



Health and Supportive Care Providers
Oversight Authority

**Building a Foundation of Trust –
Protecting the Public Through HSCPOA
Registered PSW Oversight and
Accountability**



**Strategic
Framework
2025-2027**

Quality care is the cornerstone of our healthcare system and PSWs play a critical role.

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A Message from Board Chair Pat Lieberman



Pat Lieberman
Board Chair

As Chair of the Board of Directors, I am pleased to introduce the Health and Supportive Care Providers Oversight Authority's first strategic framework. This 2025–2027 Strategic Framework represents a significant milestone in our evolution as Ontario's independent oversight body for Personal Support Workers (PSWs). HSCPOA is accountable to both the Government of Ontario and the people of Ontario, with a singular focus on protecting the public interest by ensuring safe, competent, and ethical care delivered by HSCPOA Registered PSWs.

In December 2024, HSCPOA began formally registering personal support workers who choose to register. Since then, the number of HSCPOA Registered PSWs across the province has grown steadily week by week—a reflection of the critical role these providers play in the health and well-being of Ontarians. This growing number of PSWs on HSCPOA's Public Register signals the increasing importance of regulatory oversight and a shared commitment to strengthening trust in the accountable care delivered by HSCPOA Registered PSWs across diverse settings.

This Strategic Framework articulates the Board's strategic direction and guidance over the next three years, including our defined purpose, vision for impact, and the Critical Outcomes (Ends) that we strive to achieve. It also highlights HSCPOA's core organizational values and presents the early strategic interpretation from our CEO and team, which translates the Board's direction into focused operational goals and measurable outcomes.

The development of this framework was grounded in reflection and engagement throughout late 2023 and into 2024. The Board and staff together examined the evolving regulatory landscape and health system priorities to identify the specific needs HSCPOA is best positioned to address. The resulting 2025–2027 Strategic Framework is anchored in these insights and organized around five strategic pillars that guide our work and future possibilities.

On behalf of the Board of Directors, I would like to extend sincere thanks to our careholders—including the broader public and our registrants—as well as our colleagues in the regulatory sector, sector interest parties, and the HSCPOA team. Your thoughtful input, perspectives, and shared commitment to the public interest have been instrumental in shaping this plan. We are grateful for your continued support and partnership as HSCPOA advances its oversight role and impact.



A Message from Chief Executive Officer Kathy Wilkie

It is with a deep sense of purpose and commitment that we share the Health and Supportive Care Providers Oversight Authority's first Strategic Framework. This plan reflects the alignment between the Board's vision for impact and the operational leadership of HSCPOA as we continue to shape an oversight body that is both forward-looking and grounded in our public protection mandate. The Board's Critical Outcomes (Ends) policies clearly define the difference HSCPOA is expected to make in the lives of Ontarians—what good we will do, for whom, and at what value. Our role, as the staff team, is to bring this to life with clarity, integrity, and a sustained focus on results.

In these inaugural years, we have focused on establishing the foundational systems, culture, and capacities necessary to support the achievement of the Board's strategic directions. Guided by the legislation, regulations, bylaws, and policies that shape our work, the HSCPOA team has worked diligently to build a dynamic and accountable organization—one that can respond to the evolving needs of the health and supportive care providers sector while staying firmly rooted in its regulatory responsibilities.

As the health and regulatory landscape continues to evolve—shaped by rapid change, growing complexity, and increasing public expectations—HSCPOA is uniquely positioned to foster collaboration and transparency among those who have a stake in safe, quality care. Our Strategic Framework has been developed with this broader context in mind. It provides the roadmap to both guide and inspire the work ahead, as we build our capacity to engage with interested parties and partners to create meaningful public value.

On behalf of the HSCPOA staff team, we are excited to move forward with the implementation of our 2025–2027 Strategic Framework. Together, we see tremendous opportunity to advance public protection and enhance trust by overseeing supportive care services delivered by Personal Support Workers registered with HSCPOA. We look forward to the collective impact this organization will make—and the shared responsibility we carry in fulfilling our purpose.



