



CMLTA STRATEGIC PLAN

SUMMARY REPORT
SUBMITTED BY
SOLES AND COMPANY

JULY 2023

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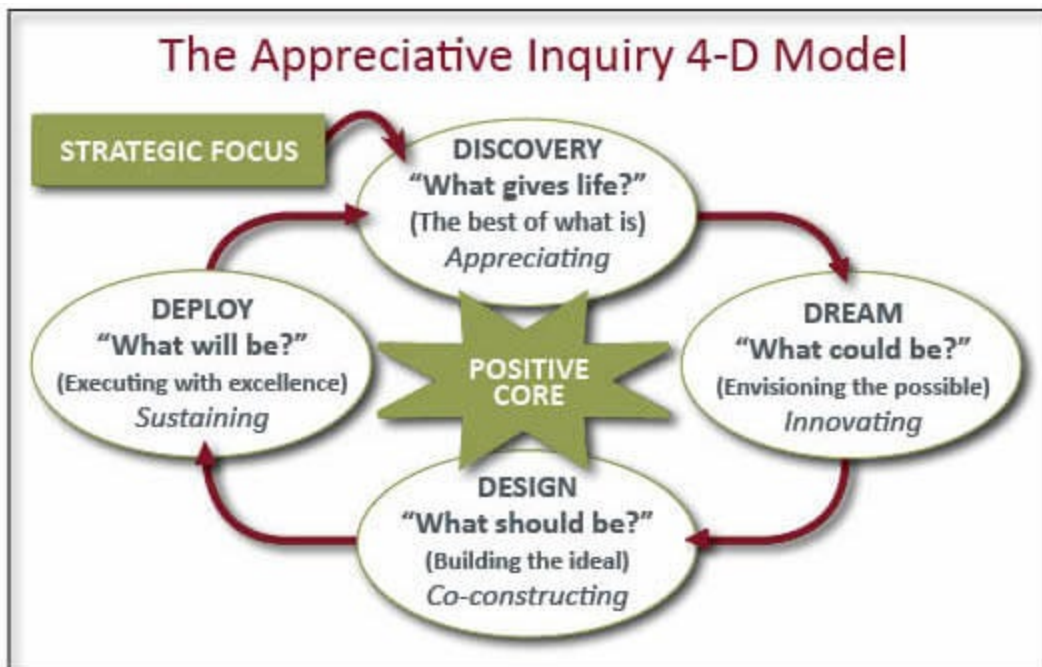
● ● ● TRANSFORMATION THROUGH CONSULTATION

1.0 RECAP OF THE PROCESS

The College of Medical Laboratory Technologists of Alberta (CMLTA) made significant progress in achieving the goals and strategies set forth in their 2021 Strategic Plan.

Acknowledging that the world had shifted in numerous and significant ways since the creation of the 2021 plan, CMLTA leadership initiated a new strategic planning process facilitated by Soles and Company.

The day was designed to build on CMLTA's considerable strengths and accomplishments, while determining a path to carry CMLTA into a changing regulatory world. An asset-based model was used to identify and leverage current and future strengths and hopes.



The day also featured a graphic recording as a visual representation of the day's progress, using a theme of a garden to highlight the strengths-based and transformational approach of the Council. (The graphic recording is shown on the last page of this report).

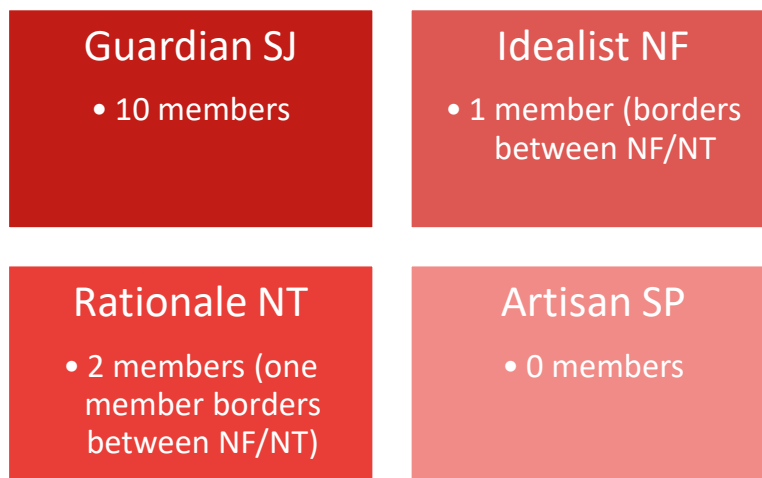
The graphic recordings produced in 2019-20 served as a roadmap for Council and administration, and they were eager to create a visual record of their commitments and goals once again.

