College of Registered Psychotherapists of Ontario

2027 - 2030 STRATEGIC PRIORITIES

STRATEGIC OUTCOME: REGULATORY EXCELLENCE

Strategic priorities

- Modernize regulation using evidence-informed approaches
- Strengthen integrated regulation across registration, QA and professional conduct
- Ensure regulatory standards remain responsive to emerging practice
- Improve organisational performance and evaluation

STRATEGIC OUTCOME: MODERN GOVERNANCE

Strategic priorities

- Modernize governance structures
- Strengthen governance capability
- Improve governance participation and succession
- Enhance governance accountability

STRATEGIC OUTCOME: PUBLIC TRUST

Strategic priorities

- Increase transparency
- Strengthen engagement
- Improve public understanding of CRPO's role
- Demonstrate accountability through evidence

We regulate psychotherapy in the public interest through modern, trusted and evidence-informed regulation.

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CRPO Strategic Plan 2027-2030

Protecting the Public Through Modern, Trusted and Evidence-Informed Regulation

Strategic Vision

A trusted regulator advancing safe, ethical and competent psychotherapy in the public interest.

Purpose and Context

The College of Registered Psychotherapists of Ontario (CRPO) regulates the practice of psychotherapy in the public interest. Through fair, transparent and proportionate regulation, the College ensures that Registered Psychotherapists practise safely, ethically and competently while supporting public confidence in the profession.

The regulatory environment continues to evolve. Public expectations, technology, models of care and the practice of psychotherapy are changing rapidly. At the same time, governments, regulators and the public increasingly expect regulation to be evidence-informed, accountable and responsive to emerging risks.

This Strategic Plan builds on the significant progress achieved through the College's previous strategic plans. It continues CRPO's evolution as a modern regulator by strengthening governance, further embedding evidence-informed decision-making throughout the organization and integrating equity, accessibility and cultural safety into all aspects of regulation. Rather than introducing a fundamentally new direction, this plan deepens and builds upon work already underway while preparing the College to respond effectively to future opportunities and challenges.

The Strategic Plan establishes the long-term outcomes the College intends to achieve over the next three years. A separate **Strategic Implementation and Governance Pathway** translates these outcomes into phased implementation activities, annual priorities and performance measures.

This Strategic Plan has been informed by a growing body of governance and regulatory evidence developed over successive planning cycles. Council regularly considers a broad range of information, including enterprise risk assessments, College Performance Measurement Framework reporting, Key Performance

Indicators, governance and competence assessment findings, registration, quality assurance and professional conduct trends, system partner consultation feedback and changes across the regulatory environment. Together, these sources demonstrate that the College has made significant progress in strengthening its regulatory systems while highlighting opportunities to further modernize governance, strengthen organizational capacity and make more effective use of evidence in decision-making. As a result, this Strategic Plan reflects an evolution of the College's strategic direction, building on what has been learned while preparing CRPO to respond to emerging risks, changing public expectations and future regulatory needs.

Our Approach

The Strategic Plan is guided by three foundational commitments. These commitments are not separate strategic priorities. Rather, they describe how the College will approach every aspect of its work and provide the foundation upon which all strategic outcomes will be achieved.

Evidence-Informed Decision-Making

CRPO is committed to making decisions that are informed by evidence, proportionate to risk and focused on achieving the greatest benefit for public protection.

The College will continue to strengthen its use of data, research, performance measurement and evaluation to identify emerging risks, guide strategic priorities and support continuous improvement. Evidence-informed regulation enables resources to be directed where they will have the greatest impact while maintaining fairness, accountability and transparency.

The College will:

- strengthen the use of data and research to inform strategic and regulatory decisions
- continue developing meaningful performance measures and governance indicators
- support right-touch, risk-based regulation across all regulatory functions
- use evaluation to guide policy development and organizational improvement
- strengthen governance and organizational data literacy.

Equity, Accessibility and Cultural Safety

CRPO is committed to integrating equity, accessibility, and cultural safety throughout all governance, policy, and regulatory decision-making.

