



**College of Medical
Laboratory Technologists of
Ontario (CMLTO)**

Strategic Framework

2024-2026/2027





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Introduction

The College of Medical Laboratory Technologists of Ontario (CMLTO) Board of Directors establishes the CMLTO's strategic direction and the outcomes that will lead the self-regulation of medical laboratory technologists (MLTs) forward in the interest of public safety, every three to four years. These strategic directions and outcomes are called the CMLTO Ends (Critical Outcomes) Policies. The Board's Ends Policies are defined in accordance with the legislative framework which establishes the CMLTO, the regulations under these laws, and the CMLTO By-Law.

The Board's Ends (Critical Outcomes) Policies set the overall focus for the Registrar & CEO and CMLTO staff, which are further defined by specific operational outcomes, plans and initiatives. The CMLTO team works collaboratively with the public, registrants, employers, the government, educational institutions, and professional associations to serve the public through achievement of the Board's Ends (Critical Outcomes) Policies.

This strategic framework has been created by the Registrar & CEO to summarize the CMLTO's approach and focus to achieve the Board's intended Critical Outcomes from 2024 to 2026/2027





CMLTO Strategic Framework

The CMLTO Strategic Framework defines the major components of how we move from the definition of Board's Ends (Critical Outcomes) Policies through to achievement of their intended critical outcomes, in the public interest.

The visual representation depicted below illustrates these components which are further outlined throughout this document.





Ends (Critical Outcomes) Policies

The CMLTO serves the public interest through achievement of the CMLTO Ends (Critical Outcomes) Policies, which are developed by the Board of Directors to ensure safe medical laboratory technology practice and high-quality healthcare in Ontario.

The CMLTO Board regularly monitors the achievement of its Ends (Critical Outcomes) Policies through monitoring reports presented to the Board of Directors, which include data/evidence to demonstrate progress toward achievement of the Ends (Critical Outcomes) Policies.

HIGH LEVEL ENDS POLICY

The public receives safe, high quality medical laboratory services provided by CMLTO registrants.

Specifically, the College of Medical Laboratory Technologists of Ontario (CMLTO) exists for the following Ends (Critical Outcomes):

Ends Policy 1 – Effective Medical Laboratory Professions Regulation

The public interest is at the forefront of effective CMLTO regulatory processes.

Ends Policy 2 – Accountable Professionals

Accountable, competent and ethical Medical Laboratory Professionals practise safely, effectively, and collaboratively and consistent with current and evolving practice risks standards and professional obligations.

2.1 Medical Laboratory Professionals with alternative credentials are regulated such that they practice safely, effectively, and collaboratively.

Ends Policy 3 – Effective Regulation with the Health System

Effective regulation and health care policy decisions are positively influenced through collaboration, relationship building, and partnerships.

3.1 Regulation for Medical Laboratory Technicians and Assistants exists for the protection and safety of the public.

3.2 Emerging health human resource trends impact future planning.

At What Worth/Cost

All Ends (Critical Outcomes) Policies will be achieved at a reasonable cost and reasonable fees for registrants and voluntary roster affiliates.

Definitions

¹ Effective regulatory processes are defined as being fair, transparent, timely, objective, evidence-informed, and right-touch.



CMLTO Values

Our values are beliefs which drive our behavior and results.

Together, with our passion for success, these are the values that we share and which are embedded in our culture.

Ontarians are at the centre of our purpose and our work in health regulation.



Leadership	<i>We will have the courage and confidence to embrace new opportunities and seek out rewarding challenges to shape a better future.</i>
Integrity	<i>Being honest, trustworthy, approachable, fair, and objective.</i>
Accountability	<i>If it is to be, it is up to each of us. We walk our talk. If we say we will do it, we will, and if we can't we explain why. We follow through on our commitments and remain accountable for our attitude and actions.</i>
Collaboration	<i>Working together to build understanding. Respecting each other. Realizing the impact of our words and actions and accepting the consequences. Standing by one another and pulling together through good times and bad. In doing so, realizing that we can leverage each other's strengths and accomplish extraordinary things.</i>
Excellence	<i>What we do, we do well. We are committed to quality and seek to continuously improve. We are innovative by seeking new knowledge, by imagining, and by creating. All of CMLTO's people are here to make health care the best that it can be.</i>
Caring	<i>The best interest of the public of Ontario is at the centre of our purpose and our work.</i>



CMLTO Financial Accountability

As the governing body, the CMLTO Board of Directors recognizes that it is committing the use of resources to achieve the desired Ends (Critical Outcomes) Policies.