2.0 THE RESULTS

GETTING TO KNOW YOU: MBTI-KEIRSEY TEMPERAMENT INDICATOR

In addition to crafting an actionable strategic plan, Council was interested in learning more about their strengths and patterns of working together. They completed the MBTI-Keirsey Temperament Indicator to learn how to maximize their team effectiveness.

The tool is a self-assessment personality questionnaire designed to help people better understand themselves and others.



The group had spirited discussions about how the results influenced their behaviours and how to ensure that all Temperaments could be factored into their work as a Council.

The results of the exercise and additional information about the temperament types can be found in the detailed meeting notes.

DISCOVERY: SUCCESSES AND WINS OF CMLTA

Council was invited to reflect on their accomplishments that extended beyond the organization's day-to-day functioning. They acknowledged that the last three years were transformational for the College and positioned them to take on new challenges. The critical successes were:

1. Diverse member education.
2. Laser beam focus on the regulatory role.
3. Education of Council and understanding roles.
4. Promoting change and growth.

“Our wins include diverse member education since we are proud of how far we’ve come in providing education for members and then refocusing our regulatory role. We’ve had lots of discussions on regulatory issues, and we’ve stuck to our mandate. I’m happy about the website, Council decisions, and changing financial reports. We also are promoting change. We are excited about change, not resisting it.”

5. Increased visibility of CMLTA + profession with members, government, and public.
6. Positive relations with members.
7. Improved governance and recognition of its importance.

“Positive relations; at work I’ve noticed a more positive opinion of the College, less punitive and less just taking my money. New grads have more understanding of the protection aspect of it. It’s a big deal. And relationships with external stakeholders, such as government, has greatly improved. There was a big change in structure and ability of Council between governance and issues.”

8. Communication skills have improved.
9. Being proactive and having trust in the College and other members.

“Being proactive, we were first to do some things within the MLT profession or other colleges in Alberta. We followed a strategic plan, and looking back at our old strategic plan and checking things off was interesting. We approach situations with more trust and the goal of working together; building that trust and is empowering. Approaching situations with more trust and working together - that’s a win.”

10. Risk-taking and establishing calculated risk management processes.

“Bravery and courage – we also talked about risk and managed risk. We are making bold changes different from other colleges. I think Council is brave for doing that, and we had great payoffs for that. Risk management – we focused on Council managing risk. Optimistic, calculated risk - we are trying new things. We are trying things within our risk appetite.”

DREAM: WHAT COULD BE? LET'S ENVISION OUR POTENTIAL AND POSSIBILITIES.

This element of the Appreciative Inquiry Model shifts from present 'discover what we did well' to 'dream about the future we would like to create.' This is intended to generate ideas, hopes and aspirations. The following list is in participant's own words:

1. Ongoing public visibility to maintain progress to ensure funding and resources for continued training of more and better lab techs.
2. Guidelines for job mobility across provinces and helping international MLTs bridge gaps in practice.
3. Easy to understand competency plan (living and breathing, used daily).
4. Regulation of all lab techs and scientists.
5. New grad onboarding on MLT website.
6. MLA/MLT lab professional engagement in anticipation of regulation.
7. Enhancing relationships between Council and staff.
8. Supply resources that count towards continuing competency.
9. Increase in-person engagement with members and Council.
10. Members modules about CMLTA.
11. Member feedback through different feedback mechanisms.
12. More inclusivity and training, including guides, for LGBTQ2+, diversity, and cultural awareness.
13. Council and member interactions, building relationships, meet and greets.
14. Hosting Council meetings in other locations in Alberta.

