# 2019 – 2022 STRATEGIC PLAN

## Canadian Organization of Paramedic Regulators/
## Organisation Canadienne des Régulateurs Paramédicaux

**Approved by COPR Council June 17, 2020**

## INTRODUCTION

This strategic plan represents the ongoing work of the Canadian Organization of Paramedic Regulators/Organisation Canadienne des Régulateurs Paramédicaux (COPR/OCRP) 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 mission, vision and values of COPR/OCRP, 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/OCRP 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/OCRP – 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/OCRP ESTABLISHED

Initial membership of COPR/OCRP included provincial paramedic regulators from across the nation (no territory of Canada currently regulates paramedics).  All provincial jurisdictions provided letters to confirm their support for the role and mandate of COPR/OCRP, and funding for 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 COPR/OCRPs first Strategic Plan.

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

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

## COPR/OCRP's MISSION, VISION, AND VALUES

### *MISSION*

COPR/OCRP's mission is to use a progressive approach to promote and advance effective paramedic regulation through the following:

- Creating common unified standards for regulation of paramedics in Canada;

- Developing and creating evidence to establish and improve practice standards;

- Establishing harmonization of regulatory approach and standards of practice across the country as a priority;

- Establishing a data repository to house information relating to the regulation of paramedicine in Canada and beyond; and

- Supporting the effective regulation of paramedics in Canada through consistent collaboration and information sharing among paramedic regulators.

### *VISION*

COPR/OCRP vision is:

*"COPR/OCRP influences and progressively advances best practice in paramedic regulation."*

## VALUES

COPR/OCRP is committed to operating with integrity in 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.

**Innovation**:    Breaking new ground/contemporary approaches, 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.

## COPR/OCRP's DESIRED OUTCOMES

**COPR/OCRP is seen to be promoting:**

- best regulatory practices and timely response to changes in paramedic practice and regulation

- purposeful stakeholder relationships

- an evidence-informed approach to the evaluation of professional competency

- continued harmonization of paramedic regulatory practice across the country

- a sustainable and accountable organization

- mobility of paramedics across Canada

## COPR/OCRP's STRENGTHS, CHALLENGES, OPPORTUNITIES, AND THREATS

The success of COPR/OCRP is influenced by its ability to leverage its strengths and opportunities in overcoming challenges found in the current regulatory and practice environments.

In the fall of 2019, COPR/OCRP members undertook an assessment of organizational strengths, challenges, opportunities, and threats at a face-to-face strategic planning session.

The meeting identified that the organization had a well-established approach to decision making (consensus), a high level of member engagement and support for the COPR/OCRP mandate.

Among the strategic priorities identified by COPR/OCRP, there will be a deliberate focus in several key areas including:

1. Development of regulatory Standards
2. Development of a focused communications strategy
3. Full implementation of the governance Framework
4. Evaluating and enhancing financial controls
5. Development of a data analytics strategy
6. Evaluation of funding
7. Defining requirements specific to organizational culture and continuity
8. Increased examination adoption
9. Establishing enterprise-wide risk management

# COPR/OCRP STRATEGIC PRIORITIES

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## REGULATORY STANDARDS

1. **Development of regulatory specific standards to address gaps in current clinical competency profile**

**Challenge:**

- Current lack of flexibility/nimbleness in standards to reflect regulatory need
- Inadequate ability to apply measurement/metrics to elements of the current standard
- Lack of cultural safety and competency within current standards

| Action Required | Link to Strategic Drivers |
|---|---|
| <ul><li>Expand on problem statement</li><li>Establish terms of reference for standards work (embedding cultural appropriateness)</li><li>Confirm funding commitment(s)</li></ul> | <ul><li>Scope of practice</li><li>Regulation</li><li>Indigenization</li><li>Education</li><li>Labour mobility</li><li>Industry/Department of National Defence (DND)/Internationally Educated Practitioners (IEP)</li><li>Public/stakeholder interest</li></ul> |

