committees is available to all election candidates and applicants to CRTO committees.</p> <p>Conducted annual training/orientation for the Registration Committee.</p>



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Independent, evidence-informed & transparent decision-making processes.					
Publicly accessible Code of Conduct & Conflict of Interest Policy for Council & Committee members.	<ul style="list-style-type: none"> Revised By-laws (approved at the March 4, 2022 Council meeting) include an updated Code of Conduct and Rules of Order that have been standardized and attached as a schedule. The new online Conflict of Interest (COI) Declaration form; the form is being used for all Council and Committee meetings. 	The online Conflict of Interest (COI) Declaration form is being used for all Council and Committee meetings.	The online Conflict of Interest (COI) Declaration form is being used for all Council and Committee meetings. The new elections nomination form and the committee appointees' application from include an updated conflict of interest and record of affiliations section.	The online Conflict of Interest (COI) Declaration form is being used for all Council and Committee meetings.	The online Conflict of Interest (COI) Declaration form is being used for all Council and Committee meetings.
An ongoing commitment to performance improvement.					
Tracking & review Key Performance Indicators (KPIs) linked to the CRTO strategic objectives.	<ul style="list-style-type: none"> One of the recommendations from the external review of all Professional Conduct processes is to enhance data collection, tracking and reporting. The Finance & Audit Committee began the development of KPIs relevant to the financial management of the CRTO. The 2021 – 2025 Strategic Direction Update Report was presented at the May 27th Council meeting. Updated QAC & ICRC Terms of Reference and Action Plans approved at the May 27th Council meeting. Draft KPI report is under development 	Draft KPI report is under development	Staff drafted a KPIs report to be presented at the Sept. Council.	A detailed KPIs report linked to the CRTO strategic objectives presented at the September 22, 2023 Council.	A detailed KPIs report linked to the CRTO strategic objectives presented at the Dec. 1, 2023, Council.
Ongoing monitoring of the KPI dashboard.	<ul style="list-style-type: none"> Currently under development. 	Currently under development.	Currently under development.	KPIs in all major program areas have been identified and	KPIs in all major program areas have been identified



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				will be reported to Council on an ongoing basis.	and are reported to Council on an ongoing basis.
Enhancing Professionalism					
Policies, standards of practice, & practice guidelines based on the best available evidence.					
Policy framework & review/revision of all policies and practice guidelines.	<ul style="list-style-type: none"> Continued the full-scale policy review under the Policy Framework. 28 policies updated/approved 	<p>The CRTO continues its policy review guided by the Policy Framework.</p> <p>2 policies updated/approved:</p> <ol style="list-style-type: none"> Professional Development Program Policy Signing Officer and Authorized Personnel-Banking and Investments Policy <p>3 archived policies:</p> <ol style="list-style-type: none"> Elections Policy Funding for Supportive Measures (Patient/Client) Policy Funding for Supportive Measures (Non-Patient/Client) Policy 	<p>The CRTO continues its policy review guided by the Policy Framework.</p> <p>Emergency Registration Policy – draft revisions approved by the Registration Committee. The policy will be posted for consultation in September 2023.</p>	<p>The CRTO continues its policy review guided by the Policy Framework.</p> <p>2 Draft revised policies sent out for consultation:</p> <ul style="list-style-type: none"> Emergency Registration Policy Handling, Administration and Dispensing of Controlled Substances Professional Practice Policy <p>6 Policies updated/approved:</p> <ul style="list-style-type: none"> Revised Reserves Policy PDP Policy Supervision Policy Graduate Certificates of Registration Policy Application for Registration – File Closure Policy New (internal) Employee Performance Review & Compensation Policy approved by the Registrar 	<p>The CRTO continues its policy review guided by the Policy Framework.</p> <ul style="list-style-type: none"> Revised Emergency Registration Policy approved by Council Completed the revised Handling, Administration and Dispensing of Controlled Substances Policy consultation New draft Vulnerable Sector Checks Policy sent out for consultation Approved the revised Unauthorized Use of Title and Holding out Policy Revised Records Management and Retention Policy (internal) approved by the Registrar