DESIGN: WHAT SHOULD BE? LET'S ARTICULATE AND PRIORITIZE OUR DREAMS.

Participants began to look for common themes that could chart the course for CMLTA, These included:

Member Education

1. Member modules about CMLTA.
2. New grad MLT onboarding on the website.
3. More inclusion and diversity training (e.g., LGBTQ2+, complaints guide, translation, cultural awareness).

Future-Proofing - Anticipatory planning for protecting the public as the scope increase to include MLA's and scientists

1. MLA regulation.
2. Regulation of lab scientists/specialists.
3. Regulation of all lab professionals.
4. MLA/MLT lab professional engagement (in anticipation of regulation).
5. Guidelines for job mobility across provinces.
6. International MLTs - helping bridge gaps to bring to practice/removing barriers.

Relationships (Internal)

1. Enhancing relationships between Council and staff.
2. Council meetings in other locations in Alberta.

Relationships (Members)

1. Member engagement through different feedback mechanisms.
2. Council and member interaction (meet & greets, presenting Council highlights).
3. Increase in-person engagement.

Relationships (Public/External)

1. Ongoing public visibility. Maintain progress to get to... (point 2).
2. More MLT resources (funding for more school spots -> train more MLTs, technology training).

Regulatory Excellence

1. Supply resources that count towards continuing competency.
2. Improve the jurisprudence modules/exam.
3. Effective and easy-to-understand CCP.

"When I think about discussions I've heard, a big part of discussions around the issue of regulations... there's people that do this work that have no professional standards to follow or regulations to follow. And our members get caught in the web when those other people fail. So, we need to protect our members by getting others regulated as well."

Goal 1 – Member Education: Adding more education platforms leads to better informed members

- **Strategy 1** – Regular communication to members about platforms and education opportunities
- **Strategy 2** – Create education opportunities for members about CMLTA
- **Strategy 3** – Provide education opportunities for inclusion and diversity

“Education should be widely applicable to various kinds of members, such as recent graduates, or people from other jurisdictions.”

“We want to make sure that there is education specific to CMLTA, for modules and onboarding for new members, so education for one group could apply to other groups as well.”

Goal 2 – Future Proofing: Continue to protect public by monitoring changes in profession and leveraging opportunities

- **Strategy 1** – Maintain contact with regulatory stakeholders and key decision makers
- **Strategy 2** – Create innovative and accessible tactics that will support regulation of all laboratory professionals

“The CMLTA should be proactive in understanding and preparing for regulatory changes.”

“For future proofing - constantly be scanning the changing environment. Protect the public by monitoring opportunities. Maintain contact with regulatory stakeholders and support regulation of all lab professionals. Leading from behind - make sure we following our mandate and aren’t advocating or making position statements, but rather offer support, encouragement and advice on a proactive basis.”

Goal 3 – Internal Relationships: Be intentional and diligent about fostering positive relationships within CMLTA (between Council members and between Council and staff)

- **Strategy 1** – Ensure regular team building opportunities
- **Strategy 2** – Explore Council meetings in other locations
- **Strategy 3** – Continued education on roles and responsibilities of Council and staff

“Let’s recognize that by hosting Council meetings in new locations, there will be more networking and relationship building opportunities.”

“If you live in Edmonton, and we have a meeting, if the meeting is done, you are out, you go home. But if we go to other locations and see other members, you are more likely to stick around and have that small talk and build those relationships. It’s a team building opportunity.”

Goal 4 – Member Relationships: Build positive and strong relationships with members by investigating feedback mechanisms, introducing Council and member interactions with preference for in-person sessions

- **Strategy 1** – in-person, 1 online per year (current)
- **Strategy 2** – Council members participate in in-person or online events
- **Strategy 3** – Increase in-person opportunities to support members in the interest of protecting the public

“In-person meetings have more value and help identify members who are the most proactive and interested in success.”

“The point with in-person meetings is that it’s also a great way to recruit for succession. You want someone who is engaged and has the in-person skills.”

