College of Registered Psychotherapists of Ontario

CRPO Strategic Plan 2027–2030

Our shared direction for strengthening public protection through effective regulation and trusted governance.

APPLYING ALL THREE FOUNDATIONAL COMMITMENTS

Integrated in everything we do

STRATEGIC OUTCOMES

REGULATORY EXCELLENCE

Delivering effective, evidence-informed regulation that advances public protection.

MODERN GOVERNANCE

Strengthening governance structures, capabilities and practices to support effective oversight.

PUBLIC TRUST

Building and maintaining trust through transparency, engagement and accountability.

STRATEGIC IMPLEMENTATION STREAMS

1. Governance Structure & Board Transition
2. Council & Committee Participation
3. Governance Competencies & Development
4. Elections, Appointments & Recruitment
5. Communications, Engagement & Change Management
6. Performance, Data and Evaluation

IMPLEMENTATION TIMELINES

NEXT 12 MONTHS

Build the foundation by establishing priorities, clarifying roles and launching key initiatives.

18 TO 24 MONTHS

Implement and embed changes, strengthen capabilities and align systems and processes.

FUTURE STATE

Achieve the desired governance state and continuously adapt to emerging needs.

ORGANIZATIONAL OUTCOMES

- STRONGER GOVERNANCE
- BETTER DECISION-MAKING
- INCREASED PUBLIC CONFIDENCE
- ENHANCED PUBLIC PROTECTION

OUR FOUNDATIONAL COMMITMENTS WORK TOGETHER AND INFORM EVERYTHING WE DO



EVIDENCE-INFORMED DECISION-MAKING

We use data, research and governance evidence to guide decisions, support right-touch regulation and drive continuous improvement.

EQUITY, ACCESSIBILITY & CULTURAL SAFETY

We integrate equity, accessibility and cultural safety into governance, policies and practices to ensure fair, inclusive and respectful outcomes for all.

ENGAGEMENT, COMMUNICATION & CONTINUOUS IMPROVEMENT

We engage meaningfully, communicate openly and use feedback and experience to learn, adapt and improve.

Working together to regulate effectively and protect the public interest—today and into the future.

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CRPO Strategic Implementation and Governance Pathway

Supporting the CRPO Strategic Plan 2027-2030

The CRPO Strategic Plan 2027-2030 establishes the College's long-term strategic direction by identifying the outcomes the organization intends to achieve over the next three years.

This Strategic Implementation and Governance Pathway translates those outcomes into a coordinated program of implementation. It provides Executive, Council and staff with a structured approach to sequencing governance modernization activities, establishing organizational priorities and monitoring progress.

The Pathway focuses primarily on governance modernization because Council identified this as the principal organizational change required to strengthen the College's ability to fulfil its public protection mandate while responding to an evolving regulatory environment. Comprehensive committee workplans will be developed as usual and will include ongoing core regulatory work as well as the work required to achieve the strategic objectives established by Council.

The Pathway is intended to:

- provide a clear line of sight between the Strategic Plan and annual organizational priorities
- organize implementation activities into logical workstreams
- establish phased implementation over short, medium and longer-term horizons
- support consistent decision-making and organizational accountability
- provide a common framework for Executive, Council and committees to monitor progress

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Relationship to the Strategic Plan

The Strategic Plan and the Strategic Implementation and Governance Pathway are complementary documents.

The Strategic Plan identifies **what** CRPO intends to achieve.

The Pathway identifies **how** the organization will achieve those outcomes.

Strategic Plan	**Strategic Implementation and Governance Pathway**
Defines long-term strategic direction	Defines the implementation approach
Establishes Strategic Outcomes	Organizes implementation activities
Identifies Foundational Commitments	Applies the Foundational Commitments throughout implementation
Describes organizational direction	Identifies phased implementation priorities
Intended for public, Council and system partners	Intended primarily for Executive, Council and staff

Together, the two documents provide a clear line of sight from Council's strategic direction through to implementation.

Implementation Approach

Implementation will proceed deliberately and in phases, building on the considerable work already undertaken by the College while preparing the organization for future governance and regulatory needs.