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Professional Practice Guidelines (PPGs) are regularly revised & sent out for consultation	<ul style="list-style-type: none"> PPGs sent out for consultation: <ol style="list-style-type: none"> Administering and Dispensing Medication PPG Responsibilities Under Consent Legislation PPG Infection, Prevention & Control CBPG 	<p>Draft revised Virtual Care PPG – approved by Council for consultation.</p> <p>Draft revised Abuse Awareness and Prevention PPG approved for consultation.</p>	<p>Draft revised Abuse Awareness and Prevention PPG posted for consultation.</p>	<p>Draft revised RT's as Anesthesia Assistants PPG approved for consultation.</p>	<p>RTs as Anesthesia Assistants PPG consultation complete; the PPG will be presented at the March 2024 Council meeting.</p> <p>Draft revised Registration and Use of Title PPG sent out for consultation.</p> <p>Review of Community Practice PPG underway.</p> <p>Abuse PPG being finalized for posting following additional legal review.</p>
Revised Professional Practice Guidelines (PPGs) approved by Council	<ul style="list-style-type: none"> Revised PPGs approved by Council: <ol style="list-style-type: none"> Conflict of Interest PPG Responsibilities Under Consent Legislation PPG Oxygen Therapy Clinical Best Practice Guideline (CBPG) Administering and Dispensing Medication PPG 	<p>Final approval:</p> <ul style="list-style-type: none"> Revised Infection, Prevention & Control Clinical Best Practice Guideline approved by Council in March. Revised Respiratory Therapists Providing Virtual Care PPG (to be submitted to Council for final approval in May). 	<p>Revised Infection, Prevention & Control Clinical Best Practice Guideline posted on the CRTO website.</p> <p>Revised Virtual Care PPG posted on the CRTO website.</p>	<p>Draft revised Abuse Awareness and Prevention PPG approved at the Sept. 22, 2023, Council meeting.</p>	
Review/Revision of CRTO By-Laws & Regulations (as required)	<ul style="list-style-type: none"> Revised CRTO By-laws approved at the March 2022 Council meeting. Draft By-Law revisions were presented to Council (Dec. 2) for approval for consultation with our stakeholders. 	<p>Revised CRTO By-laws approved at the March 2023 Council meeting.</p> <p>Revised Ontario Regulation 596/94 was approved at the March 2023 Council</p>		<p>Drafted By-Law revisions to address the new Emergency Class of Registration. The draft By-law will be presented at the December Council for approval for consultation.</p>	<p>Draft revised By-Law 3: Membership sent out for consultation.</p>



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	<ul style="list-style-type: none"> Conducted a comprehensive review and drafted amendments to the Ontario Regulation 596/94 to address the new Emergency Class of Registration and other changes related to, for example, registration requirements. 	meeting for submission to the MOH.			
Standards of Practice & Ethical Practice documents promote Diversity, Equity, and Inclusion (DEI).	<ul style="list-style-type: none"> Began a Standards of Practice review and revision with the National Alliance of Respiratory Therapy Regulatory Bodies (NARTRB) that includes expanding the existing guidance related to DEI. 	The CRTO continues to participate in a NARTRB Standards of Practice Working Group with the goal of developing national Standards of Practice for Respiratory Therapists.	The CRTO continues to participate in a NARTRB Standards of Practice Working Group with the goal of developing national Standards of Practice for Respiratory Therapists.	The CRTO continues to participate in a NARTRB Standards of Practice Working Group with the goal of developing national Standards of Practice for Respiratory Therapists.	The CRTO continues to participate in a NARTRB Standards of Practice Working Group with the goal of developing national Standards of Practice for Respiratory Therapists.
Supporting the application of new or amended practice standards.					
Online modules to support difficult-to-understand and novel practice standards.	<ul style="list-style-type: none"> Draft Delegation & Authorizing Mechanisms online modules created. Preparing an online module for student/graduate RTs. 	Finalization of Delegation e-learning module.	Finalized the Delegation e-learning module. The module is now available in PDKeeper.		Delegation and Portfolio videos being translated to French.
The application of Risk-Based regulation.					
Formal risk assessments in all RC, QAC & ICRC decisions.	<p>PC - reviewed data obtained in the audit of all ICRC matters for the last two years. Plan to develop additional resources to highlight trends of concerns being brought to the CRTO and how best to meet the standards of practice.</p> <p>QAC - The revised Professional Development Program Policy includes a risk-based referral to the practice assessment component of the QA</p>	PC - ICRC orientation included an introduction to the ICRC decision risk assessment tool and ICRC member participation in the case study application. The ICRC employs the tool	PC - The ICRC continues to employ the decision risk assessment tool in all of its dispositions of complaints and reports. PC staff and Governance staff collaborated on the identification of risks related to complaints and	PC - The ICRC continues to employ the ICRC decision risk assessment tool in all of its dispositions of complaints and reports. QAC – The QAC applied risk-based approach in its recent review of nine applications for	PC – The ICRC continues to employ the ICRC decision risk assessment tool in all of its dispositions of complaints and reports. QA - Launch review continues. A review of Members who require