Goal 5 – Visibility: Establish a presence of the College in the public eye by creating a baseline with our first visibility campaign and analyzing the results from the campaign for our next endeavor

- **Strategy 1** – Develop a visibility campaign

“I like the appreciation aspect; that should be a next goal. I think with more member knowledge and public knowledge they’ll appreciate what the College does. I am one of 30 regulated professions in the province; what I do is important. I hope that we instill pride in the College.”

Goal 6 – Regulatory Excellence: Continually improve CMLTA regulatory excellence by looking at ways to develop jurisprudence modules and exams, the CCP, the refresher program, and continuing competence

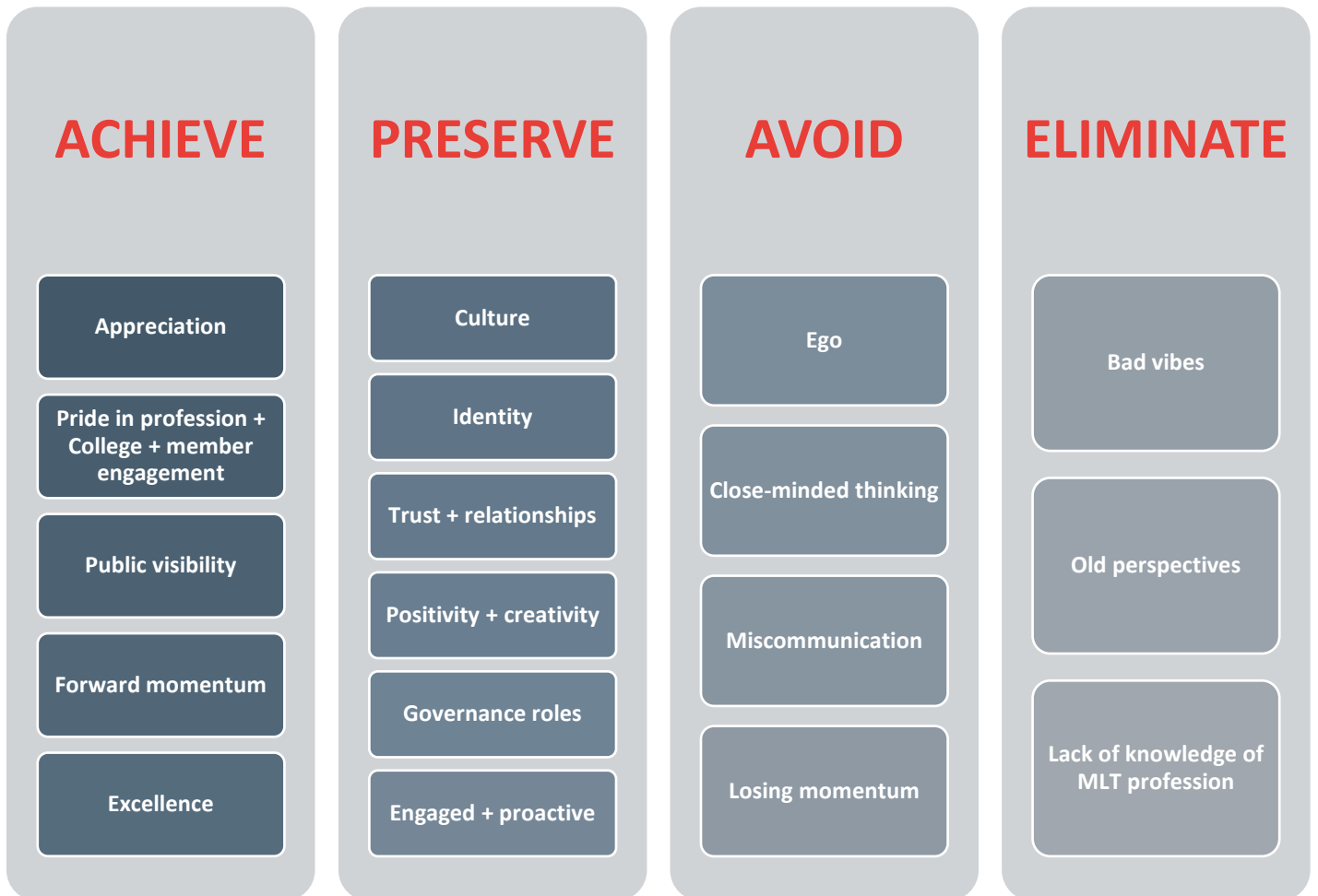
- **Strategy 1** – Supply resources that count towards the CCP
- **Strategy 2** – Streamline the CCP process to increase ease of access

“Eliminate lack of knowledge of MLT profession. People don’t know what we do. Sometimes our own staff don’t know. Would that be more like achieving more visibility?”