The Pathway reflects several principles that emerged consistently throughout Council's strategic planning discussions.

Implementation will:

- maintain an unwavering focus on public protection
- build upon existing organizational strengths
- proceed in manageable phases
- support evidence-informed decision-making
- strengthen governance capacity before structural change
- integrate equity, accessibility and cultural safety throughout implementation
- strengthen communication and engagement throughout the modernization process.

Governance modernization is not viewed as an end in itself. Rather, it is the means through which the College will strengthen its ability to regulate effectively, make better decisions and maintain public confidence.

Applying the Foundational Commitments

The Strategic Plan identifies three Foundational Commitments that guide all aspects of the College's work. These commitments are intentionally **not** presented as separate implementation streams. Instead, they are integrated throughout every implementation activity contained within this Pathway.

Evidence-Informed Decision-Making

Implementation activities will be informed by data, governance evidence, performance measures, risk information and ongoing evaluation. Decisions will reflect the principles of right-touch, risk-based regulation and support continuous organizational learning.

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Diversity, Equity and Inclusion

Governance modernization activities will be planned, implemented and evaluated through an equity, accessibility and cultural safety lens. Recruitment, governance development, policy review, communications and performance measurement will incorporate Equity Impact Assessments and the principles established within the DEI ROOTS Framework.

Engagement, Communication and Continuous Improvement

Implementation will be supported by meaningful engagement with Council, committees, registrants, applicants, system partners, government and the public. Progress will be communicated transparently, and implementation will be refined as new information, evidence and experience emerge.

Strategic Implementation Framework

The Strategic Plan establishes three Strategic Outcomes.

Each implementation stream contributes to one or more Strategic Outcomes while applying all three Foundational Commitments.

Implementation Streams

Council identified six implementation streams through the strategic planning process. These streams provide the organizational structure for implementation over the life of the Strategic Plan. They reflect the phased approach to governance modernization endorsed during the strategic planning session and organize implementation activities into three planning horizons:

- Next 12 Months
- 18 to 24 Months
- Future State

The following sections describe each implementation stream in detail.

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Implementation Stream - Governance Structure and Board Transition

Purpose

To establish a modern governance structure that strengthens strategic oversight, clarifies governance responsibilities, and positions CRPO to respond effectively to changing regulatory expectations while maintaining a clear focus on public protection. This implementation stream supports Council's direction to evolve from the current Council model toward a modern Board governance model through a deliberate, phased approach.

Strategic Outcome Alignment

Strategic Outcome	Governance Structure & Board Transition
Regulatory Excellence	○
Modern Governance	●
Public Trust	○

Legend ● Primary contribution ○ Supporting contribution

Applying the Foundational Commitments

Evidence-Informed Decision-Making

Governance modernization will be informed by governance performance measures, regulatory evidence, implementation experience and emerging governance practices across Ontario's health regulatory sector.

Equity, Accessibility and Cultural Safety

Governance structures, Board composition, committee structures and governance policies will be reviewed to ensure they support fair, transparent and inclusive governance. Equity considerations will be integrated into governance design rather than addressed separately.

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Engagement, Communication and Continuous Improvement

Governance modernization will be implemented through ongoing communication with Council, committees, government and system partners. Implementation will be evaluated regularly and refined as experience is gained.

Next 12 Months

The first phase of implementation focuses on establishing the governance framework required to support future transition while maintaining organizational stability and continuity.

Key priorities include:

- adopt Board governance terminology throughout governance documentation
- develop a succession strategy to support the separation of Board and committee responsibilities
- define the future governance model, including Board and committee structure
- clarify the respective roles of the Board, committees and Executive
- establish clear governance accountabilities
- determine the preferred Board size and committee structure within current legislative requirements and restrictions
- identify future governance positions and transition opportunities as vacancies occur
- undertake a comprehensive governance structure review
- review and begin updating CRPO's by-laws to support the future governance model
- identify by-law provisions requiring revision to support equity, role clarity and modern governance
- prepare a phased governance modernization implementation plan informed by Council direction and system partner feedback

18 to 24 Months

The second phase focuses on implementing the approved governance model and establishing governance structures that support effective strategic oversight.