The Board acknowledges its accountability, along with the Registrar & CEO, in delivering the Ends (Critical Outcomes) Policies at a reasonable cost or investment, and in accordance with the Board's Executive Limitations Policies, which set the boundaries for the means available to the Registrar & CEO and CMLTO staff achieve the Board's Ends (Critical Outcomes) Policies.

The Board ensures that sufficient financial resources exist to reasonably achieve its Ends (Critical Outcomes) Policies annually.

The effectiveness of the CMLTO's financial management (which includes the use of prudent reserve funds and appropriate financial controls) is assessed annually through an independent external financial audit, the results of which are reported in the CMLTO's Annual Report.





CMLTO Performance Monitoring

The CMLTO Board of Directors, and the Registrar & CEO hold themselves accountable to governance, regulatory and operational excellence through ongoing measurement, monitoring and reporting of achievements.

This performance monitoring is achieved through a variety of means, including, but not limited to:

- The Board's monitoring of its own governance processes and effectiveness;
- Monitoring of the Registrar & CEO's achievement of the Board's Ends (Critical Outcomes) Policies;
- Monitoring of the Registrar & CEO's compliance with the Board's Executive Limitations Policies;
- Publicly accessible reporting against external standards and benchmarks, such as the Ontario Ministry of Health's College Performance Measurement Framework (CPMF) and the Ontario Fairness Commissioner's Fair Registration Practices Report.

The CMLTO transparently communicates its advancements in achieving governance, regulatory, and operational excellence, demonstrating accountability to the public, its registrants, the government, and external stakeholders.





CMLTO's Strategic Focus

The Board of Director's Ends (Critical Outcomes) Policies are interpreted by the Registrar & CEO annually and presented to the Board of Directors.

The Registrar & CEO's Ends Interpretation, once accepted as a reasonable interpretation of the Board's Critical Outcomes, serves as the foundation of the CMLTO's annual operating plan, which outlines the CMLTO's expected outcomes, as well as the means to achieve these outcomes.

In developing the CMLTO Annual Operating Plan, the Registrar & CEO, and CMLTO staff ensure that their areas of strategic focus are relevant, achievable, congruent with the CMLTO's Values, and will advance self-regulation of the practice of medical laboratory technology in the public interest.

This approach ensures the CMLTO actively contributes to enhancing and positively influencing patient safety and the health care system through its governance, regulatory, and operational policies and processes, which are fair, objective, transparent, impartial, and innovative.

From 2024 to 2026/2027, the CMLTO's focus can be summarized into three high-level strategies:

Building and Maintaining Effective and Collaborative Relationships

CMLTO will build, maintain, and facilitate effective and collaborative relationships between and among the following stakeholder groups to enable positive influence on health profession regulation and policy decisions:

- CMLTO and the public, government, employers of medical laboratory professionals, and medical laboratory professional organizations;
- CMLTO and its registrants;
- CMLTO and other health regulatory Colleges; and
- Medical laboratory professionals and other health professionals.

CMLTO will use its corporate knowledge, information, expertise, and values, to positively influence effective regulation and health care policy decisions, as appropriate within its mandate, in the interest of public wellbeing.



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The public and employers' needs, MLT professional practice profiles, and external governance and regulatory trends inform the Board's Ends (Critical Outcomes) Policies.

Continuous Improvement of Governance, Regulatory and Operational Policies and Processes

CMLTO will develop, advance, evaluate, and utilize leading regulatory, governance, and operational practices to ensure achievement of the Board's Ends (Critical Outcomes) Policies with fairness, transparency, accountability, and at a reasonable cost.

CMLTO will work to advance health care regulation within the medical laboratory profession in pursuit of the public interest. CMLTO remains actively engaged in and committed to excellence in regulatory governance and leadership.

CMLTO will develop and foster exceptional talent at the Board of Directors, Statutory Committees and staff, to ensure the advancement of CMLTO's mandate of public protection.

CMLTO will use relevant and current data to inform its future strategies, enhance its approaches to Ends (Critical Outcomes) Policies achievement, and share its results publicly.

CMLTO will ensure that its equity, diversity, inclusion and justice principles are embedded into the CMLTO's core beliefs, organizational DNA, and way of doing business.

Supporting Accountable, High-Quality MLT Professional Practice

CMLTO will work with medical laboratory technology professionals to lead and adapt to changes in the health system with the priority being highly competent practitioners who are focused on high quality, safe care for Ontarians.

CMLTO will understand the medical laboratory technology professional practice risks and proactively work with registrants and external stakeholders to mitigate these risks.

CMLTO will understand and be responsive to the health human resource needs of the public and employers, and will be an enabler of change.

CMLTO will continue to actively engage with MLTs and provide tools to facilitate professional self-reflection regarding the actions needed to individually meet their professional obligations.




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