## COPR/OCRP STRATEGIC PRIORITIES

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### COMMUNICATIONS

2. **Focused communications to build "brand" recognition and reinforce collaborative relationships**

**Challenge:**
- Lack of defined communications strategy
- Lack of social media presence
- Currently using a tactical approach to managing communications surrounding COPR brand
- Lack of regular communications with stakeholders
- Funding available for marketing effort

| Action Required | Link to Strategic Drivers |
|---|---|
| • Develop communications strategy<br>    • Messaging<br>    • Brand identity<br>    • Enhance industry presence<br>• Identify key contacts and stakeholders<br>• Development of print materials | Public/stakeholder interest |

## COPR/OCRP STRATEGIC PRIORITIES

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### GOVERNANCE

**3. Fully Implement Governance Framework**

**Challenge:**
- Full implementation of governance framework is incomplete

| Action Required | Link to Strategic Drivers |
|---|---|
| <ul><li>Finalize governance manual</li><li>Finalize governance policies</li><li>Develop governance training materials:<ul><li>Develop orientation</li><li>Video</li><li>Print materials</li></ul></li></ul> | <ul><li>Regulation</li><li>Labour mobility</li><li>Public/stakeholder interest</li></ul> |

## COPR/OCRP STRATEGIC PRIORITIES

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### FINANCIAL CONTROLS

**4. Evaluate and enhance financial controls**

**Challenge:**
- Continue to enhance enterprise-wide risk management
- COPR/OCRP reserve fund potential is not being fully leveraged
- Enhance existing financial policies and controls

| Action Required | Link to Strategic Drivers |
|---|---|
| <ul><li>Develop and implement investment policy</li><li>Develop and implement additional financial control policies</li></ul> | <ul><li>Economic factors</li><li>Regulation</li><li>Labour mobility</li><li>Public/Stakeholder Interest</li></ul> |

**COPR/OCRP STRATEGIC PRIORITIES**

## DATA ANALYTICS

**5. Develop Data Analytics strategy**

**Challenge:**
- COPR/OCRP does not have a defined data management framework
- Jurisdictional regulatory information is being collected and housed in individual jurisdictions
- Centralization of data would be of value to COPR/OCRP
- Lack of harmonized approach to data collection and management

| Action Required | Link to Strategic Drivers |
|---|---|
| <ul><li>Identify data requirements (Canadian Paramedic Information System project)</li><li>Identify current data and sources (R. Bowles)</li><li>Evaluate need for data repository</li><li>Develop data-sharing agreements</li><li>Assess the opportunity for pro-active data analytics to support regulation</li><li>Improve use of groups and committees for data collection and analysis</li></ul> | <ul><li>Data needs</li><li>Scope of practice</li><li>Demographics</li><li>Regulation</li><li>Indigenization</li><li>Education</li><li>Labour mobility</li><li>Industry/DND/IEP</li><li>Public/stakeholder interest</li></ul> |

## COPR/OCRP STRATEGIC PRIORITIES

### FUNDING

**6. Evaluate funding**

**Challenge:**
- Need to identify funding opportunities (provincial and federal)
- Current funding is embedded in projects

| Action Required | Link to Strategic Drivers |
|---|---|
| • Evaluate existing funding model<br>• Identify funding opportunities<br>• Forecast long-term funding requirements | • Data needs<br>• Scope of practice<br>• Regulation<br>• Indigenization<br>• Education<br>• Labour mobility<br>• Industry/DND/IEP<br>• Economic factors<br>• Public/stakeholder interest |

