



Health and Supportive Care Providers  
Oversight Authority

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



**Business Plan  
2026 - 2027**

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

[hscpoa.com](https://hscpoa.com)



## Table of Contents

---

<b>Corporate Overview</b> .....	<b>3</b>
<b>Business Planning Overview</b> .....	<b>8</b>
<b>Objective, Activities and Performance Measures</b> .....	<b>9</b>
<b>Strategic Objectives</b> .....	<b>10</b>
<b>Strategies and Outcome Measures</b> .....	<b>13</b>
<b>Strategic Framework At-a-Glance</b> .....	<b>14</b>
<b>Measuring our Performance</b> .....	<b>15</b>
<b>Resources Needed to Meet Objectives</b> .....	<b>16</b>
<b>Appendix 1 Financial Forecast</b> .....	<b>17</b>



## Corporate Overview

---

### Who We Are and What We Do (Our Mandate and Mission)

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

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 homes, retirement 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 rely 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 PSWs. 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 Government of Ontario.



### Purpose (Our Vision for Impact)



The HSCPOA Board of Directors (the "Board"), 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, 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 to achieve meaningful, measurable outcomes for the public we serve.

### HSCPOA's 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.

<p><b>REGULATORY TRANSFORMATION</b></p> 	<p>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.</p>
<p><b>IMPACT FOCUSED EXCELLENCE</b></p> 	<p>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.</p>



<p><b>CARING AND RESPECT</b></p> 	<p>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.</p>
<p><b>COLLABORATION AND INCLUSIVITY</b></p> 	<p>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 collaborate. 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.</p>
<p><b>LEADERSHIP AND CATALYSTS FOR CHANGE</b></p> 	<p>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.</p>
<p><b>ACCOUNTABILITY</b></p> 	<p>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.</p>



## HSCPOA's Governance Philosophy and Approach

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

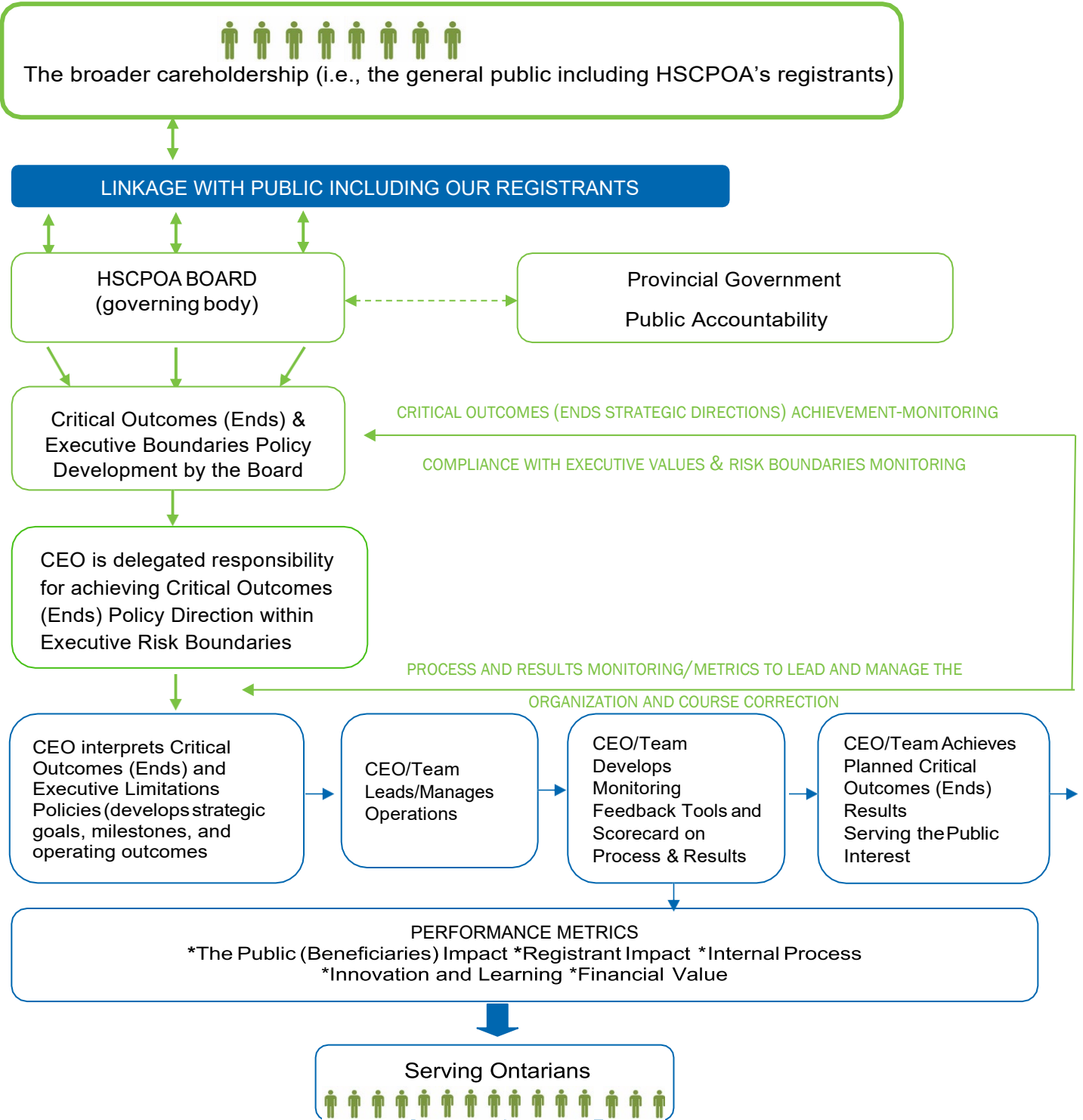
- Setting the strategic purpose and direction of HSCPOA under its legislated mandate;
- Protecting the organization's prudence, ethics, and equity through governance of risk;
- Connecting the organization to the broader careholdership of all those who have a legitimate interest in, and care about HSCPOA's 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.