Kathy Wilkie
CEO



About the Health and Supportive Care Providers Oversight Authority

Who We Are and What We Do

The Health and Supportive Care Providers Oversight Authority is an independent oversight body accountable to the Ontario government under the *Health and Supportive Care Providers Oversight Authority Act, 2021*.

HSCPOA was created by the Government of Ontario to support public protection.

We do this by registering and holding Personal Support Workers (PSWs) who choose to register, accountable for safe, quality, ethical care provided to Ontarians in their homes, hospitals, long-term care facilities, or other environments where care is provided. **We do this by:**



Maintaining an online Public Register with easy-to-find information about all HSCPOA Registered PSWs in Ontario.



Protecting the public by addressing complaints, providing dispute resolution, and overseeing disciplinary procedures.



Establishing consistency in education, training and competency requirements.



Authorizing qualified PSWs to use HSCPOA's Visual Mark to show they are registered with HSCPOA.



Holding registrants accountable to HSCPOA's Code of Ethics.



Enhancing public trust in HSCPOA Registered PSWs and respect for the work they do.

Quality care is the cornerstone of our healthcare system and PSWs play a critical role. As part of efforts to hire, support and retain the people who provide vital services, the Government of Ontario has created HSCPOA, which offers significant benefits to PSWs, their employers, and the people who count on their care.

By enacting this legislation, the provincial government created a new model of legislated oversight/regulation for Ontario's health and supportive care providers beginning with personal support workers. The Minister of Health may approve other care provider groups to be regulated under this oversight framework in the future. The organization is governed by a Board of Directors and initial funding is provided by the Ontario government.



HSCPOA Governance Philosophy and Approach

As the governing body at HSCPOA, the Board of Directors is very committed to effective, efficient, and impactful governance of the organization. The Board understands its role to include:

- Setting the strategic purpose and direction of HSCPOA under its legislated mandate,
- Protecting the organization's prudence, ethics, and equity through governance of risk,
- Connecting the organization to the broader careholdership of all those who have a legitimate interest in, and care about HSCPOA's success in achieving its purpose over time, and
- Ensuring accountability of achievement of HSCPOA's desired critical outcomes and impact for the protection of the public interest related to health and supportive care providers.

In order to achieve this, the HSCPOA Board of Directors practises governance using a "policy and principles driven" governance approach which ensures careholder informed critical outcomes, ethical organizational behaviours and practices, and accountability for the outcomes achieved.