## COPR/OCRP STRATEGIC PRIORITIES

### ORGANIZATIONAL SUSTAINABILITY

**7. Define requirements specific to organizational culture and continuity**

**Challenge:**
- Lack of deliberate approach to managing organizational culture
- Formal business continuity planning (BCP) required
- Formal Council continuity plan required within BCP

| Action Required | Link to Strategic Drivers |
|---|---|
| <ul><li>Develop and monitor governance policies</li><li>Develop onboarding materials</li><li>Succession plan required</li><li>File management protocol required</li><li>Bylaw review cycle required</li><li>Develop package for jurisdictions:<ul><li>Value for money</li><li>Face to face meetings</li><li>Web and video conferencing opportunities</li></ul></li></ul> | <ul><li>Data needs</li><li>Scope of Practice</li><li>Economic factors</li><li>Demographics</li><li>Regulation</li><li>Indigenization</li><li>Education</li><li>Labour mobility</li><li>Industry/DND/IEP</li><li>Public/stakeholder interest</li></ul> |

## COPR/OCRP STRATEGIC PRIORITIES

| EXAMINATION | |
|---|---|
| **8. Examination Adoption** | |
| **Challenge:** <br> • Entry to practice examinations are not fully harmonized across the country creating inconsistency in entry to practice licencing | |
| **Action Required** | **Link to Strategic Drivers** |
| • Develop communications materials: <br>  • Exam fact sheets <br>  • Information and graphics <br>  • Q & A's for various audiences <br>  • Cost benefit analysis (re: adoption of exam) <br>  • Link to educators <br><br> *Make the case based on:* <br>  • Standardized exam blueprint <br>  • Vendor brand <br>  • Sound psychometrics <br>  • Arms-length delivery <br>  • Bilingual examination (French/English) <br>  • Competitive vendor selection | • Scope of practice <br> • Regulation <br> • Education <br> • Labour mobility <br> • Industry/DND/IEP <br> • Public/stakeholder interest |

# COPR/OCRP STRATEGIC PRIORITIES

## RISK MANAGEMENT

**9. Establishing a risk management approach to enterprise-wide operations**

**Challenge:**
- Need for enterprise-wide risk management framework

| Action Required | Link to Strategic Drivers |
|---|---|
| • Complete risk inventory<br>• Develop risk assessment scale/matrix<br>• Define appropriate risk tolerance levels based on inventory<br>• Define risk management approach<br>• Develop risk management policies<br>• Other TBD | • Regulation<br>• Public/stakeholder interest |

# IDENTIFICATION OF STRATEGIC DRIVERS

COPR/OCRP identified the following strategic trends and drivers spanning a 3 to 5-year period, that may influence the organization's ability to meet its goals.

| Strategic trend or driver | Description | Potential Impact |
|---|---|---|
| 1. Data Needs | • Data regarding patient history and outcomes | • Opportunity to collect and analyze data nationally |
| 2. Scope of Practice | • Push to maximize scope of practice without consideration for educational standards<br>• Stay ahead of system need – change is often not outcome focused | • Practitioner competency impact<br>• Regulatory impact |
| 3. Economic Factors | • Struggling economy | • Funding declines<br>• Expanded use of non-traditional practitioners without competency framework in place |
| 4. Demographics | • Chronic disease prevalence<br>• Aging population<br>• Aging profession | • Insufficient practitioners to support system |
| 5. Regulation | • Increased move to professional self-regulation<br>• Best practice regulation: strong governance and policy framework required<br>• Current National Occupational Competency Profile (NOCP) does not meet regulatory needs<br>• Potential for umbrella legislation within provinces | • Lack of consistent approach across the country<br>• Lack of resources in smaller jurisdictions to fully implement necessary framework<br>• Regulatory inconsistency with NOCP<br>• Regulatory overhaul |