Key priorities include:

- establish governance-level committees to support Board oversight
- complete the transition from the current Council model toward the Board governance model
- establish committees responsible for:
    - Governance
    - Finance and Audit
    - Risk Management
    - Communications
    - Nominations and Elections
- complete implementation of the approved governance structure
- review financial, governance and operational implications of the transition
- ensure governance changes continue to reflect the principles of equity, accessibility and public protection throughout implementation

Future State

Once the governance model has been implemented, attention will shift toward refinement, evaluation and continuous improvement.

Long-term priorities include:

- continue refining governance competencies as organizational needs evolve
- periodically review governance structures and evaluate effectiveness to allow adjustments that ensure they remain effective

- pursue legislative changes where appropriate to support governance modernization
- prepare for future governance evolution as opportunities emerge
- ensure governance structures remain responsive to emerging risks, changing public expectations and future regulatory reform.

How we will measure success

Progress in this implementation stream will be demonstrated through:

- Board governance model established
- governance roles clearly defined and understood
- updated governance structure implemented
- by-law amendments completed
- governance committees established and functioning effectively
- governance evaluation demonstrates improved strategic oversight
- governance modernization milestones achieved according to the approved implementation schedule

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Implementation Stream - Council and Committee Participation

Purpose

To strengthen governance capacity by establishing clearer distinctions between governance and committee responsibilities, increasing the participation of non-Council members and ensuring governance participants contribute where their knowledge, skills and experience provide the greatest value.

This implementation stream recognizes that effective governance depends not only on organizational structure but also on ensuring that governance participants have clearly defined roles, appropriate workloads and opportunities to contribute strategically. Council identified governance capacity as a critical element of modernization and recognized that reducing overlap between governance and regulatory committee responsibilities will strengthen decision-making while improving succession planning and governance continuity.

Strategic Outcome Alignment

Strategic Outcome	Council & Committee Participation
Regulatory Excellence	○
Modern Governance	●
Public Trust	○

Legend ● Primary contribution ○ Supporting contribution

Applying the Foundational Commitments

Evidence-Informed Decision-Making

Changes to governance participation will be informed by governance performance measures, committee effectiveness, succession planning data and organizational experience.

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Equity, Accessibility and Cultural Safety

Recruitment and participation will continue to support competency-based appointments while broadening opportunities for individuals with diverse knowledge, lived experience and perspectives. Equity considerations will be integrated into governance participation, succession planning and committee composition.

Engagement, Communication and Continuous Improvement

Changes to governance participation will be implemented through ongoing communication with Council, committees and governance participants. Feedback will be incorporated throughout implementation to support continuous improvement.

Next 12 Months

The initial phase focuses on strengthening governance capacity while preparing for longer-term governance modernization.

Key priorities include:

- reduce direct Council participation on standing and statutory committees where appropriate and practical
- revise the Nominations & Elections Committee composition and mandate to support increased appointment of non-Council committee members
- establish a standing DEI Committee to contribute to equity, accessibility and cultural safety across regulatory and governance functions
- embed equity, accessibility and cultural safety into the mandates and workplans of governance bodies and committees
- recruit additional non-Council committee members to support governance transition and succession planning
- continue moving toward competency-based appointments while maintaining appropriate governance representation.

18 to 24 Months

The second phase focuses on clarifying governance responsibilities following implementation of the new governance structure.

Key priorities include:

- strengthen Council's strategic governance role
- reduce Executive Committee responsibilities as governance functions transition to the Board
- clarify Board and committee responsibilities
- establish effective liaison mechanisms between the Board and committees
- continue reducing Council participation in committee decision-making while strengthening governance oversight.

Future State

The long-term objective is a governance model in which Board members focus on strategic oversight while committees provide specialized expertise and fulfil statutory responsibilities.