Weaving these values into its regulatory and governance fabric will allow the College to fully realize diversity, equity and inclusion, fostering true belonging and safety for the public, registrants, Council and committee members and staff.

The College recognizes that fair regulation requires an understanding of how regulatory processes affect different individuals and communities. Embedding equity considerations into everyday decision-making strengthens public protection, improves accessibility and helps ensure that regulation remains responsive to Ontario's diverse population.

The College will:

- integrate equity considerations into governance and regulatory decision-making
- strengthen accessibility across College programs, services and communications
- continue meaningful engagement with Indigenous communities and other equity-deserving groups

- apply Equity Impact Assessments and the **DEI ROOTS Framework** to planning, implementation and evaluation
- remove unnecessary barriers while maintaining rigorous standards that protect the public.

Engagement, Communication and Continuous Improvement

CRPO is committed to listening, learning and continually improving.

Effective regulation depends upon meaningful engagement with registrants, applicants, system partners, government and the public. Through transparent communication, collaboration and ongoing evaluation, the College will continue to strengthen public understanding, improve regulatory effectiveness and respond to emerging issues. Communication and engagement are essential components of accountability and public confidence.

The College will:

- strengthen communication with registrants, applicants, system partners and the public
- engage system partners to inform policy development and organizational improvement
- foster collaboration across Ontario's health regulatory and mental health systems
- promote transparency through reporting and performance measurement
- regularly evaluate progress and adapt to changing risks, expectations and opportunities.

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Strategic Outcomes

The following strategic outcomes describe what CRPO intends to achieve over the life of this Strategic Plan.

Strategic Outcome - Regulatory Excellence

CRPO delivers fair, proportionate and evidence-informed regulation that protects the public by ensuring Registered Psychotherapists practise safely, ethically and competently.

The College's core responsibility is to regulate the profession in the public interest. This includes establishing and maintaining rigorous entry-to-practice requirements, supporting ongoing competence, responding appropriately to concerns about professional conduct, and continually reviewing regulatory approaches to ensure they remain effective, relevant and proportionate.

Regulatory excellence requires balancing consistency with flexibility. Regulatory requirements must remain rigorous and defensible while evolving to reflect changes in professional practice, public expectations and evidence. The College will continue to review its regulatory framework to ensure it maintains high standards without creating unnecessary barriers that do not contribute to public protection.

Over the next three years, CRPO will:

- maintain rigorous, competency-based entry-to-practice requirements
- ensure registration processes remain fair, transparent and evidence-informed
- strengthen Quality Assurance as a learning-centred, risk-informed program
- continue modernizing professional conduct processes through a trauma-informed approach to support fairness, timeliness and public protection
- review standards, guidance and regulatory policies to ensure they remain current and responsive to emerging practice issues
- strengthen integration across registration, quality assurance and conduct to support a coordinated regulatory approach.

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Success will look like:

- safe, ethical and competent practitioners entering and remaining in the profession
- fair, consistent and transparent regulatory decisions
- effective oversight of registrant competence and conduct
- regulatory processes that are responsive, proportionate and trusted
- continued public confidence in CRPO's regulatory role.

Strategic Outcome - Modern Governance

CRPO has a governance system that provides effective strategic oversight, strong accountability, and the leadership capacity needed to respond to an evolving regulatory environment.

Good governance leads to good regulation. As expectations of health profession regulators continue to evolve, governance must increasingly focus on strategy, risk, organizational performance, and accountability while supporting clear separation between governance and regulatory decision-making. Modern governance enables the College to remain agile, sustainable and responsive without losing sight of its public protection mandate.

Building on work already undertaken, the College will continue to modernize its governance model through clearer governance structures, competency-based appointments, stronger succession planning and increased use of evidence to support governance decision-making. Governance modernization will occur in a deliberate and phased manner, building on existing strengths while preparing the organization for future needs.

