

Building Public Trust and Confidence 2030

A STRATEGIC PLAN FOR 2026–2030



College of
**HEALTH AND CARE
PROFESSIONALS OF BC**

This original artwork, titled “Dawn Awaits,” was created by Stz’uminus First Nation artist Dan Elliott. It was commissioned to represent CHCPBC as a new college, building on the theme “All Aboard Our Canoe.” The painting symbolizes where we are in our journey as an organization—and where we are headed. It depicts disparate people coming together to launch the canoe, and incorporates elements from both Indigenous cultural practices and Western colonial influence.

Dan Elliott is an artist, cultural worker, and drug and alcohol counsellor born into the Stz’uminus People on Vancouver Island. Deeply rooted in his teachings, Dan has dedicated his life to helping others find their way toward balance and wellness. He has shared cultural guidance in settings including the Nanaimo public school system and the Nanaimo Correctional Centre, offering ceremony and cultural grounding to those seeking connection. Today, he continues to support individuals on their healing journeys, regularly facilitating smudges, sweat lodges, and traditional cooking classes. Dan also mentors through Culturally Committed, walking alongside settler people to nurture understanding, unlearning, and meaningful reconciliation. His mentorship is grounded in humility, patience, and relational accountability. A gifted artist, Dan’s work explores themes of healing, resilience, and reconciliation. Through his art and his work, Dan uplifts teachings that honour ancestral knowledge while fostering growth and understanding across communities.



Territorial Acknowledgement

The offices of the College of Health and Care Professionals of British Columbia are located on the ancestral and unceded territories of the Coast Salish Peoples — specifically, the xʷməθkʷəy̕əm (Musqueam), Sḵwx̱wú7mesh (Squamish), and səlilwətaɬ (Tsleil-Waututh) Nations — the ləkʷənən (Lekwungen) Peoples — represented today by the Songhees and xʷsepsəm (Esquimalt) Nations — and the WSÁNEĆ (Saanich) Peoples — including the BOḰEĆEN (Pauquachin), STÁ.UTW (Tsawout), W̱JOŁEŁP (Tsartlip), and WSÍKEM (Tseycum) Nations.

As the College regulates the practice of multiple healthcare professions across what is now commonly referred to as British Columbia, we acknowledge and honour all First Nations territories across these lands.

We are conscious of the privilege we hold that allows us to carry out our important work on these territories, where the First Peoples have maintained a special relationship with the lands and waters for thousands of years — since time immemorial — and where this relationship continues today.



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A message from the Board Chair and Registrar/CEO

On behalf of the College of Health and Care Professionals of British Columbia (CHCPBC), we are pleased to share **Building Public Trust and Confidence 2030**, our first strategic plan. This plan marks an important milestone as we guide the next phase of our development as an amalgamated regulator.

CHCPBC was established on June 28, 2024, through the amalgamation of seven legacy health profession regulatory colleges, uniting the regulation of nine professions under one multi-disciplinary regulator. This structure uniquely positions us to strengthen public protection through a unified regulatory approach that promotes consistency across professions while honouring profession-specific distinctions.

Building Public Trust and Confidence 2030 builds on our foundational work to date. The plan focuses on delivering core regulatory services while recognizing that we oversee the practice of a diverse group of health professions with distinct histories and clinical contexts. We are launching this plan during a period of rapid evolution in both regulatory and health systems, as public expectations of

regulators and healthcare providers continue to intensify. The public rightfully expect competence and accountability in the delivery of health services.

As we continue to integrate and harmonize our regulatory processes and operations following amalgamation, we are preparing for significant change in BC's health profession regulatory landscape. On April 1, 2026, the *Health Professions and Occupations Act* (HPOA) will come into effect, introducing enhanced requirements designed to strengthen regulation in the public interest. Looking further ahead, CHCPBC will assume responsibility for regulating psychotherapy in November 2027. To fulfill our mandate effectively, we must remain agile and responsive to these evolving demands.