To achieve this, the HSCPOA Board has adopted 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





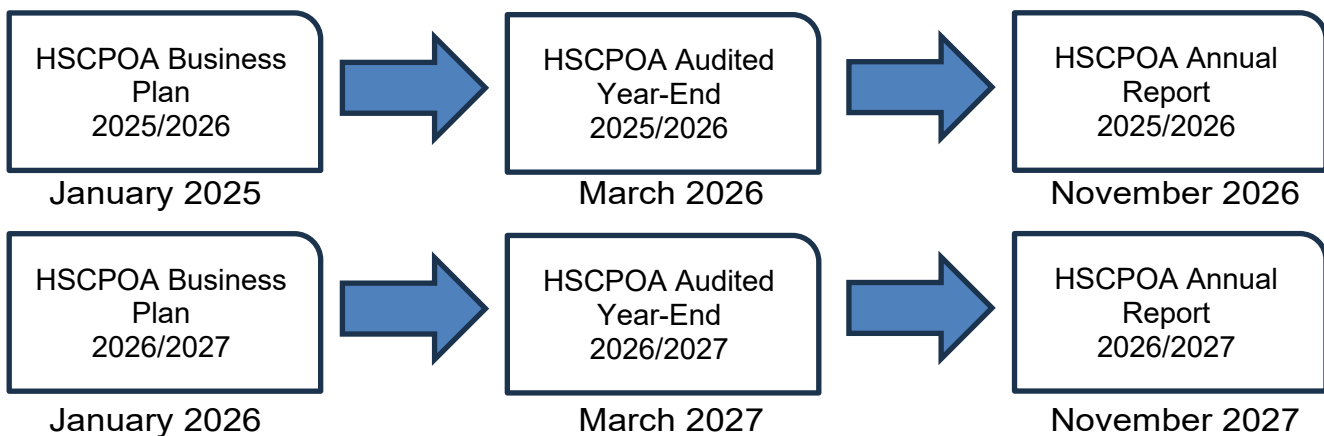
## Business Planning Overview

The Strategic Framework for 2025-2027 outlines HSCPOA’s focus from April 1, 2025, to March 31, 2027. Over these two years, HSCPOA will continue its organizational development to support a sustainable, efficient, and effective oversight authority for persons providing health and supportive care services in the Province of Ontario. This includes the attraction and retention of a staff complement to drive the organization’s strategic objectives while ensuring an accountability to the Government of Ontario for its investment in HSCPOA’s creation. Our registrant focus is two-fold: the support and encouragement of PSW applications for registration consideration, and the timely response to concerns brought to our attention regarding PSW-registrants and our investigation and disciplinary response to those PSW-registrants. In response to receipt of concerns about PSWs that are not yet registered with HSCPOA, our approach is to direct those concerns to avenues and options that are outside of HSCPOA’s oversight such as provincial protections, direct employer connections, or in some matters, a recommendation to contact the local police authority.