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	<p>Program. Conducted a regulatory scan regarding PDPs, specifically risk-based QA selection by other Colleges. PDP policy has been updated to include the initial three-year review requirement for new Members of the CRTO.</p> <p>Reg - all RC panels utilize an updated risk assessment tool for making registration decisions.</p>	<p>in all of its dispositions of complaints and reports.</p> <p>QAC - Review of 2022/2023 Launch results (identify patterns in questions answered incorrectly).</p> <p>RC - All Registration Committee (RC) panels utilize an updated risk assessment tool for making registration decisions - 6 RC Panels were conducted during this reporting period.</p>	<p>reports to further inform the risk assessment process going forward.</p> <p>QA - Meeting with Portfolio Assessors to review Portfolio template to strength the platform. Plan for assessment of the impact of the Portfolio e-module on quality of 2024 Portfolios and required coaching sessions.</p> <p>RC - The Registration Committee panels continue to utilize the updated risk assessment tool for making registration decisions. 3 RC panels conducted during this reporting period.</p>	<p>deferral of the 2023/24 Portfolio.</p> <p>RC - The Registration Committee panels continue to utilize the updated risk assessment tool for making registration decision. 3 RC Panel files conducted during this reporting period.</p>	<p>coaching sessions for their Portfolio underway to examine practice years and profile to provide data for a risk-based approach to Professional Development.</p> <p>RC – The annual Registration Committee orientation session included a section related to risk management.</p> <p>The RC Panels continue to utilize the risk assessment tool for making registration decisions, with one RC Panel file conducted during this reporting period.</p>

Healthcare Community

Actively seeking collaborative opportunities with other health regulatory colleges & system partners.

<p>Creation of common standards (where possible) both provincially and nationally.</p>	<ul style="list-style-type: none"> Participated in the following initiatives with other regulators: <ul style="list-style-type: none"> HPRO – focus on creating common standards for health regulatory bodies in Ontario, e.g., <ul style="list-style-type: none"> Council Competencies Evaluation Framework Information Sharing Policy Anti-BIPOC Racism Working Group NARTRB 	<p>The CRTO continues to participate in a NARTRB Standards of Practice Working Group with the goal of developing a national Standards of Practice for Respiratory Therapists.</p>	<p>The CRTO continues to participate in a NARTRB Standards of Practice Working Group with the goal of developing a national Standards of Practice for Respiratory Therapists.</p>	<p>The CRTO continues to participate in a NARTRB Standards of Practice Working Group with the goal of developing a national Standards of Practice for Respiratory Therapists.</p> <p>Staff attended the Canadian Network of Agencies of</p>	<p>The CRTO continues to participate in a NARTRB Standards of Practice Working Group with the goal of developing a national Standards of Practice for Respiratory Therapists.</p> <p>Staff participated in several events with other professional regulators, e.g.:</p>
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	<ul style="list-style-type: none"> ○ Standards of Practice Working Group - goal to develop a national Standards of Practice for Respiratory Therapists. ○ Review of the current NARTRB Jurisdictional Verification form. ● Participated in the HPRO 2022 Communicators’ Day Conference. 	<p>Helped to facilitate the validation survey for the revised NARTRB Entry-to-practice Competency Profile.</p> <p>Updated the Language Proficiency for Respiratory Therapy document.</p>		<p>Regulation conference focused on professional regulation.</p>	<ul style="list-style-type: none"> ● Right Touch Regulation ● Effective Risk Management in Changing Times ● International Mobility & Professional Registration ● Media Scrutiny and Public Outrage – How Can Regulators Respond?
Engaging with stakeholders to enhance quality patient care.					
<p>Demonstrate how stakeholder feedback is incorporated into the development/revision of policies, standards, and practice guidelines.</p>	<ul style="list-style-type: none"> ● The CRTO Policy Framework consists of a consultation process for revised policies, practice guidelines, by-laws and Standards of Practice. Draft Policies and Guidelines are posted online for consultation. All survey results were reviewed by Council/respective Committee prior to approval. ● 20 Consultations were conducted under the Policy Framework. 	<p>Public Consultations:</p> <ul style="list-style-type: none"> ● Draft Abuse Awareness & Prevention PPG. ● Draft Respiratory Therapists Providing Virtual Care PPG ● Revised Infection Prevention & Control CBPG ● The amended Ontario Regulation 596/94 	<p>Public Consultations:</p> <ul style="list-style-type: none"> ● Draft Abuse Awareness & Prevention PPG. <p>PC staff conducted a review of the feedback form to be completed by complainants after the disposition of their complaint. The review of past templates was completed. The drafting of new questions to be used in the updated complainant feedback form is in progress.</p>	<p>Public Consultations:</p> <ul style="list-style-type: none"> ● Emergency Registration Policy ● Handling, Administration and Dispensing of Controlled Substances Professional Practice Policy ● Respiratory Therapists As Anesthesia Assistants PPG <p>The Employers’ “Submit a Report” webpage was updated based on feedback received.</p> <p>PC staff is drafting new questions to be used in the updated complainant feedback form.</p>	<p>Public Consultations:</p> <ul style="list-style-type: none"> ● Vulnerable Sector Checks Policy ● Registration and Use of Title PPG ● By-law 3: Membership <p>Professional Conduct team - drafting updates to the complainant's feedback form.</p>