| Strategic trend or driver | Description | Potential Impact |
|---|---|---|
| 6. **Indigenization** | • Current competency profile is not culturally relevant<br>• Call to action requirements | • Practitioner competency may not be culturally safe/appropriate<br>• Regulatory failure to meet call to action requirements |
| 7. **Education** | • Degree paramedics<br>• Degree entry to practice<br>• Current profile (NOCP) not meeting health system needs | • Health system need unclear/undefined<br>• Lack of educational framework<br>• Cost to system increased<br>• Regulatory requirements undefined<br>• System impact of lag in graduates<br>• Regulatory challenges associated with changing standards |
| 8. **Labour Mobility** | • Labour mobility loopholes<br>• Lack of control over labour mobility legislation and policy | • Practitioners seeking 'easiest pathway' to licensure<br>• Practitioner competency issues |
| 9. **Industry, Department of National Defense (DND), and Internationally Educated Practitioners** | • Internationally educated practitioners<br>• Industrial practice unknowns (industry data lacking)<br>• DND practitioners in civilian service | • Competency assessment framework needs are changing/evolving<br>• Industry regulatory challenges<br>• Licencing DND applicants; equivalency assessment and gap training |
| 10. **Public/Stakeholders Interest and Influence** | • Increased public interest and influence | • Lack of understanding regarding role of regulator |

## OUR STRENGTHS, CHALLENGES, OPPORTUNITIES, AND THREATS

In the context of the trends and drivers identified, COPR/OCRP has identified key organizational strengths and weakness/opportunities & threats that will influence achievement of objectives.

Note: Highlighted statements reflect areas requiring a long-term strategy.

| Current Strengths | Current Challenges |
|---|---|
| **Key strengths:**<br><br>1. Executive Director & staff<br>2. Cohesive group<br>3. Organizational knowledge<br><br>**General:**<br>• Motivated membership<br>• Diversity in composition<br>• Significant accomplishments<br>• Website<br>• Financial stability<br>• Communication<br>• Cohesive members<br>• "PEAS" project<br>• Psychometrically sound examination<br>• Inclusivity<br>• Common interests<br>• Collaborative problem solving/consensus approach<br>• Equal voice | **Key Challenges:**<br><br>1. External communication – Social media; etc<br>2. Governance structure<br>3. Financial controls<br><br>**General:**<br>• External communications<br>• Marketing<br>• Onboarding<br>• Policy development<br>• Duplication of effort<br>• Creating our brand ("profile")<br>• COPR human resources<br>• Information repository/data management (evolving)<br>• Linkage (evolving)<br>• Longevity |

| Current Opportunities | Current Threats |
|---|---|
| **Key opportunities:**<br><br>1. Adoption of exam nationally<br>2. National education standards<br>3. Regulatory competencies<br>4. Data repository<br>5. Funding sources<br><br>**General:**<br>• Jurisprudence examination<br>• Compacts<br>• Standards of practice<br>• Marketing funds<br>• Assisting government regulated/non-self-regulated provinces to move towards self-regulation<br>• Partner with other national regulatory groups<br>• Exposure nationally<br>• Harmonization of continuing competency<br>• National registry<br>• Social media<br>• Community advisory group<br>• Truth and Reconciliation Call to Action<br>• Common statement of principles on Canada Health Priorities<br>• Ongoing environmental scanning<br>• Identify common legislative objectives | **Key Threats:**<br><br>1. National Occupational Competency Profile is misaligned with regulatory requirements<br>2. Incomplete representation at the COPR/OCRP table:<br>  • Canadian Federal Trade Agreement (CFTA) issues<br>  • Exam integrity<br>  • Inconsistency in regulatory approach<br>3. Continuity of Council/maintenance of corporate culture<br><br>**General:**<br>• Accreditation involvement (lack of)<br>• Sustainability of PEAS initiative (funding)<br>• Executive leadership – continuity and change<br>• HR capacity<br>• Blended regulatory models<br>• Regulatory reform trends<br>• CFTA – applicants choosing the path of least resistance<br>  o Graduate in one province and attempt exam in another<br>  o Circumvent COPR exam using other alternative licencing pathways<br>  o Legitimate objectives<br>• Lose currency in practice<br>• Lack of harmonized policy regarding examinations<br>• CIO competes with COPR? |