The annual Business Plan is a periodic measure of the planned activities and projected outcomes that are created from the investment of resources over a one-year period commencing April 1, 2026, to March 31, 2027. This Business Plan embodies the Strategic Plan directives and aligns with HSCPOA’s Strategic Framework for 2025 – 2027.

HSCPOA’s first annual report will be assembled and prepared for presentation to its Board for their draft approval for the period April 1, 2025, to March 31, 2026. As HSCPOA is in its early developmental stage, HSCPOA was not required to prepare an annual report for the year ended March 31, 2025.

The connections between the Strategic Plan, the Business Plan and the Annual Report are shown below, but they represent points in time that need to be clearly understood.



For the calendar year 2026, HSCPOA will be completing and submitting its Business Plan for 2026/2027, completing its audited year end for March 31, 2026, and releasing its first Annual Report for its operations for 2025/2026 in November. For the 2024/2025 year, neither a Business Plan nor an Annual Report were required as detailed in the Memorandum of Understanding regarding the legislation and regulations.



## Objective, Activities and Performance Measures

---

HSCPOA is committed to performance measures that link to its strategic objectives. The reporting of HSCPOA's performance measures to its Board and to the Government of Ontario are achieved through the following:

### Board of Directors

#### Legislation and Regulation Requirements linked to Board Policies

Per the [Register Regulation](#) under the *HSCPOA Act, 2021*, a current and accurate Public Register of PSWs must be accessible to the public on HSCPOA's website. As outlined in HSCPOA's Critical Outcomes Policy CEO Interpretation and Strategic Operating Plan Framework, an audit of [HSCPOA's Public Register](#) will be regularly conducted. The Audit will confirm compliance with the requirements set out in the Register Regulation under the *HSCPOA Act, 2021*, and applicable bylaws, to ensure that the information on the Public Register is reliable and accessible to the public.

#### Key Considerations and Public Interest Rationale

The public may rely on HSCPOA's Public Register to make informed healthcare decisions when seeking the services of a PSW registered with HSCPOA. Employers may also refer to HSCPOA's Public Register in their PSW recruitment decisions.

Auditing HSCPOA's Public Register verifies that registrant information is accurate and up to date and provides assurance to the public that they can trust the information provided by HSCPOA. Audits are performed twice per operating year and the results, combined with continuous improvement processes, are reported to the Board through the Critical Outcomes Policies.

### Government of Ontario

#### Annual Audit of Financial Statements

The annual audit of the financial activities of HSCPOA provides assurance that the operations of HSCPOA are fairly reported regarding the Government of Ontario's operational funding. The form and content of the audited financial statements may vary as related to the three-year Transfer Payment Agreement, but HSCPOA remains in contact with the provincial contacts regarding shifts in the operations.

#### Quarterly Transfer Payment Agreement Reports

The Transfer Payment Agreement requires that HSCPOA report its quarterly funding and summary of activities in the form and content that is acceptable to the Government of Ontario. This ongoing reporting provides assurances that the funds provided for operations are being invested appropriately and are accountable to the developing activities of HSCPOA.



## Strategic Objectives

### Core 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, and 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, and 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 on the Health System

3. The health care system is safe and effective through the use of HSCPOA Registered PSWs.
  - 3.1 Useful information is available to the health system to help inform health care planning.
  - 3.2 Should HSCPOA's objectives change at any point, HSCPOA will notify the Minister prior to the start of the next fiscal year.

#### Supporting Strategic Outcomes

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 2026/2027, as we build the organization 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, system partners, or interested parties 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., *Accessibility for Ontarians with Disabilities Act, 2005*, French translation, complaints, administration) to achieve 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 a 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 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 a summary of 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, other system partners, and interested parties regarding HSCPOA's 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 Directors.