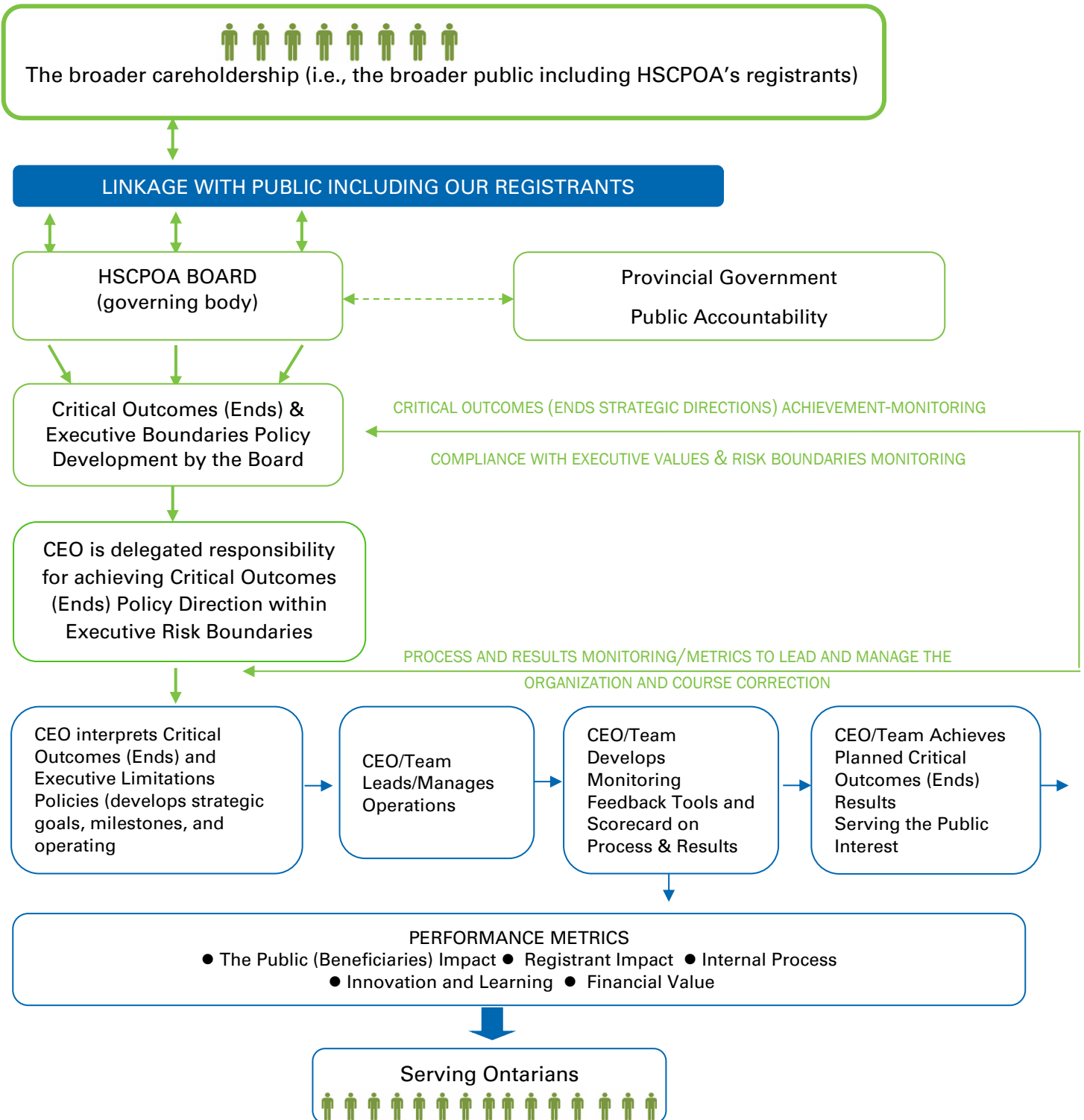
Through excellent governance, the Board clearly delegates authority and responsibility to the CEO and team for day-to-day strategy and operations.

The diagram of the HSCPOA governance approach demonstrates how Board policy direction decisions are formed, how they influence strategy and operations, and how results are monitored to evaluate progress on achievement of and compliance with governing policies/principles.











Governance At Work





HSCPOA Shared Values

Our values are beliefs which drive our behaviours and results. Together, with our commitment to success, these are the values that we share, and which are embedded in our HSCPOA culture. They are guided by our responsibility to our careholders and those we are accountable to serve – the people of Ontario. Additionally, registrants, employers, and applicants are at the centre of our purpose and our work. We are equity-focused catalysts, who are receptive, accountable, and collaborative with others, to maximize our impact for those we serve.