Building Public Trust and Confidence 2030 is built on four pillars, as detailed in the following pages. At the core of each pillar is our commitment to reconciliation, which includes building knowledge and capacity to support the eradication of Indigenous-specific racism and the advancement of anti-oppression principles in our regulatory work.

We are also dedicated to promoting equity, diversity, inclusion, and belonging across all our initiatives.

This plan was developed with input from several groups, including the public, Indigenous community members, Board and Committee members, staff, and Squamish Knowledge Keeper Gary Johnston. We are grateful for the valuable perspectives shared throughout the development process. As we move forward, we will continue to seek input, listen, and learn from interested parties, reviewing and adjusting our plan as needed. We are focused on inspiring trust and confidence in CHCPBC as a regulator that serves the public interest.

Sincerely,

Allan Seckel
Board Chair

Dianne Millette
Registrar and Chief Executive Officer

About CHCPBC

CHCPBC is here to serve the public and support quality healthcare across British Columbia. We regulate nine groups of health professionals: audiologists, dietitians, hearing instrument practitioners, occupational therapists, opticians, optometrists, physical therapists, psychologists, and speech-language pathologists.

Our role is to make sure that the health professionals we regulate have the skills and knowledge needed to provide safe, ethical care. We establish entry-to-practice requirements, set ethical and practice standards, and support health professionals to meet the standards. We also address concerns by investigating complaints and taking action when necessary to keep the publics we serve safe.



Developing this plan

CHCPBC did not have a strategic plan when it was created by amalgamation on June 28, 2024. Our immediate priority was to ensure that the work of regulating nine health professions could continue and that our mandate to serve the public was upheld. In early 2025, as the College reached a point of greater organizational stability, we moved forward with the development of a strategic plan to provide clear direction within current and future regulatory contexts.

To capture the perspectives and priorities of internal and external impacted parties in the creation of this strategic plan, we undertook a comprehensive consultation process between February and April 2025, which included engagement with:

- Staff
- Leadership
- Board members
- Gary Johnston, Squamish Nation (Knowledge Keeper for the Board)

- Regulatory committee chairs
- Professional Practice and Standards Advisory Committee
- Members of the [BC Health Regulators Indigenous Engagement Group](#)
- Members of the [BC Public Advisory Network](#)

The consultation revealed consistent themes around organizational strengths, challenges, and priorities. These themes informed the development of a strategic plan that is responsive to both internal needs and external expectations for effective multi-profession regulation.

The plan reflects our longer-term 2030 vision, mandate, and purpose, with our unique value proposition articulated, and our cooperatively developed core values, service charter, and four strategic pillars. Within the longer-term plan is our two-year 2026–2028 action plan. This plan reflects specific goals, outcomes, and actions that are ambitious but achievable within a two-year timeframe.

In creating the plan, we were mindful of the College's current capacity and the need for judicious use of resources. The plan intentionally commits to goals and outcomes focused on core regulatory priorities that directly support our public protection mandate.

We are confident that the work currently underway will nurture an organization where:

- Our team members **contribute their best work**.
- Our systems and structures support **regulatory service excellence and strong oversight**.
- We embrace the **unique opportunities of being a multi-disciplinary regulator**.
- We cultivate relationships that **promote safety and equity, are responsive to the needs of community and the health system, and enhance our regulatory effectiveness**.

What we do

Vision – Towards our North Star

Public trust and confidence in CHCPBC
and in the licensees we regulate

Mandate – What we do

Set and uphold ethics and standards for
the licensees we regulate

Purpose – Why we do what we do

To ensure that people in British Columbia
receive safe, quality health services by
supporting competence in the professions
we regulate

Unique value proposition

As a multi-profession regulator, CHCPBC
benefits from unique advantages:

- **Unified regulatory approach:**
Ensuring consistency in public
protection across multiple health
professions while reflecting
profession-specific uniqueness
- **Cross-professional perspectives and
learning:** Reflecting team-based
healthcare delivery through
harmonized standards and processes
and sharing best practices and
expertise across professions
- **Enhanced policy influence:**
Having a stronger and more consistent
voice in provincial healthcare
regulatory policy discussions
- **Risk management:**
Building an understanding of systemic
risks across multiple health
professions to mitigate harm to
the public

Values

Four values are foundational to how we work. These values reflect who we are as an organization and what we stand for—in our daily actions and in our long-term commitments. Each value is further defined by behaviours.

