



**College of Medical Laboratory Technologists of
Manitoba**

Strategic Plan

2022 – 2026

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Background

To provide direction over the next four years, the College of Medical Laboratory Technologists of Manitoba (CMLTM) engaged in a strategic planning process that included two (2) surveys and a facilitated planning session. The process was guided by a Strategic Planning Committee.

Survey responses provided feedback on the current mission statement; organizational strengths and challenges; external trends or changes that may impact the organization, and three (3) issues that are critical for CMLTM to address. Completed surveys were received from a total of 87 CMLTM members and 6 out-of-province regulators.

On October 23, 2021, an opportunity was made for Council and staff to reflect on CMLTM's desired long-term impact and mission; identify organizational goals and objectives; and discuss strategic priorities. This process was informed by survey responses, including the review of CMLTM's identified strengths, challenges, critical issues, and mission statement feedback.

Based on the information gathered during the planning session, a draft framework was developed, including the desired long-term impact, mission, goals, objectives, and strategic priorities.

After review and feedback by the Registrar, the Strategic Plan was approved by Council.

Next Steps

Each year an operational plan will be developed that aligns with the goals and objectives in the Strategic Plan. Strategic Priorities will be included in the operational plan as a Foundational Goal.

Progress on the Strategic Plan will be monitored by Council based on agreed upon outputs and outcomes.

Strategic Issues

Based on survey responses, the following strategic issues were proposed and considered in the development of 4-year goals and strategic priorities.

1. Create shared expectations and identify priorities

The role of CMLTM needs to be clarified for registrants and the public. This includes identified priorities (or shared areas of focus) to frame expectations and create accountability.

When developing priorities, consideration must include scope of practice and recruiting new MLTs. The lack of consistency with respect to scope of practice creates tension between MLTs and MLAs that is further exacerbated by licensing (only MLTs pay for a license). With a diminishing membership and an MLT shortage, there is a need to promote the profession and recruit new MLTs. Licensing requirements need to be consistently applied.

CMLTM needs to determine where resources can be most effectively used. The impact of the RHPA transition will need to be considered.

2. Develop a sustainable funding model

CMLTM relies solely on membership fees for revenue. With concerns raised about the sustainability of this funding model, there is a need to explore opportunities for fund development and cost-savings.

CMLTM members are frustrated. Increasing membership fees and the building purchase are identified as sources of frustration.

3. Strengthen relationship with members

Directly related to the need to address members frustration with fees, is the need to engage members in meaningful ways – including identifying priorities supported by membership fees. Communication and the tone of the organization were identified as areas of concern.

Expanding and improving the continuing education provided is an opportunity to improve membership engagement and create ‘value added’ for members.

Framework for Planning

Vision

Excellence and leadership in the regulation of medical laboratory technologists.

Values

Leadership

The College will provide expertise and continually seek improvement in professional regulation and practice.

Integrity

The College will conduct itself in a professional, fair, honest, and transparent manner to our members and the public.

Accountability

The College will be accountable to the public, government, and our members by following policy and conducting investigations in a fair, equitable, and confidential manner.

Mission

CMLTM ensures public safety by upholding an ethical and competent medical laboratory technologist practice.

Long-term Impact

Public confidence in medical laboratory technology regulation and the protection of public interest.

Goals and Objectives

Goals and objectives for the next 4 years provide the framework for annual operational planning, including the development of outputs and short-term outcomes for reporting.

1. **CMLTM ensures MLTs meet registration requirements**
 - a. Ensure registration and licensing for practicing MLTs
 - b. Improve and implement the Continuing Competency Program's process and requirements
2. **CMLTM promotes public safety**
 - a. Ensure the complaints process is fair, accessible, and responsive
 - b. Ensure awareness of and adherence to legislation
 - c. Improve employer reporting of dismissals
3. **CMLTM represents MLTs in the interest of public protection**
 - a. Increase connection with government decision makers and legislative unit
 - b. Strengthen collaboration with relevant healthcare organizations
 - c. Increase understanding of process to regulate other laboratory practitioners

Strategic Priorities

Strategic priorities identify areas that need to be addressed in the next 4 years to ensure CMLTM can achieve the goals and objectives identified.

1. **CMLTM will strengthen registrant engagement**
 - a. Develop and implement membership communication plan
 - b. Provide regular engagement opportunities for members (in-person or virtual)
 - c. Develop and use key messaging for Council
2. **CMLTM will ensure governance policies and practices support effectiveness**
 - a. Develop and implement a diversity and inclusion framework across the organization
 - b. Clarify Council Committee roles, reporting, and accountability
 - c. Assess board composition and skills needed annually
 - d. Develop a process for recruiting new Council members
 - e. Develop a process for recruiting and orienting senior staff person
 - f. Review and adapt process for senior staff person performance review
 - g. Develop and use compliance checklist
 - h. Develop and use process for annual Council performance review
3. **CMLTM will ensure operational policies and practices support effectiveness**
 - a. Develop and use work plans that identify staff tasks/activities and the expected results
 - b. Develop core competencies for staff positions
 - c. Develop and implement individual and team learning plans, with allocated resources
 - d. Develop succession plans for key positions