REGULATORY TRANSFORMATION 	We work together in the belief of the possibility of a better future that inspires perseverance and resilience in the face of challenges. It drives people to take meaningful action, remain optimistic, fostering a culture of growth and possibility. As a core value, hope fuels innovation, collaboration, and the courage to pursue transformative regulatory change.
IMPACT FOCUSED EXCELLENCE 	What we do, we do well. We are innovative by always seeking new knowledge, by imagining, by creating, and by continuously improving our services and results. Strategic initiatives are undertaken to achieve measurable and sustainable impacts in protection of the public. We focus on critical challenges and related goals to achieve important results.
CARING AND RESPECT 	We are committed to and care about the people we serve always with the public in the forefront. We work hard to achieve the best regulatory processes in a healthy, caring, professional, and supportive environment.
COLLABORATION AND INCLUSIVITY 	We work together to build understanding. We stand by one another and pull together through the good and challenging times. In doing so, we can leverage each other's strengths and accomplish extraordinary things. We believe in making connections and appreciating diversity. We are inclusive, open, and approachable. We understand relationships matter and intentionally develop partnerships. We are friendly, open, and accessible. We value input, feedback, and questions. We actively collaborate to build understanding and to leverage our collective knowledge, expertise, and resources to achieve excellent, proactive regulatory results.
LEADERSHIP AND CATALYSTS FOR CHANGE 	We serve as catalysts for positive change. We strive to be leaders in the field of health and service care providers oversight and regulation. We explore root causes of issues to convene diverse conversations and generate collaborative solutions. We have the courage and confidence to develop and embrace new regulatory approaches, opportunities, and to create new solutions to contribute to shaping a better future for the people of Ontario.
ACCOUNTABILITY 	We are honest, transparent, objective, and equitable. We acknowledge the stewardship responsibility and related accountability that has been entrusted to us. We make an unwavering pledge to meet the public's expectations for ethical, trustworthy, transparent, and professional behaviour.



Purpose (Our Vision for Impact)

The HSCPOA Board of Directors in collaboration with the CEO and staff have established the Strategic Direction for HSCPOA for 2025 to 2027. This Strategic Direction addresses who HSCPOA serves and collaborates with, the purpose of HSCPOA, expressed as our “Vision for Impact” and the specific Critical Outcomes (Ends) we will work to achieve.

HSCPOA’s strategic vision, shaped through the collaboration of its Board of Directors defines the organization’s purpose and intended impact. This Board direction serves as the foundation guiding all CEO strategic and operational decisions across HSCPOA. Under the legislation, the HSCPOA Strategic Direction informs how programs are designed and delivered, where staff expertise is developed, which priorities are advanced, and what the evolving requirements are for the development of the HSCPOA business model. Together, this ensures that every decision made by the HSCPOA team is aligned with achieving meaningful, measurable outcomes for the public we serve.





Who HSCPOA Serves

HSCPOA acts in the public interest.

Purpose – “Our Vision for Impact”

The Ontario public receives safe, quality, ethical, accountable health and supportive care services provided by HSCPOA Registered PSWs across all delivery environments.

Critical Outcomes

Impact for the Public/Effective PSW Oversight

1. The public interest is at the forefront of effective HSCPOA oversight processes resulting in safe, quality, ethical, accountable, trusted health and supportive care services for Ontarians.
 - 1.1 The public trusts that HSCPOA is effective in evaluating and registering qualified, ethical, and accountable PSWs.
 - 1.1.1 The public, including users, have confidence that HSCPOA is transparent, fair, objective, and equitable.
 - 1.2 People have confidence in HSCPOA Registered PSWs to provide safe, quality, ethical, and accountable care for them and/or their family and friends.
 - 1.2.1 The public is aware of why the use of HSCPOA Registered PSWs is critical to safe health and supportive care.
 - 1.3 The public has access to current and accurate information on HSCPOA Registered PSWs.
 - 1.4 Educators have access to current information on HSCPOA’s PSW Code of Ethics and requirements for registration influencing curriculum.

Impact Related to HSCPOA Registered PSWs – Qualified, Ethical, Accountable Registrants

2. PSWs registered with HSCPOA are competent, ethical, and qualified to deliver health care and support services consistent with HSCPOA’s Code of Ethics.
 - 2.1 HSCPOA Registered PSWs have met registration requirements.
 - 2.2 HSCPOA Registered PSWs are continuously improving and building continuing competence.
 - 2.3 PSWs’ professional competence is enhanced through being registered with HSCPOA.

Impact for the Health System

3. The health care system is safe and effective through use of HSCPOA Registered PSWs.
 - 3.1 Useful information is available to the health system to help inform health care planning.



Operational Outcomes

The HSCPOA strategic observable outcomes are outlined in the CEO's Critical Outcomes Policy Interpretation. The CEO works to strategically and operationally translate the Board's Strategic Direction outlined in HSCPOA Critical Outcomes Policy. The strategic observable outcomes indicate what milestones, and observable results will be accomplished.