# IDENTIFICATION OF HEALTH SYSTEM TRENDS

COPR/OCRP identified the following trends specific to the health system that span a 3 to 5-year period:

| System Trends | Potential Impact |
|---|---|
| **Efficient utilization of healthcare resources** | • Shift/evolution of paramedic role to manage gaps in service delivery;<br>• Need to ensure that practice changes are evidence based;<br>• Need for:<br>    o Practice standards and competencies that reflect changes to role;<br>    o Regulatory standards that reflect changes to the paramedic role; |
| **Bi-lateral agreements on home and community care; non-traditional roles for practitioners** | • Need for nimble regulatory oversight that can evolve with practice;<br>• Potential for practice to advance beyond current regulatory capacity;<br>• Need to ensure that practice changes are evidence based;<br>• Need for:<br>    o Practice standards and competencies that reflect changes to role;<br>    o Regulatory standards that reflect changes to the paramedic role; |
| **Mental health and addictions role/crisis intervention** | • Shift/evolution of paramedic role<br>• Paramedic practice standards need to reflect role in the mental health and addictions arena;<br>• Need to ensure that practice changes are evidence based;<br>• Need for:<br>    o Practice standards and competencies that reflect changes to role;<br>    o Regulatory standards that reflect changes to the paramedic role; |

| System Trends | Potential Impact |
|---|---|
| **Truth and Reconciliation Commission (TRC) Call to Action** | • Paramedic competencies are not culturally safe and/or competent; Need for practice standards and competencies that reflect cultural appropriateness and commitment to the TRC Call to Action;<br>• Need for regulatory standards that reflect population needs with respect to the paramedic role; |
| **Patient Flow/inter-facility transfers**<br><br>**Right patient/right care/right time/right provider** | • Shift/evolution of paramedic role;<br>• Need to ensure that practice changes are evidence based;<br>• Need for:<br>   o Practice standards and competencies that reflect changes to role;<br>   o Regulatory standards that reflect changes to the paramedic role;<br>• Use of transport services may evolve;<br>• Advancement of community paramedicine;<br>• Advancement of palliative care paramedicine; |
| **Complex patients** | • Shift/evolution of paramedic role<br>• Need to ensure that practice changes are evidence based;<br>• Need for:<br>   o Practice standards and competencies that reflect changes to role;<br>   o Regulatory standards that reflect changes to the paramedic role; |
| **Move towards increased scope of practice for paramedics** | • Need to ensure that practice changes are evidence based;<br>• Need for:<br>   o Practice standards and competencies that reflect changes to role;<br>   o Regulatory standards that reflect changes to the paramedic role; |

| System Trends | Potential Impact |
|---|---|
| **Evolving Practice Environment: palliative and community care** | • Need to ensure that practice changes are evidence based;<br>• Need for:<br>   o Practice standards and competencies that reflect changes to role;<br>   o Regulatory standards that reflect changes to the paramedic role; |
| **"Turf Protection"** | • Concern on the part of allied health professions regarding encroachment with respect to practice;<br>• Need to ensure that practice changes are evidence based;<br>• Need to ensure appropriate communication and collaboration with health professions; |

## COPR PLANNING HISTORY

### 2012 COPR/OCRP STRATEGIC PLAN

In April 2012, COPR/OCRP released its first strategic plan.  The plan identified seven goals[1], with priorities, initiatives and performance measures identified for each goal.

In their review of the 2012 goals, the COPR/OCRP members considered the progress on COPR/OCRP 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, consisting of 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.

### 2017 - 2019 COPR/OCRP STRATEGIC PLAN

The most recent Strategic Plan built on work initiated in 2015. A Strategic Plan Working Group (SPWG) was struck, comprised of COPR/OCRP directors from British Columbia (Chair), Saskatchewan, Manitoba and Prince Edward Island. The COPR/OCRP observer member from Quebec joined the SPWG in late 2015.

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

Progress on the Priority Actions were reported to COPR/OCRP Council quarterly and summarized in the Strategic Planning Working Group Annual Report. The Annual Report is publicly available on the organization's website.