Cultivating belonging through inclusive practices

We celebrate diversity, remove barriers, and create safe, inclusive spaces where everyone contributes their best.

Staying grounded in doing what is right

We act consistently, honour commitments, behave ethically, and prioritize public safety over convenience or popularity.

Embracing change and growth

We empower learning from failure, adapting to change, and prioritizing growth through educational opportunities and innovation.

Leading with humility

We listen first, stay open to perspectives, acknowledge limitations, and learn from mistakes as growth opportunities.

Service charter



Transparency builds trust

We commit to:

- **Communicating clearly and proactively**, sharing timely updates, ensuring all interested parties have the information they need to succeed, and welcoming feedback.
- **Being honest** about our capabilities and limitations, including what we know and do not know.

Accountability through action

We commit to:

- **Doing what we say we will do** by setting realistic expectations and delivering what we say we will—consistently and reliably.
- **Taking ownership** of our actions by providing a clear rationale for decisions and acknowledging when we make mistakes.

Responsiveness

We commit to:

- **Acknowledging requests promptly** and providing clear timelines for when we will provide a full response or resolution.
- **Connecting people** with the right resources to get answers.

Compassion

We commit to:

- **Respecting human dignity and well-being**—with recognition for individual situations and the impacts of regulation—and responding with empathy and care.
- **Demonstrating integrity** by aligning our actions with our values and treating everyone with empathy and fairness.

Strategic pillars

Four strategic pillars form the basis of the strategic plan:



People and culture

Cultivate a workplace where team members contribute their best work because they feel valued, respected, heard, supported, and empowered to grow.



Operational excellence

Build business systems, governance structures, policies, and processes that are inclusive and improve workflows. This will support overall regulatory service excellence with strong Board oversight and organizational leadership.



Innovation and transformation

Embrace the unique opportunities afforded to a multi-disciplinary regulator in an emerging regulatory landscape.



Partnerships and engagement

Cultivate meaningful, respectful, and reciprocal relationships that build trust; promote safety and equity; respond to community, health system, and regulatory priorities; and enhance our regulatory effectiveness.



People and culture

This strategic pillar prioritizes employee experience to ensure that we can recruit and retain a competent regulatory workforce reflective of the diverse perspectives of the community we serve and engaged to carry out the work of regulating health professions.

2026–2028 OUTCOMES

- Team members feel like they belong from Day 1.
- Opportunities are available for all team members to learn, grow, and perform at their best.
- All leaders integrate mentorship and coaching practices and capacity building into their approach.
- Team members understand the diversity of Indigenous worldviews.
- Team members understand the relationship between Indigenous worldviews and their own roles in advancing reconciliation.
- Our compensation philosophy connects to an inclusive and flexible performance feedback system.
- Team members with diverse lived experiences are welcomed, valued, and supported.

To achieve these outcomes, we will:

- Improve the onboarding process to set team members up for success.
- Enhance our support for team members to build capacity, growth, and personal and professional development.
- Integrate mentorship and coaching accountability reports into leadership meetings.
- Support team members' understanding and practice of cultural humility.
- Support team members in articulating their roles in upholding the *Declaration on the Rights of Indigenous Peoples Act* and modelling the principles of equity, diversity, inclusion, and belonging.
- Integrate our compensation and performance management systems.
- Develop and implement a strategy to recruit and retain team members with diverse lived experiences.



Operational excellence

This strategic pillar promotes our ongoing efforts to build an integrated, efficient operational foundation with aligned systems and organizational clarity that enables effective regulation and inclusive decision making.