Critical Outcome 1: Impact for the Public/Effective PSW Oversight

The public interest is at the forefront of effective HSCPOA oversight processes resulting in safe, quality, ethical, accountable, trusted health and supportive care services of Ontarians.

Critical Outcome 1.1

The public trusts that HSCPOA is effective in evaluating and registering qualified, ethical, and accountable PSWs.

Critical Outcome 1.1.1

The public, including users, have confidence that HSCPOA is transparent, fair, objective, and equitable.

Observable Outcomes

- The public understands that HSCPOA Registered PSWs must meet registration requirements.
- Educators understand the requirements for HSCPOA PSW registration to help inform the curriculum.
- Registrant processes are timely, transparent, accessible, and understandable.
- Registration principles and the decision matrix are transparent and deemed fair.
- Registration principles are applied reliably and consistently.
- Ontario Fairness Commissioner finds regulatory processes to be fair.
- HSCPOA understands and responds to any barriers in the regulatory processes.
- Users of the HSCPOA Complaints process have confidence their complaint is handled thoroughly in a timely manner, and they were kept informed.
- HSCPOA understands the profile of complaints and concerns related to non-regulated PSWs.
- Discipline and Appeals processes are just, timely, transparent, and people are appropriately informed.
- Board regulatory related policy decisions are made in the public interest, informed by HSCPOA data and evidence.





Critical Outcome 1.2

People have confidence in HSCPOA Registered PSWs to provide safe, quality, ethical, and accountable care for them and/or their family and friends.

Critical Outcome 1.2.1

The public is aware of why the use of HSCPOA Registered PSWs is critical to safe health and supportive care.

Observable Outcomes

- People in Ontario understand the benefits of using HSCPOA Registered PSWs.
- People who have used HSCPOA Registered PSW services report they had confidence in their HSCPOA Registered PSW.
- Employers of PSWs understand the mandate of hiring HSCPOA Registered PSWs.

Critical Outcome 1.3

The public has access to current and accurate information on HSCPOA Registered PSWs.

Observable Outcomes

- The Public Register of HSCPOA Registered PSWs is accurate.

Critical Outcome 1.4

Educators have access to current information on HSCPOA's PSW Code of Ethics and requirements for registration influencing curriculum.

Observable Outcomes

- Updates to legislation, HSCPOA's Code of Ethics, registration requirements, policies, standards, and guidance documents are provided to PSW educators.

Critical Outcome 2: Impact Related to HSCPOA Registered PSWs – Qualified, Ethical, Accountable Registrants

PSWs registered with HSCPOA are competent, ethical, and qualified to deliver health care and supportive services consistent with HSCPOA's Code of Ethics.

Critical Outcome 2.1

HSCPOA Registered PSWs have met registration requirements.

Observable Outcomes

- All PSWs who are HSCPOA registered met the registration requirements.
- PSWs who start the registration successfully complete it.
- More PSWs are successfully completing the HSCPOA registration process and meeting the registration requirements.



Critical Outcome 2.2

HSCPOA Registered PSWs are continuously improving and building continuing competence.

Observable Outcomes

- HSCPOA Registered PSWs answer health and supportive care provider questions/scenarios demonstrating competence and ethics.
- A HSCPOA Continuous Quality Improvement exists to ensure continuing PSW competence.

Critical Outcome 2.3

HSCPOA PSWs' professional competence is enhanced through being registered with HSCPOA.

Observable Outcomes

- HSCPOA registrants understand the mandate and regulation of HSCPOA and their own related responsibilities.
- PSWs renew their registration demonstrating their commitment to remain committed to being registered with HSCPOA and their commitment to demonstrating safe, quality, ethical care.

Critical Outcome 3: Impact for the Health System

The health care system is safe and effective through use of HSCPOA Registered PSWs.

Critical Outcome 3.1

Useful information is available to the health system to help inform health care planning.