Long-term priorities include:

- continue reducing direct Board participation in committee work as appropriate
- support increased specialization among governance participants
- maintain strong relationships between the Board and committees through ongoing communication and shared learning
- periodically review governance participation to ensure governance capacity continues to support organizational effectiveness and public protection.

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How we will measure success

Progress in this implementation stream will be demonstrated through:

- increased participation by qualified non-Council professional and public committee members
- improved clarity of Board and committee responsibilities
- reduced duplication between governance and committee functions
- strengthened succession planning
- governance participants report improved understanding of their respective roles
- governance capacity supports effective oversight while maintaining strong committee expertise.

Implementation Stream – Governance Competencies and Development

Purpose

To strengthen governance effectiveness by ensuring Board members, committee members and staff possess the knowledge, competencies and support required to fulfil their governance responsibilities effectively. This implementation stream recognizes that governance modernization depends not only on structural change but also on developing the individual and collective competencies required to govern strategically, oversee organizational risk and make informed decisions in public interest. Building governance capacity will strengthen accountability, support succession planning and improve the quality and consistency of governance decision-making.

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Strategic Outcome Alignment

Strategic Outcome	Governance Competencies & Development
Regulatory Excellence	○
Modern Governance	●
Public Trust	○

Legend ● Primary contribution ○ Supporting contribution

Applying the Foundational Commitments

Evidence-Informed Decision-Making

Governance development will be informed by governance competency assessments, Council evaluation results, governance key performance indicators, organizational priorities and emerging governance practices across the regulatory sector.

Equity, Accessibility and Cultural Safety

Learning, succession planning and competency development will reflect equitable governance practices and support broad participation, accessibility and culturally responsive leadership. Governance education will continue to include learning related to equity, accessibility, cultural safety and anti-discrimination.

Engagement, Communication and Continuous Improvement

Governance learning will be continuous throughout a member's term. Mentorship, onboarding, professional development, peer learning and the College's evaluation framework will support continuous improvement and knowledge sharing across the organization.

Next 12 Months

The first phase focuses on further establishing a comprehensive governance development framework tied specifically to the transition to modern governance.

Key priorities include:

- strengthen governance education for Chairs, Vice-Chairs, Council, committee members and staff
- establish an integrated governance development framework incorporating mentorship, structured onboarding, succession planning and knowledge transfer
- embed equity, accessibility, cultural safety and anti-discrimination throughout governance education and leadership development
- strengthen committee learning, collaboration and relationship building
- define and refine competency frameworks for the Board, the Nominations and Elections Committee and future governance roles

18 to 24 Months

The second phase focuses on embedding competency-based governance throughout the organization.

Key priorities include:

- further strengthen governance education
- refine governance competency requirements based on implementation experience
- integrate governance competencies into recruitment, orientation and succession planning
- continue developing governance capability across Board members
- align governance development with the future governance model.

Future State

Governance learning becomes an established component of organizational culture.

Long-term priorities include:

- periodically review governance competencies to ensure they remain aligned with organizational needs
- support specialization based on knowledge, expertise and experience
- maintain continuous governance education
- use governance evaluation to inform future learning priorities
- ensure governance development evolves alongside changing regulatory expectations.

How we will measure success

Progress in this implementation stream will be demonstrated through:

- governance competency framework implemented
- structured onboarding program further established
- mentorship program fully supporting succession planning
- governance education completed across Board and committees
- governance evaluations demonstrate increasing competency and effectiveness
- succession planning supports leadership continuity.

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Implementation Stream – Elections, Appointments and Recruitment

Purpose

To strengthen governance by ensuring recruitment and appointment processes are transparent, competency-based and capable of attracting individuals with the knowledge, experience and perspectives required to govern effectively. This implementation stream supports governance modernization by balancing competency, diversity, transparency and accountability while maintaining confidence in elections and appointment processes.

Strategic Outcome Alignment

Strategic Outcome	Elections, Appointments & Recruitment
Regulatory Excellence	○
Modern Governance	●
Public Trust	○

Legend ● Primary contribution ○ Supporting contribution

Applying the Foundational Commitments

Evidence-Informed Decision-Making

Recruitment and appointment processes will be informed by competency frameworks, governance needs, organizational evidence and ongoing evaluation.

