

2017/18 – 2018/19 STRATEGIC PLAN

Canadian Organization of Paramedic Regulators/
Organisation Canadienne Régulateurs Paramédicaux

FINAL

October 2017

THE ROLE OF THIS STRATEGIC PLAN

This strategic plan represents the ongoing work of the Canadian Organization of Paramedic Regulators/Organisation Canadienne Régulateurs Paramédicaux (COPR) in developing a roadmap to ensure that member organizations and stakeholders benefit from a national body that is proactive in the pursuit of its mandate. The plan sets out the vision and role of COPR, the desired outcomes that describe its more immediate aims, the values that guide efforts in the pursuit of excellence, and the priority initiatives. It also provides for an understanding of the strengths, challenges and opportunities facing COPR that influence its success. Finally, the plan further describes the activities and accountabilities assigned to each initiative as outlined in this plan.

THE DEVELOPMENT OF COPR – HISTORY AND CONTEXT

In 2008, paramedic regulators from every Canadian province began working together informally to discuss ways to ensure compliance with the new labour mobility requirements of the Agreement on Internal Trade (AIT) that would come into effect on April 1, 2009. The regulators' initial success with meeting the AIT labour mobility requirements resulted in the recognition that a national organization would be beneficial for a number of initiatives including, but not limited to, labour mobility.

Human Resources Skills Development Canada (HRSDC) was interested in funding the creation of tools that would contribute to long-term labour mobility. In May 2009, there was consensus formalizing the interprovincial group of paramedic regulators and a draft charter was formulated. It served as a framework to begin labour mobility work and to outline the governance, operations and funding of a national organization of paramedic regulators into the future.

In February 2010, the federal government announced funding of \$1.2 million dollars for a two-year project to improve paramedic labour mobility and prepare for foreign credentialing recognition across the country.

COPR Established

Membership of COPR includes paramedic self-regulators and paramedic government regulators from provincial jurisdictions from across the nation. (No territory of Canada currently regulates paramedics.)

- All provincial jurisdictions provided letters of to confirm their support for the role and mandate of COPR, funding for its' operations; an election was held and an Executive formed in April 2010.

An in-person strategic planning session was held in Victoria, British Columbia in January 2011 that led to the creation of the first COPR Strategic Plan.

Subsequently, an application for incorporation was submitted and the Canadian Organization of Paramedic Regulators/Organisation Canadienne Régulateurs Paramédicaux was incorporated in the spring of 2012. By-Laws were drafted for COPR and were approved at the Annual General Meeting in June 2015.

A visual identity was created and a web site was constructed to communicate with COPR's members and stakeholders. The web site went live in January 2012.

LOOKING TO THE FUTURE

The Canadian Organization of Paramedic Regulators sees a bold, exciting future, which from the point of view of our member organizations and our stakeholders, can be described as follows.

Looking to the future, each COPR Member is...

- facilitating consistent and productive communication and discussion between their fellow regulators, thereby ensuring continued growth and competency across Canada.
- supporting all jurisdictions to meet their goals and objectives to protect public safety.
- part of developing national consensus on competencies for paramedics.
- contributing to the coordination and implementation of COPR's entry to practice examination in part, to improve labour mobility in Canada for those jurisdictions that have adopted or are considering adopting the COPR entry to practice examination.
- bringing the paramedic profession to the forefront of a national stage.

- contributing to the development of a national assessment service for internationally educated practitioners that supports the use of consistent professional standards and regulatory practices that is viewed nationally and internationally as leading practice.
- acknowledged as a part of a professional, progressive and valuable organization.

Looking to the future, our stakeholders see that COPR:

- has created an environment of full labour mobility facilitated by seamless regulation with full engagement of other national organizations.
- works collaboratively with stakeholders to realize a common scope of practice.
- promotes excellence and leadership in standardizing regulations for paramedics across North America, addressing education, scope of practice and patient care principles.
- always keeps public safety at the forefront of any organizational activity.
- is successfully implementing standardized examinations in provinces that choose to adopt the COPR entry to practice examination, based on competencies that have been agreed to nationally.
- is supporting accreditation programs that have recognized the national competencies.
- is excelling in its deliverance of defining and implementing an entry to practice exam for paramedics.
- is supporting evidence-based development of the profession such that all paramedic practice remains current and consistent with best practices.

OUR VISION AND ROLE STATEMENT

The Canadian Organization of Paramedic Regulators/Organisation Canadienne Régulateurs Paramédicaux vision and goal is to provide the official forum that represents the collective interests of all Canadian paramedic regulators. COPR's purpose is to be a primary source of information, advance the understanding of regulation of paramedics in Canada, and contribute to the continued development of the paramedic profession.

OUR DESIRED OUTCOMES

- collaborate to promote the **best regulatory practices** and respond to changes in paramedic practice and regulation;
- create and maintain purposeful **stakeholder relationships**;
- promote an **evidence-informed approach** to evaluate professional competency; and,
- adopt best practices to ensure **organizational sustainability**.

OUR VALUES

In all that we do, we are committed to the pursuit of excellence through:

- **Collaboration:** Being cooperative, inclusive, reasonable and fair.
- **Respect:** Listening to and appreciating differences between each other and in stakeholder relationships.
- **Vision:** Being innovative, analytical and responsive.
- **Transparency:** Communicating with each other, stakeholders and the public in a way that is open, honest, comprehensive, and reflected in action.
- **Accountability:** Being accountable to each other, key stakeholders and the public.

OUR STRENGTHS, CHALLENGES AND OPPORTUNITIES

The success of the Canadian Organization of Paramedic Regulators/Organisation Canadienne Régulateurs Paramédicaux is influenced by the ability to leverage its strengths, and overcome its challenges, as well as by the environment in which it works.