Key Priorities	2022/23 Highlights	2023/24 Q1 (March – May)	2023/24 Q2 (June – August)	2023/24Q3 (Sept.– Nov.)	2023/24 Q4 (Dec. – Feb.)
Core Business Practices					
Clear financial alignment with strategic priorities.					
Revised financial statement & investment portfolio presentation	<ul style="list-style-type: none"> Streamlined the financial statement reporting format to highlight how it aligns with College’s strategic direction and key priorities. Developed Mid-Year Financial Report. The report was presented to the Council at its September meeting. Reviewed proposals & presentations from several financial institutions who had expressed an interest in providing the CRTO with ongoing investment management service. 	Began transferring investments under the new investment management.	Transfer of investments under the new investment management.	Continued transfer of investments under the new investment management.	<p>The FAC revised the Council Investment Material Presentation.</p> <p>Presentation by investment advisors’ team to provide annual update on status of CRTO investments.</p>
Finance & Audit Committee (FAC)	<ul style="list-style-type: none"> Established the FAC Goals & Terms of Reference Assisted the Executive Committee in the review of the CRTO’s 2021 – 2022 Financial Audit, the 2022 – 2023 budget, & evaluation of the External Auditor. Developed a Membership Fee Assessment Tool 	<p>Membership Fee Assessment Tool developed to be utilized by the Executive Committee, the Finance & Audit Committee and Council to annually review the membership fee schedule.</p> <p>Updated Signing Officers and Authorized Personnel-Banking & Investments Policy.</p> <p>A subcommittee of the FAC conducted a recruitment process to identify an appropriate financial advisor for the CRTO.</p>	<p>FAC has reviewed relevant information using the Membership Fee Assessment Tool and made recommendations to Executive Committee.</p> <p>A Request for Proposal was sent out to prospective Auditor Firms. Review of responses ongoing.</p>	<p>Based on the FAC recommendation Council approved the followings:</p> <ul style="list-style-type: none"> Registration fee increase for the 2024/25 renewal year. New external auditor. 	<p>Reviewed and updated the FAC Terms of Reference and Action Plan.</p> <p>Reviewed the FAC’s role in monitoring of CRTO investments.</p> <p>Reviewed the draft budget for 2024/25.</p>