Equity, Accessibility and Cultural Safety

Recruitment will continue to support competency-based appointments while broadening participation by individuals with diverse knowledge, lived experience and perspectives. Equity considerations will be integrated into recruitment, appointment and succession planning rather than addressed through separate initiatives.

Engagement, Communication and Continuous Improvement

Recruitment processes will remain transparent, accessible and regularly evaluated. Communication with prospective applicants, registrants and government will support continual refinement.

Next 12 Months

The first phase focuses on strengthening recruitment and appointment processes within the existing governance model.

Key priorities include:

- revise the Nominations and Election Committee mandate to support recruitment
- review current appointment processes and further revise to establish transparent and rigorous recruitment processes
- streamline recruitment for Board and committee appointments
- continue recruiting non-Council committee members from the profession
- expand recruitment of non-Council committee members from the public
- encourage applications from individuals with diverse competencies and lived experience
- strengthen communications supporting participation in elections and appointments
- provide recommendations regarding public member appointments
- continue discussions regarding public member compensation to support broader participation
- establish recruitment and communications KPIs.

18 to 24 Months

The second phase aligns recruitment processes with the future governance model.

Key priorities include:

- review election processes to better support competency-based governance
- determine future relationships between Board and committee appointments
- continue recruiting non-Council committee members
- develop engagement strategies that broaden participation while maintaining governance competencies
- ensure recruitment supports both competency and equity objectives.

Future State

Recruitment and appointment processes support a mature governance model that is transparent, competency-based and sustainable.

Long-term priorities include:

- periodically review election and appointment processes
- continue strengthening competency-based appointments
- continue broadening participation in governance
- ensure recruitment remains responsive to changing governance needs
- evaluate recruitment outcomes and refine processes accordingly.

How we will measure success

Progress in this implementation stream will be demonstrated through:

- recruitment processes aligned with governance competencies
- increased participation by qualified professional and public committee members
- transparent recruitment processes understood by applicants

- governance appointments reflect identified competency requirements
- recruitment supports succession planning and governance continuity
- appointment processes contribute to effective governance and increased public confidence.

Implementation Stream – Performance, Data and Evaluation

Purpose

To strengthen evidence-informed governance by ensuring that strategic decisions are informed by reliable evidence, meaningful performance measures and ongoing evaluation. This implementation stream supports the College's commitment to evidence-informed decision-making by strengthening the collection, interpretation and use of governance, regulatory and organizational information to evaluate performance, monitor emerging risks and support continuous improvement.

Recognizing that good governance is data-informed rather than data-driven, this implementation stream will continue to strengthen the College's ability to use multiple sources of evidence to support strategic oversight. These include enterprise Key Performance Indicators (KPIs), enterprise risk reporting, College Performance Measurement Framework (CPMF) reporting, governance evaluations, regulatory performance data and stakeholder feedback. Together, these sources provide Council with a more complete understanding of organizational performance, emerging risks and opportunities for improvement.

Strategic Outcome Alignment

Strategic Outcome	Performance, Data & Evaluation
Regulatory Excellence	●
Modern Governance	●
Public Trust	●

Legend ● Primary contribution ○ Supporting contribution

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Applying the Foundational Commitments

Evidence-Informed Decision-Making

Performance reporting will integrate multiple sources of governance and regulatory evidence, including enterprise KPIs, enterprise risk reporting, CPMF reporting, governance evaluations, regulatory trends and system partner feedback. Decisions will continue to be informed by evidence while recognizing that effective governance also depends upon professional judgement, statutory responsibilities, procedural fairness and proportionality.

Equity, Accessibility and Cultural Safety

Performance measures and evaluation activities will consider equity, accessibility and cultural safety across governance and regulatory functions. Data collection and analysis will continue to evolve to better understand diverse experiences, identify systemic barriers and support equitable regulatory outcomes. Equity Impact Assessments and relevant qualitative information will complement quantitative measures to support balanced decision-making.