2026–2028 OUTCOMES

- Legacy data systems are integrated and support efficient workflows.
- Core technologies and clear decision-making pathways support operations and governance outcomes.
- Risk management is understood and integrated across the organization.
- Estimated revenue requirements and proposed fee schedules reflect the recovery of costs to regulate.
- Board and committees are high performing and clearly understand their roles and strategic oversight responsibilities.
- Policies, structures, and daily operations honour and include—where appropriate—Indigenous knowledge systems, protocols, and worldviews.
- Each team member understands strategic priorities, their role in achieving them, and how their work connects to the organizational strategy.

To achieve these outcomes, we will:

- Integrate legacy data systems across regulatory programs.
- Develop an information technology strategy that reflects emerging technologies while mitigating risks.
- Develop a long-term fee-restructuring model that can be replicated.
- Build the enterprise risk management framework and data systems to identify and mitigate emerging professional practice and organizational risks and focus on harm prevention.
- Provide ongoing learning opportunities focused on Indigenous worldviews, cultural practice, and protocols for staff, Board, and committees.
- Implement Board and committee evaluation processes and continuous improvement practices.
- Enhance clear and timely internal communications that promote organizational alignment and team member engagement.



Innovation and transformation

This strategic pillar advances regulatory modernization and readiness by harmonizing programs across professions and preparing for HPOA implementation with minimal operational disruption.

2026–2028 OUTCOMES

- Readiness for the HPOA is achieved with minimal ongoing disruption to operations and ongoing compliance with all legislative obligations.
- Regulatory programs are consistent across professions wherever possible, with reduced regulatory and administrative burden and greater cross-profession equity.
- A project team is established and a plan is developed to transition to regulation of psychotherapists.
- Regulatory processes are trauma-informed/responsive and accessible to all licensees and the public.

To achieve these outcomes, we will:

- Finalize HPOA bylaws, policies, practices, and processes, ensuring they meet the objectives of the anti-discrimination measures, and prepare to implement new regulations.
- Harmonize regulatory programs, ethics, and standards, where possible, across professions.
- Prepare to regulate psychotherapy as designated and directed by the Ministry of Health.
- Support staff with appropriate change management strategies through transitions.



Partnerships and engagement

This strategic pillar builds meaningful relationships and trust with Indigenous communities, partners, licensees, regulators, and the public through relational accountability, collaborative engagement, and clear communication.

2026–2028 OUTCOMES

- Connections are established with Indigenous Governing Bodies, others representing Indigenous peoples, and the First Nations Health Authority.
- Profession-specific partners, licensees, other health regulators, and the public demonstrate increased confidence and engagement in CHCPBC's regulatory approach.
- Public awareness of CHCPBC's role is improved.
- Issues are identified and problems solved in collaboration with professional associations and other health regulators.
- CHCPBC is recognized as a key contributor, finding solutions to emerging regulatory and health system challenges.
- CHCPBC communications are easy to access and understand.
- Learnings are shared through a range of knowledge exchange forums, such as conferences, webinars, the community of regulators, and publication.

To achieve these outcomes, we will:

- Build and uphold relational accountability and reciprocal relationships with First Nations and Indigenous communities.
- Actively cultivate relationships with profession-specific partners, licensees, other health regulators, and the public.
- Integrate Indigenous thought leadership throughout the organization.
- Host a regular forum with the First Nations Health Authority and CHCPBC's regulatory program leadership.
- Nurture partnerships with other regulators nationally and internationally for knowledge exchange.
- Apply inclusive, innovative, and empathetic communication practices to support collaboration and engagement.
- Engage in communications strategies to support public awareness.