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Over the next three years, CRPO will:

- strengthen governance structures and role clarity
- continue developing competency-based governance and leadership
- strengthen succession planning and governance continuity
- enhance governance education and development
- improve governance accountability through meaningful performance measures
- continue modernizing governance in a manner that supports public protection, transparency and organizational effectiveness.

Success will look like:

- governance structures that support effective strategic oversight
- clearly defined governance and committee responsibilities
- strong governance competencies and leadership capacity
- improved governance effectiveness supported by meaningful performance measures
- governance practices that reinforce public trust and accountability.

Strategic Outcome - Public Trust

The public, registrants, applicants, system partners and government understand and have confidence in CRPO's role as Ontario's regulator of Registered Psychotherapists.

Public trust is earned through consistent, transparent and accountable regulation. It is strengthened when regulatory decisions are fair, communication is clear, and all system partners understand both the College's role and the reasons behind its decisions.

As the profession continues to evolve, CRPO will strengthen relationships with registrants, applicants, education providers, Indigenous communities, health

regulators, government and other system partners. The College will continue to communicate openly, evaluate its performance, and demonstrate how its work contributes to safe, ethical and competent psychotherapy practice. Communication, engagement and transparency are essential components of effective regulation and support confidence in both the profession and its regulator.

Over the next three years, CRPO will:

- strengthen communication with registrants, applicants and the public
- engage meaningfully with system partners to inform regulatory improvement
- strengthen collaboration across Ontario's health regulatory community and Canada's psychotherapy regulators
- improve transparency through reporting, performance measurement and public education
- continue to demonstrate accountability through evidence-informed governance and regulatory decision-making.

Success will look like:

- increased understanding of CRPO's regulatory role
- meaningful engagement with registrants, applicants, system partners and the public
- trusted relationships with government, regulators and community partners
- increased confidence in CRPO as a fair, transparent and accountable regulator.

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How we will measure success

Achievement of the Strategic Plan will be evaluated through a combination of quantitative and qualitative measures that reflect both regulatory performance and organizational effectiveness.

Progress will be monitored through:

- governance performance measures
- enterprise Key Performance Indicators (KPIs)
- the College Performance Measurement Framework (CPMF)
- enterprise and regulatory risk reporting
- system partner engagement and feedback
- regulatory performance measures across registration, quality assurance and conduct
- annual review of strategic priorities and organizational outcomes.

Together, these measures will support continuous learning, accountability and evidence-informed decision-making while allowing the College to adapt to changing risks, public expectations and opportunities.

From Strategy to Implementation

This Strategic Plan establishes the direction for the organization over the next three years. It identifies what the College intends to achieve and the principles that will guide its work.

Implementation will occur through a separate **Strategic Implementation and Governance Pathway**, which translates the Strategic Outcomes into phased implementation priorities, annual workplans and performance measures.

The Pathway will:

- identify the major implementation streams required to achieve each Strategic Outcome

- establish phased priorities over the short, medium and longer term
- identify organizational accountabilities
- support annual corporate and departmental planning
- establish performance measures and reporting expectations
- provide a framework for monitoring progress and adjusting implementation as circumstances evolve.

Together, the Strategic Plan and the Strategic Implementation and Governance Pathway provide a clear line of sight from Council's long-term direction through to organizational planning, implementation and evaluation.

Looking Ahead

The regulatory environment will continue to evolve. Advances in technology, changing models of care, increasing public expectations and emerging regulatory risks will require the College to remain responsive, adaptable and focused on continuous improvement.

This Strategic Plan positions CRPO to respond to those changes while remaining grounded in its public protection mandate. By strengthening regulatory excellence, modern governance and public trust through evidence-informed decision-making, equity, accessibility and cultural safety, and meaningful engagement, the College will continue to build a modern regulatory system that protects the public and supports confidence in the profession.

The success of this Strategic Plan will be measured not simply by the completion of individual initiatives, but by the College's continued ability to regulate fairly, make informed decisions, respond effectively to change and maintain the confidence of the public it serves.