Engagement, Communication and Continuous Improvement

Evaluation will extend beyond measuring activity to understanding outcomes. Performance reporting will incorporate system partner engagement, governance feedback and organizational learning to support transparency, accountability and continuous improvement throughout implementation.

Next 12 Months

The first phase focuses on strengthening the College's performance measurement framework and improving the use of evidence to support governance oversight and implementation of the Strategic Plan.

Key priorities include:

- establish governance KPIs to monitor governance modernization activities and support implementation of the Strategic Plan
- continue strengthening enterprise KPI reporting

- further strengthen Council and committee data literacy to support evidence-informed oversight
- improve integration of registration, Quality Assurance, professional conduct and governance reporting
- strengthen use of enterprise risk information to support strategic oversight and decision-making
- monitor implementation of the Strategic Plan and Strategic Implementation and Governance Pathway.

18 to 24 Months

The second phase focuses on using performance information to evaluate implementation, strengthen governance oversight and support continuous organizational improvement.

Key priorities include:

- evaluate governance modernization using established KPIs and governance measures
- refine governance performance measures based on implementation experience
- strengthen integration of qualitative and quantitative evidence across governance and regulatory functions
- expand governance dashboards to support strategic oversight and decision-making
- evaluate organizational performance against the Strategic Outcomes
- strengthen organizational capacity to identify, assess and respond to emerging risks.

Future State

By the conclusion of the Strategic Plan period, evidence-informed decision-making will be fully embedded within governance. Strategic decisions will routinely draw upon multiple sources of evidence; governance performance will be evaluated through mature performance measures and organizational learning will support continuous improvement across governance and regulatory functions.

Long-term priorities include:

- routinely use multiple sources of evidence to inform governance and strategic decision-making
- maintain mature governance dashboards that support strategic oversight
- refine governance structures and practices through ongoing evaluation
- use performance reporting to strengthen transparency, accountability and public confidence
- ensure organizational learning informs future strategic planning and governance modernization
- regularly review and refine performance measures to ensure they remain aligned with organizational priorities and emerging regulatory risks.

How we will measure success

Progress in this implementation stream will be demonstrated through:

- governance KPIs established and routinely reported
- governance dashboards supporting effective Board oversight
- Council and committee members demonstrate increased confidence in interpreting governance and regulatory information
- strategic decisions routinely reference multiple sources of evidence
- governance evaluations demonstrate increasing organizational effectiveness
- governance modernization is evaluated using measurable outcomes

- performance reporting supports transparency, accountability and increased public confidence

Conclusion

This Strategic Implementation and Governance Pathway translates Council's strategic direction into a coordinated program of action that will guide implementation over the life of the CRPO Strategic Plan 2027-2030. It provides a structured approach to governance modernization while ensuring that the College continues to deliver on its core responsibility of protecting the public through fair, transparent and evidence-informed regulation.

The Pathway recognizes that governance modernization is an ongoing process rather than a single initiative. By organizing implementation into six interconnected workstreams with phased implementation timelines, the College can strengthen governance capacity, build organizational capability and implement change in a deliberate, manageable and sustainable manner.

Success will depend not only on completing individual initiatives, but also on maintaining the discipline to evaluate progress, learn from experience and adapt as the regulatory environment evolves. Throughout implementation, decisions will continue to be informed by multiple sources of evidence, guided by the principles of right-touch regulation and supported by meaningful engagement with registrants, applicants, system partners, government and the public.

This Pathway is intended to be a living implementation document. It will continue to evolve as implementation progresses, governance matures and new evidence becomes available. Regular review will ensure that implementation remains aligned with Council's strategic direction, responsive to emerging risks and opportunities, and focused on achieving the Strategic Outcomes established in the CRPO Strategic Plan.

Working together, the Strategic Plan and the Strategic Implementation and Governance Pathway provide a clear line of sight from Council's long-term vision to organizational action. Together, they position CRPO to strengthen governance, make better-informed decisions, foster public trust and continue protecting the public through modern, trusted and evidence-informed regulation.