Observable Outcomes

- An increased number of PSWs are registered with HSCPOA year over year.
- Useful information is available to the health system to help inform health care planning.
- A HSCPOA Report on Registered PSW Health Human Resources is published.





Enabling/Capacity Building Goals

To strengthen capacity both within HSCPOA and across our external networks, we have identified a set of enabling goals that support and empower the people engaged in our work. These goals focus on advancing the development of the HSCPOA team and organizational capacity. These dedicated individuals serve the public interest every day. By investing in the knowledge, skills, expertise, and experience of our staff, HSCPOA reaffirms its commitment to ensuring our people are fully equipped to deliver on our purpose and achieve our critical outcomes.

In these next few years, as we build the organizational capacity of HSCPOA, we will advance our capacity through achieving these enabling goals.

STRATEGIC PLAN FRAMEWORK

- The Strategic Plan will include, on a 3-year cycle, HSCPOA's key objectives, which are linked to its statutory mandate, vision and mission, and the Ends (performance outcomes) associated with those objectives to guide its resources and efforts.

COMMUNICATION

- HSCPOA will have a Communications Plan that supports HSCPOA's Strategic and Operation Plans. The in-progress plan is not limited to the following components and will cover the full fiscal year.
 - Annual Meeting (open to the Public) – show accountability, transparency, credibility and build relationships with the public and stakeholders by holding a general meeting.
 - Prepare an Annual Report as the primary mechanism for reporting results for the previous fiscal year.

BUSINESS PLAN AND FINANCIAL MODEL

- Set out summary of activities and supporting services (e.g., AODA, French translation, complaints, administration) to achieve the HSCPOA's strategic objectives.
- State specific activities to be undertaken in the next fiscal year, including resources necessary to achieve strategic objectives and deliver services.
- Fee Setting Process and Criteria:
 - Establishing a process and criteria for which the fee is set.
 - Reflecting on how fees for registration, renewal, competency assessments and other activities might be a burden on PSWs in the process and criteria for setting fees and how this could be mitigated.

RISK MANAGEMENT PLAN

- Identification and mitigation of medium and high level risks HSCPOA may encounter in meeting its program and delivery service objectives.
- Provide summary on how HSCPOA will ensure continuous delivery of critical business services in the event of an emergency.



PERFORMANCE MEASUREMENT FRAMEWORK

- As part of the CEO Ends Interpretation, establish metrics and performance measures (PMs) regarding the administration of the Act to enable a year-to-year comparison.
- Identification of variances from performance targets with written rationale to the Minister.

FEEDBACK ON SERVICE AND VALUE

- Obtain feedback from registrants and other system partners and interested parties regarding HSCPOA operations and administration of its mandate to support reviews of the organization and service enhancements.

POLICIES, PROCEDURES, AND SERVICE STANDARDS – REGISTRATION AND COMPLAINTS

- Make policies, procedures, and service standards for complaint resolution and registration publicly available to provide information and manage expectations.
- Public, registrants, system partners, and interested parties, are informed of HSCPOA's complaints, discipline, and appeals processes/functions through English and French languages.

BOARD EVALUATION

- A Board evaluation measures the accountability, transparency, and effectiveness of the Board and Board Members.

MINISTRY REPORTING

- Summarize funding allocations and disbursements within a three-month period for compliance to the agreed-upon budget lines and transparency of spending.
- Provide an overview of activities undertaken and progress made in achieving objectives during a three-month period.
- Present verified financial records and statements for a full fiscal year, ensuring accuracy and accountability.

ONTARIO HEALTH PROFESSIONS DATABASE

- Provide a Minimum Dataset (MDS) of registrant information to MOH in support of Ontario's Health Professions Database (HPBD), which is also a requirement by the regulatory health colleges under the *Regulated Health Professions Act* (RHPA), including the demographic, geographic, education and employment characteristics of its registrants across 59 identified data elements.





HSCPOA Strategic Pillars

HSCPOA **strategic pillars** are intimately connected and are rooted in priorities for achieving our Purpose and Critical Outcomes while supported by our enabling goals. Each strategic pillar will guide the CEO and staff team in the development of strategic actions that need to be undertaken with focused targets, measures/metrics, and rationale.