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<p>A policy that clearly outlines the management of financial reserves</p>	<ul style="list-style-type: none"> Review and subsequent approval of the following policies: <ul style="list-style-type: none"> Revised Investments Policy New Reserves Policy Revised Honoraria & Expenses Policy Revised Procurement of Goods & Services Policy 	<p>Review of the Reserve Policy</p>	<p>Reserve Policy has been reviewed and validated by the auditors.</p>	<p>The Reserves policy has been reviewed and updated.</p>	
<p>Embedding the principles of diversity, equity, and inclusion in College processes.</p>					
<p>Diversity, Equity and Inclusion (DEI) training for Council, Committee & staff members</p>	<ul style="list-style-type: none"> The CRTO’s DEI Plan approved at the March Council meeting. Engaged Canadian Equality Consulting (CEC) to develop an organization DEI plan. DEI Summary Report provided by CED. CEC also conducted a survey with the membership regarding the CRTO’s role in promoting DEI. A summary report of these findings was provided to the CRTO in February. CRTO staff participated in HPRO’s Consultations to advance equity, diversity, and inclusion (EDI) in regulatory functions. Anti-Black Racism, Anti-Indigenous Racism, Anti-Racism/Anti-Oppression (ARAO) facilitated session attended by CRTO staff, Council and Committee members. Indigenous Awareness module completed by staff for National Day for Truth & Reconciliation. Facilitated ARAO discussion took place involving CRTO Council, Committees and staff. Navigating <i>Canada’s Complex Histories</i> e-course (in honour of National Truth & 	<p>The CRTO embarked on phase 3 of the DEI Strategy with the development of the DEI Steering Committee. This committee consists of several Patient Relations Committee (PRC) members and two CRTO staff meetings. The DEI Steering Committee met for a brainstorming session in early May, which was facilitated by the CEC consultants.</p>	<p>CEC sent out the draft Action Plan.</p> <p>Ongoing monitoring of the DEI Strategy implementation.</p>	<p>Ongoing monitoring of the DEI Strategy implementation.</p> <p>Staff identified DEI short- and long-term key performance indicators for the CRTO.</p>	<p>Staff attended the following two events in recognition of Black History Month:</p> <ul style="list-style-type: none"> CNAR UnLearn and Learn Session on Addressing Anti-Black Racism Black Excellence - Celebrating Progress, Addressing Challenges: A Webinar for Black History Month <p>Developed Employee Performance Review & Compensation Policy to ensure transparent, fair, equity-based compensation for all CRTO employees.</p>



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	Reconciliation Day) was completed & discussed by all CRTO staff.				
Equity Impact Assessment	<ul style="list-style-type: none"> • Council approved the use of the Ministry of Health’s Health Equity Impact Assessment (HEIA) tool and workbook. • The PRC is in the process of revising HEIA to meet the CRTO’s needs. 	The Patient Relations Committee (PRC) reviewed an update on the Equity Impact Assessment & Implementation Strategy.			
A comprehensive Risk Management Framework					
The formal process to identify & monitor internal & external organizational risk (e.g., financial & human resources, cyber security, etc.)	<ul style="list-style-type: none"> • IT Infrastructure Architecture review completed & process begun to implement recommendations. <ul style="list-style-type: none"> ○ Began an externally hosted security awareness program which includes phishing campaigns and general security awareness training. ○ Installed a dedicated firewall to reduce security risk and improve the organization’s security posture. ○ Conducted a comprehensive review and updated the Office Security Policy and Procedure (including updates to a number of security measures, e.g., the office security camera). • Cybersecurity presentation by ISA to Council and staff. • Started the process of moving all members’ files to a digital format. • The CRTO Risk Management Framework was approved at the Council meeting. 	Risk Management workshop at the May Council meeting, Draft Risk Register presented at the May Council meeting.	<p>Plan cybersecurity tabletop exercise for staff.</p> <p>Record digitalization project in progress.</p> <p>Staff updated the Risk Register template based on the May 2023 Risk Management workshop.</p>	<p>The updated Risk Register report presented to Council in September.</p> <p>Record digitalization project in progress.</p> <p>Staff completed October Security Awareness Month training and November Phishing Campaign.</p> <p>Coordinated and signed contract for tabletop exercise.</p> <p>Ongoing meetings with vendor related to new database implementation.</p> <p>Based on a recommendation from the Finance and Audit Committee, Council approved a fee increase for the 2024/25 registration year. This is to ensure that the CRTO has the necessary financial resources to continue regulating the RT</p>	<p>The updated Risk Register report presented to Council in December.</p> <p>All staff participated in a cyber security tabletop exercise conducted by an external consultant. Staff completed January Security Awareness training; and February Phishing Campaign.</p> <p>Ongoing meetings with vendor related to new database implementation.</p> <p>Record digitalization project in progress.</p> <p>Continued review and development of standard operating procedures in core program areas.</p>



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				profession in the public interest.	
Succession plan for senior leadership	<ul style="list-style-type: none">• Appointment of a Deputy Registrar & creation of a new Manager of Regulatory Affairs position.• Succession Planning for Senior Leadership Policy approved by Council.				<p>Ongoing work planning for key roles within the organization to provide coverage in the event of departure or illness.</p> <p>Continued review and development of standard operating procedures in core program areas.</p>