

College of Midwives of Ontario

# Strategic Plan

2017-2020



College of  
Midwives  
of Ontario

Ordre des  
sages-femmes  
de l'Ontario

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# Strategic Framework

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The 2017-2020 Strategic Framework is a high-level statement of the College's vision, mission, outcomes and key priorities over the next three years. It also identifies our guiding principles – the shared values that underpin our work as an organization and our relationships with the public, members and stakeholders.

Our Strategic Framework paves the way forward for the organization. It builds a stronger sense of common purpose and direction and a shared understanding of what we will achieve as an organization in collaboration with our partners and stakeholders.

## Our Vision

Inspiring trust & confidence in midwifery by leading in regulatory excellence.

## Our Mission

Regulating midwifery in the public interest.

### Our Strategic Priorities

- Modernization of Legislation & Regulation
- Implementation of Risk-Based Regulation
- Public Participation & Engagement

### Our Guiding Principles



**Accountability**  
We make fair, consistent and defensible decisions



**Proportionality**  
We allocate resources proportionate to the risk posed to our regulatory outcomes



**Transparency**  
We act openly to enhance accountability



**Innovation**  
We translate opportunity into organizational value



**Integrity**  
We act with respect, fairness and honesty

# Strategic Framework

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## Outcomes we are expected to achieve:

1. Clients and the public can be confident that midwives possess and maintain knowledge, skills and behaviours relevant to their professional practice, and exercise clinical and professional judgment to provide safe and effective care.
2. Clients and the public can be confident that midwives practise the profession with honesty and integrity, and regard their responsibility to the client as paramount.
3. Clients and the public can be confident that midwives maintain boundaries between professional and non-professional relationships.
4. Clients are safeguarded from sexual abuse from midwives.
5. Clients can expect midwives to facilitate their choice and autonomy in decision-making.
6. Clients and the public can be confident that midwives demonstrate accountability by complying with legislative and regulatory requirements.
7. Clients and the public can expect midwives to practise free of a condition that prevents them from providing safe care.
8. Clients and the public trust that the College of Midwives of Ontario regulates in the public interest.

## Our Strategic Enabler

Our strategic enabler will allow us to execute our strategy more efficiently and effectively.

### Strategic Enabler: Collaboration & Partnerships

1. We believe that we do better working with others
2. We maintain quality relationships with regulatory and midwifery stakeholders to achieve better regulatory outcomes
3. We establish new partnerships.

# Modernization of Legislation & Regulations

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## How we will achieve it:

1. Lead legislative reform of the Midwifery Act and other relevant legislation to optimize the midwifery scope of practice
2. Improve the quality of midwifery regulation to remove unnecessary regulatory barriers and burdens in order to enhance regulatory effectiveness, transparency, flexibility and innovation
3. Broaden knowledge and understanding within the membership and key stakeholders of the legislative and regulatory framework relevant to the practice of midwifery.

## How we will measure our success:

1. The proposed changes to the Midwifery Act, other relevant legislation and all regulations made under the Midwifery Act are submitted.
2. There is regular communication of information on legislative and regulatory changes through formal channels of communication
3. Communication with the membership and stakeholders is clear, targeted, consistent and effective
4. The membership and key stakeholders understand the legislative and regulatory framework relevant to the practice of midwifery
5. The website and online platforms are easy to navigate, accessible and up-to-date
6. Targeted member and student engagement activities regarding the College's regulatory functions, programs, and its public protection role are effectively delivered.

# Implementation of Risk-Based Regulation

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## How we will achieve it:

1. Deliver the effective operation of the new systems to balance necessary levels of public protection with reasonable levels of risk
2. Enhance the organizational capability to deliver risk-based regulation effectively and efficiently
3. Ensure responsiveness and transparency of our new regulatory approach.

## How we will measure our success:

1. Existing College systems and processes are reconfigured to ensure that they are in line with risk-based regulation
2. Regulatory actions undertaken by the College focus on our regulatory outcomes and are proportionate to the risk being managed
3. Risk Assessment Checklists Program (developed by the Healthcare Insurance Reciprocal Of Canada ) is satisfactorily completed
4. Data collection and analysis is improved
5. Council and staff effectively utilise risk-based regulation tools
6. Internal risk management capability is strengthened
7. Information on risk-based approach is documented and published in a format that is clear, understandable and accessible
8. Members and stakeholders understand our risk-based approach to regulation
9. Regulatory activities and decision making are reported appropriately
10. College is responsive to requests from the public, membership and stakeholders regarding the risk-based regulatory framework.

# Public Participation & Engagement

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## How we will achieve it:

1. Inform and educate the public regarding the College's role and how we fulfill our public protection mandate
2. Adopt an effective public engagement program that allows active public participation and engagement, and provides sufficient opportunities for the public to impact decisions.

## How we will measure our success:

1. Information on the College's role and its public protection mandate is published in an accessible format with consistent messaging
2. The searchability of the public register is enhanced
3. The College is an accessible resource to the members of the public
4. Public engagement initiatives and activities are targeted and mutually beneficial
5. Increased public involvement in the College's governance arrangements and in the design of our regulatory work.



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