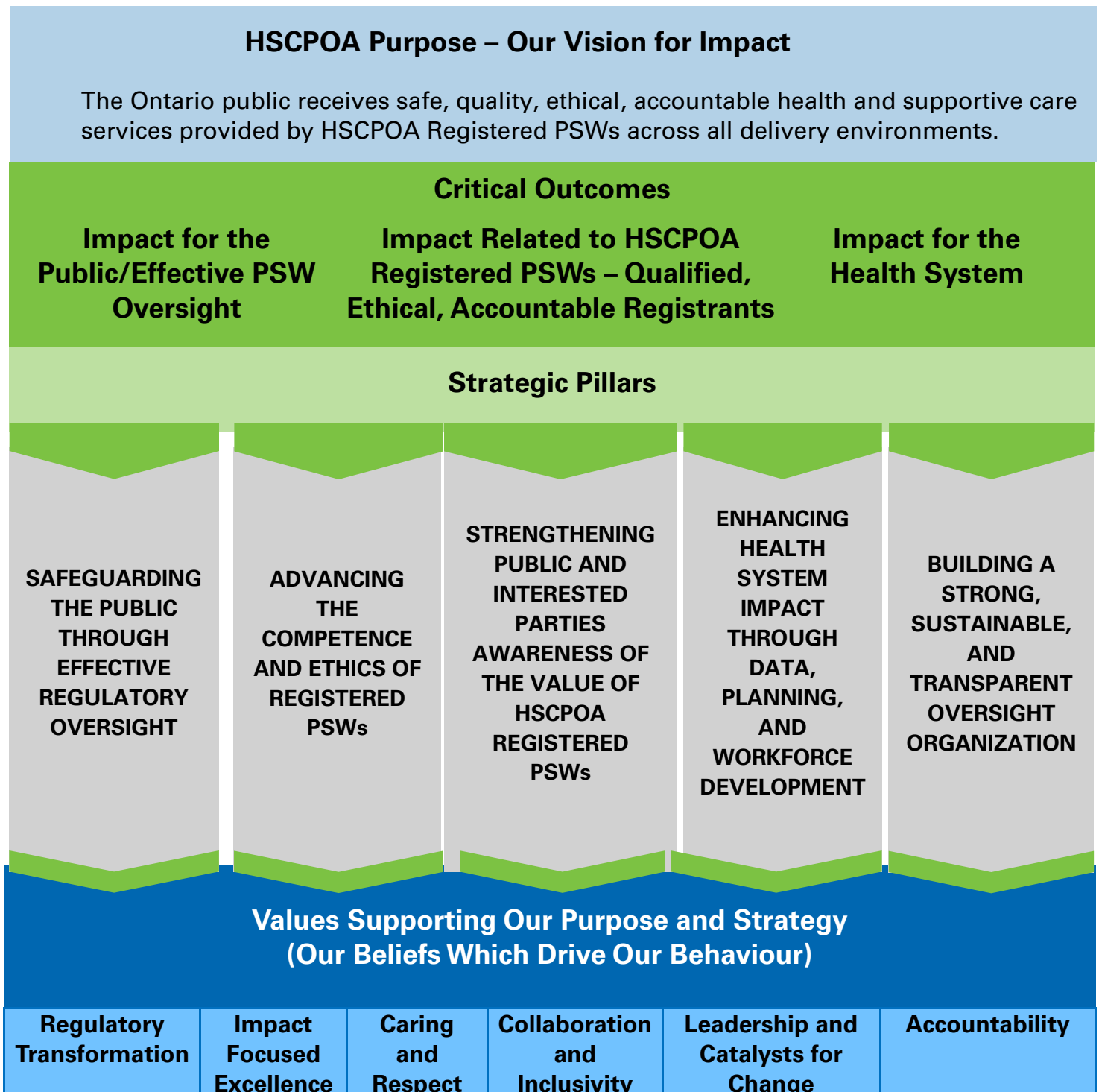


These five strategic pillars provide a strong, integrated foundation for HSCPOA's 2025 to 2027 Strategic Framework – anchoring its regulatory effectiveness, public accountability, and impact on health system quality.