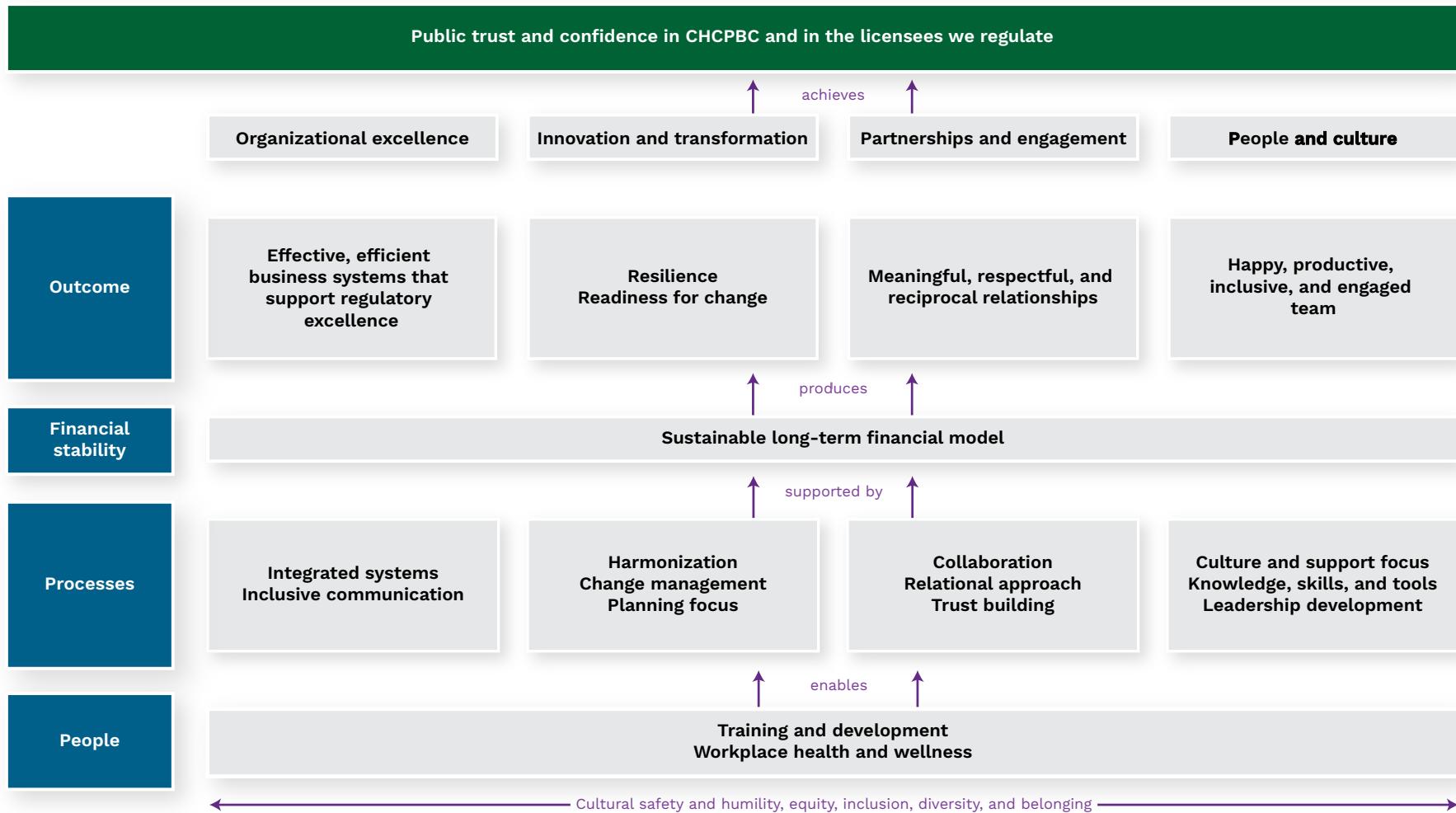
Public trust strategy map

Our public trust strategy map visually represents how we fulfill our mandate to protect the public by promoting safe, ethical, and competent health profession practice. The diagram illustrates how our strategic pillars are supported and will work together to enhance trust and confidence. The pillars are supported by our values and service commitments and are rooted in our commitments to cultural safety, cultural humility, and anti-discrimination.

When we deliver on our plan effectively, patients, professionals, healthcare organizations, and the broader public will experience greater confidence in the health regulatory system.



Public trust strategy map





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