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[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

**APPENDIX A:    2017-2019 Strategic Drivers, Supporting Activities, and COPR/OCRP Leads**

| Priority Action | Supporting Activities | Lead Jurisdiction/ Working Group | Status as of January 2020 |
|---|---|---|---|
| **OUTCOME: Best Regulatory Practices** | | | |
| Labour Mobility <br><br> Priority: High | • Implement and Maintain the AIT Labour Mobility Tool; establish review cycle <br> • Identify and resolve inter-jurisdictional differences <br> • Develop common language definitions | Ontario/Information Sharing Working Group (ISWG) | Completed |
| Information Sharing Between Jurisdictions | • Develop and maintain a data sharing charter <br> • Identify and develop data sharing agreements to support information sharing between jurisdictions | Ontario/ISWG | |
| Professional Standards <br><br> Priority: High | • Represent COPR/OCRP at the PAC NOCP Re-development table <br> • Identify and Seek consensus on standards among regulators | Saskatchewan | Completed <br><br> Note: PAC involvement is subject to invitation |
| Equivalency Assessment | • Maintain knowledge of current state (e.g., number of applicants, countries of origin, provinces currently licensing) <br> • Maintain awareness of current practice among regulators <br> • Develop standards <br> • Develop tools to be used by regulators <br> • Develop process for assessing applicants with foreign credentials | British Columbia | Completed |

**APPENDIX A**: **2017-2019 Strategic Drivers, Supporting Activities, and COPR/OCRP Leads**

| OUTCOME: Stakeholder Relationships | | Lead Jurisdiction/ Working Group | Status as of January 2020 |
|---|---|---|---|
| Communication Strategy | • Develop communications strategy and materials to support COPR/OCRP activities <br> • Leverage technology <br> • Develop background information <br> • Define and clarify roles and mandates <br> • Develop matrix information for Council <br> • Determine who maintains relationship/s <br> • Develop Exam Report for educational institutions <br><br> COPR Website <br> • Monitor business requirements for COPR/OCRP website, identify funding and resource requirements as needed <br> • Identify and implement website redevelopment to support equivalency assessment initiatives <br> • Maintain currency of website | British Columbia | COPR Website: Completed |

**APPENDIX A: 2017-2019 Strategic Drivers, Supporting Activities, and COPR/OCRP Leads**

| OUTCOME: Evidence-Informed Approach | | Lead Jurisdiction/ Working Group | Status as of January 2020 |
|---|---|---|---|
| Entry to Practice Examination<br><br>Priority: High | • Define and implement regular review cycle of exam delivery and reporting<br>• Implement regular cycle for exam question retirement and development Ensure sustainable funding source(s) for the Exam Program<br>• Maintain balanced budget for Exam Program<br>• Define reporting requirements and implement regular reporting<br>• Develop and implement results reporting directly to students<br>• Develop and implement statistical reporting for regulators and educational institutions<br>• Develop and implement Exam Risk Management Plan<br>• Develop and implement Exam Quality Assurance Program | Manitoba/ Examination Committee and Working Group | Underway/ Ongoing |
| Continuing Competency | • Maintain knowledge of Canadian jurisdictions as it relates to continuing competency programs | Manitoba/B.C. | Ongoing |

**APPENDIX A**:   **2017-2019 Strategic Drivers, Supporting Activities, and COPR/OCRP Leads**

| OUTCOME: Organizational Sustainability | | Lead Jurisdiction/ Working Group | Status as of January 2020 |
|---|---|---|---|
| Risk Management | <ul><li>Maintain an organizational risk assessment</li><li>Define risk categories</li><li>Develop probability/impact matrix and rank risk</li><li>Identify risk mitigation options</li><li>Develop and Implement risk management strategy</li></ul> | Saskatchewan | |
| Governance and Transition Planning | <ul><li>Ensure the ongoing stability and sustainability of the organization through effective:<ul><li>succession planning for COPR/OCRP Council</li><li>nominations processes</li><li>governance policies and monitoring schedule</li></ul></li></ul> | COPR Executive | |