HSCPOA Strategic Framework At-a-Glance

This diagram is designed to outline at-a-glance the Strategic Cycle over an example four (4) year plan.





Measuring Our Performance

To hold ourselves accountable to deliver on our Purpose (Vision for Impact) and achieve our Critical Outcomes, we have selected strategic operational outcomes/milestones that will be used by the Board and the staff to measure and share HSCPOA's success.



Define What We Will Measure and How We Will Measure It
Select measures, targets



Analyze the Data
Understand what the data means to gain greater insights.



Plan Data Informed Actions
Turn our learning insights into valuable actions.



Review and Refresh the Measurement
Frequently review and refresh our data to ensure our understanding remains relevant.



Communicate Insights and Results
Share with people what we are learning and how we are responding.
Be transparent.



Appendix 1 – Detailed Description of HSCPOA Strategic Pillar Priorities

1) Safeguarding the Public Through Effective Regulatory Oversight

To ensure the safety, quality, and ethical trustworthiness of health and supportive care services delivered by HSCPOA Registered Personal Support Workers.

Strategic Pillar Priorities:

- Build and implement registration systems that are transparent, timely, accessible, and fair.
- Uphold rigorous, ethical, and consistent decision-making for registration, complaints, discipline, and appeals.
- Ensure public confidence by demonstrating that oversight processes are aligned with the public interest and meet standards of procedural fairness (e.g., Ontario Fairness Commissioner findings).
- Monitor and respond to trends in complaints, including related to non-HSCPOA Registered PSWs.

2) Advancing the Competence and Ethics of HSCPOA Registered PSWs

To oversee PSWs who are competent, ethical, accountable, and committed to professional growth and safe care delivery.

Strategic Pillar Priorities:

- Ensure all HSCPOA Registered PSWs meet and maintain registration requirements, including ongoing renewal and continuing competence.
- Deliver and refine continuous quality improvement programming that supports continuous improvement and confidence in registrants.
- Enhance registrant understanding of their ethical obligations, regulatory responsibilities, and role within the healthcare system.

3) Strengthening Public and Interested Parties Awareness of the Value of HSCPOA Registered PSWs

To build trust and informed decision-making among Ontarians by building awareness of HSCPOA Registered PSWs' role in delivering safe, competent, quality, ethical, and accountable care.

Strategic Pillar Priorities:

- Provide the public with accurate and up-to-date information, including a reliable Public Register.
- Inform and engage employers about the value of hiring HSCPOA Registered PSWs.
- Ensure educators and training institutions are aligned with current registration, ethics, and practice standards.
- Elevate the professional confidence and public reputation of HSCPOA Registered PSWs.



4) Enhancing Health System Impact Through Data, Planning, and Workforce Development

To position HSCPOA as a valuable contributor to health human resources planning and system-wide safety and effectiveness.

Strategic Pillar Priorities:

- Increase the number of PSWs applying and completing the HSCPOA registration process.
- Share actionable health workforce data (e.g., trends, demographics, employment) to inform health system planning.
- Align regulatory practices with broader health system needs and Ministry priorities to support sustainable care delivery.

5) Building a Strong, Sustainable, and Transparent Oversight Organization

To ensure HSCPOA has the internal capacity, governance, and operational tools to fulfill its public protection mandate effectively and sustainably.

Strategic Pillar Priorities:

- Implement and maintain a robust strategic planning cycle and performance measurement framework.
- Develop and refine a financial and business model, including fair and transparent fee-setting practices.
- Establish risk management, communication, and evaluation frameworks to ensure credibility, resilience, and continuous improvement.
- Ensure accountability through annual public reporting, Board evaluation, and responsive feedback mechanisms.
- Fulfill Ministry reporting requirements and contribute to the Ontario Health Professions Database.



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