GOALS GRID: HAVES AND WANTS

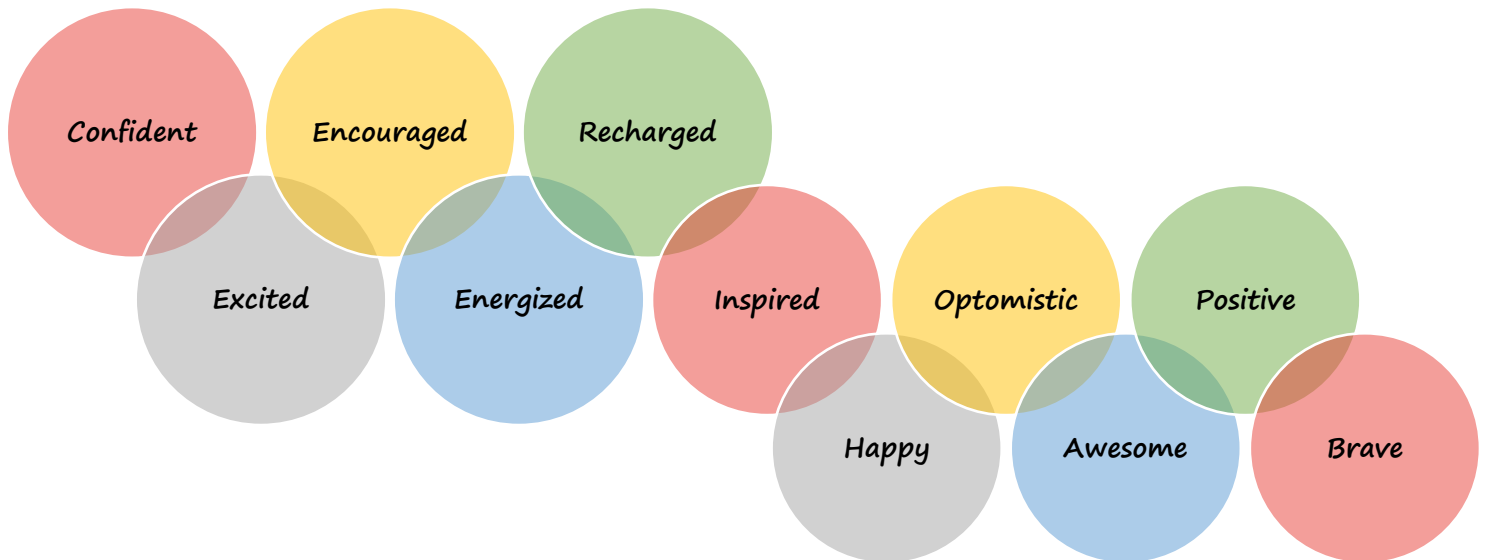
The Goals Grid identifies **Haves** and **Wants**.

- If CMLTA **wants** something, but **doesn't have** it, the item goes in **ACHIEVE**.
- If CMLTA **wants** something that they **already have, and would like to keep**, that goes in **PRESERVE**.
- Tasks that CMLTA **Doesn't Have** and **Doesn't Want** go in **AVOID**.
- Tasks that CMLTA has but has outgrown or would like to stop doing go in **ELIMINATE**.



FINAL WORD

Council members committed to the process by signing their names to the graphic recording and one word describing their feelings going forward.



“Energized. I’m new to Council. I didn’t know what to expect and this was excellent. I think we should spend more time on things like this. Putting things on paper.”

NEXT STEPS

The administration will meet with Soles and Company to finalize the strategic plan process. This includes determining outcomes, measures and timelines of goals and strategies.