COPR members undertook an assessment of strengths, challenges and opportunities at the January 2011 strategic planning session. COPR has already built a strong consensus approach to decision making, has a high level of participation in meetings, and a high level of support for COPR's mandate. As expected in a young organization, COPR will be focusing on improving communications with stakeholders, better use of working groups and ad hoc committees, and ensuring adequate resources are in place to carry out the functions of COPR.

Opportunities for COPR as an organization will stem from the expectations of paramedics for COPR to undertake valuable work, and the public perception of paramedics as health care professionals who contribute to public safety. The pressing need to address foreign credentialing issues continues to be an important issue and opportunity for COPR. The risks that COPR faces include the fiscal realities of government and the diversity of paramedic regulatory approaches across Canada.

THE 2012 COPR STRATEGIC PLAN

In April 2012, COPR released its first strategic plan. The plan identified seven goals¹, with priorities, initiatives and performance measures identified for each goal. In their review of the 2012 goals, the COPR members considered the progress on COPR entry to practice examinations, licensure mobility, stakeholder awareness and organizational stability and resourcing to have been successfully achieved. The goals of determining the feasibility of a national paramedic assessment center, consistent continued competence policies and practice, and information sharing on non-compliant licenses, though not yet accomplished, remain priorities for the long term success of the organization.

¹ 2012 Goals: 1) Entry to practice exams 2) National paramedic assessment centre 3) Licensure mobility 4) Aware and supportive stakeholders and members 5) Consistent approaches to continued competence 6) Shared information on non-compliant licensees 7) Stable, well-resourced and sustainable organization

THE 2017/18-2018/19 COPR STRATEGIC PLAN

The current Strategic Plan builds on work began at the 2015 COPR Council Annual General Meeting, which was held in Toronto. A Strategic Plan Working Group (SPWG) was struck, comprised of COPR directors from British Columbia (Chair), Saskatchewan, Manitoba and Prince Edward Island. The COPR observer member from Quebec joined the SPWG in late 2015.

Appendix A describes the Priority Actions and Sustaining Activities that support the achievement of the organization's desired outcomes. COPR identified activities that were relevant and achievable to ensure that the completed priority actions reinforce the desired outcomes.

Progress on the Priority Actions is reported to COPR Council four times per year, and summarized in the Strategic Planning Working Group Annual Report. The Annual Report is publicly available on the organization's website.

APPENDIX A

Strategic Drivers, Supporting Activities, and COPR Leads

Priority Action	Supporting Activities	Lead Jurisdictions/ Working Group
OUTCOME: Best Regulatory Practices		
Labour Mobility Priority: High	<ul style="list-style-type: none"> • Implement and maintain the AIT Labour Mobility Tool; establish review cycle • Identify and resolve inter-jurisdictional differences • Effective collaboration with the Labour Mobility Coordinating Group (LMCG) • Develop common language definitions 	Ontario/Information Sharing Working Group (ISWG)
Information Sharing Between Jurisdictions	<ul style="list-style-type: none"> • Develop and maintain a data sharing charter • Identify and develop data sharing agreements to support information sharing between jurisdictions 	Ontario/ISWG
Professional Standards Priority: High	<ul style="list-style-type: none"> • Represent COPR at the PAC Paramedic Profile development table • Identify and Seek consensus on standards among regulators • Develop and maintain partnerships to support strong accreditation processes 	Saskatchewan/ Nova Scotia
Equivalency Assessment Priority: High	<ul style="list-style-type: none"> • Maintain knowledge of current state (e.g., number of applicants, countries of origin, provinces currently licensing) • Maintain awareness of current practice among regulators • Develop standards • Develop tools to be used by regulators • Develop process for assessing applicants with foreign credentials 	British Columbia/ Saskatchewan/ Nova Scotia

OUTCOME: Stakeholder Relationships		
Communication Strategy	<ul style="list-style-type: none"> • Develop communications strategy and materials to support COPR activities • Leverage technology • Develop background information • Define and clarify roles and mandates • Develop matrix information • Determine who maintains relationships • Develop Exam Report for educational institutions <p>COPR Website</p> <ul style="list-style-type: none"> • Monitor business requirements for COPR website, identify funding and resource requirements as needed • Identify and implement website redevelopment to support equivalency assessment initiatives • Maintain currency of website 	British Columbia
OUTCOME: Evidence-Informed Approach		
Entry to Practice Examination Priority: High	<ul style="list-style-type: none"> • Define and implement regular review cycle of exam delivery and reporting • Implement regular cycle for exam question retirement and development • Ensure sustainable funding source(s) for the Exam Program • Maintain balanced budget for Exam Program • Define reporting requirements and implement regular reporting • Develop and implement results reporting directly to students • Develop and implement statistical reporting for regulators and educational institutions • Develop and implement Exam Risk Management Plan • Develop and implement Exam Quality Assurance Program 	Manitoba/ Examination Ctte Examination WG
Continuing Competency	<ul style="list-style-type: none"> • Maintain knowledge of Canadian jurisdictions as it relates to continuing competency programs 	Manitoba/B.C.

OUTCOME: Organizational Sustainability		
Risk Management	<ul style="list-style-type: none"> • Maintain an organizational risk assessment • Define risk categories • Develop probability/impact matrix and rank risk • Identify risk mitigation options • Develop and Implement risk management strategy 	Saskatchewan
Governance and Transition Planning	<ul style="list-style-type: none"> • Ensure the ongoing stability and sustainability of the organization through effective: <ul style="list-style-type: none"> ▪ succession planning for COPR Council ▪ nominations processes ▪ governance policies and monitoring schedule 	COPR Executive/ Prince Edward Island