### Ministry Reporting

- Summarize funding allocations and disbursements within a three-month period for compliance with 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

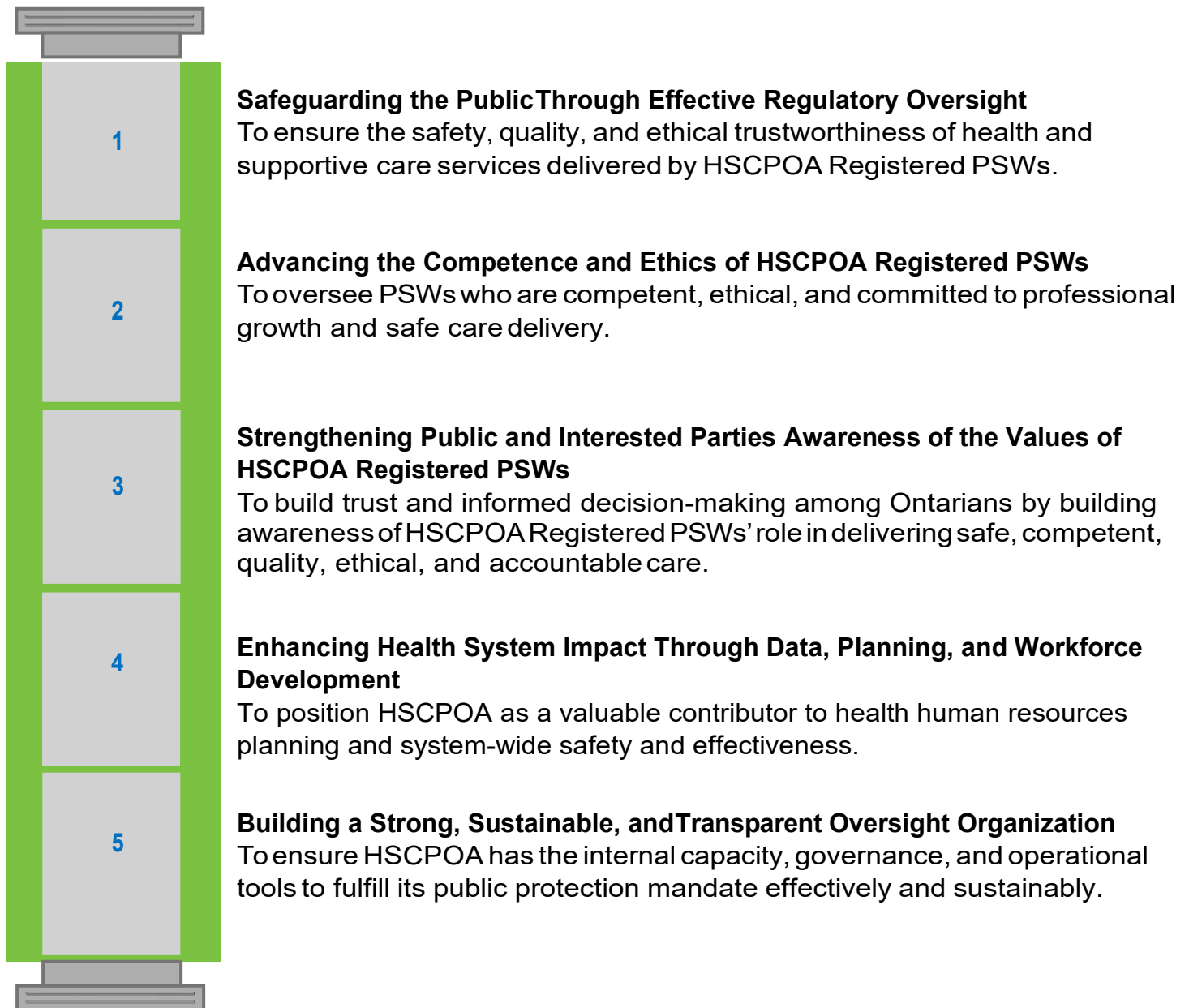
- Provide a Minimum Dataset (MDS) of registrant information to MOH in support of Ontario's Health Professions Database (HPBD), which is also a requirement by the regulatory health colleges under the *Regulated Health Professions Act, 1991* (RHPA), including the demographic, geographic, education and employment characteristics of its registrants across 59 identified data elements.





## HSCPOA’s Strategic Pillars

HSCPOA’s **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.

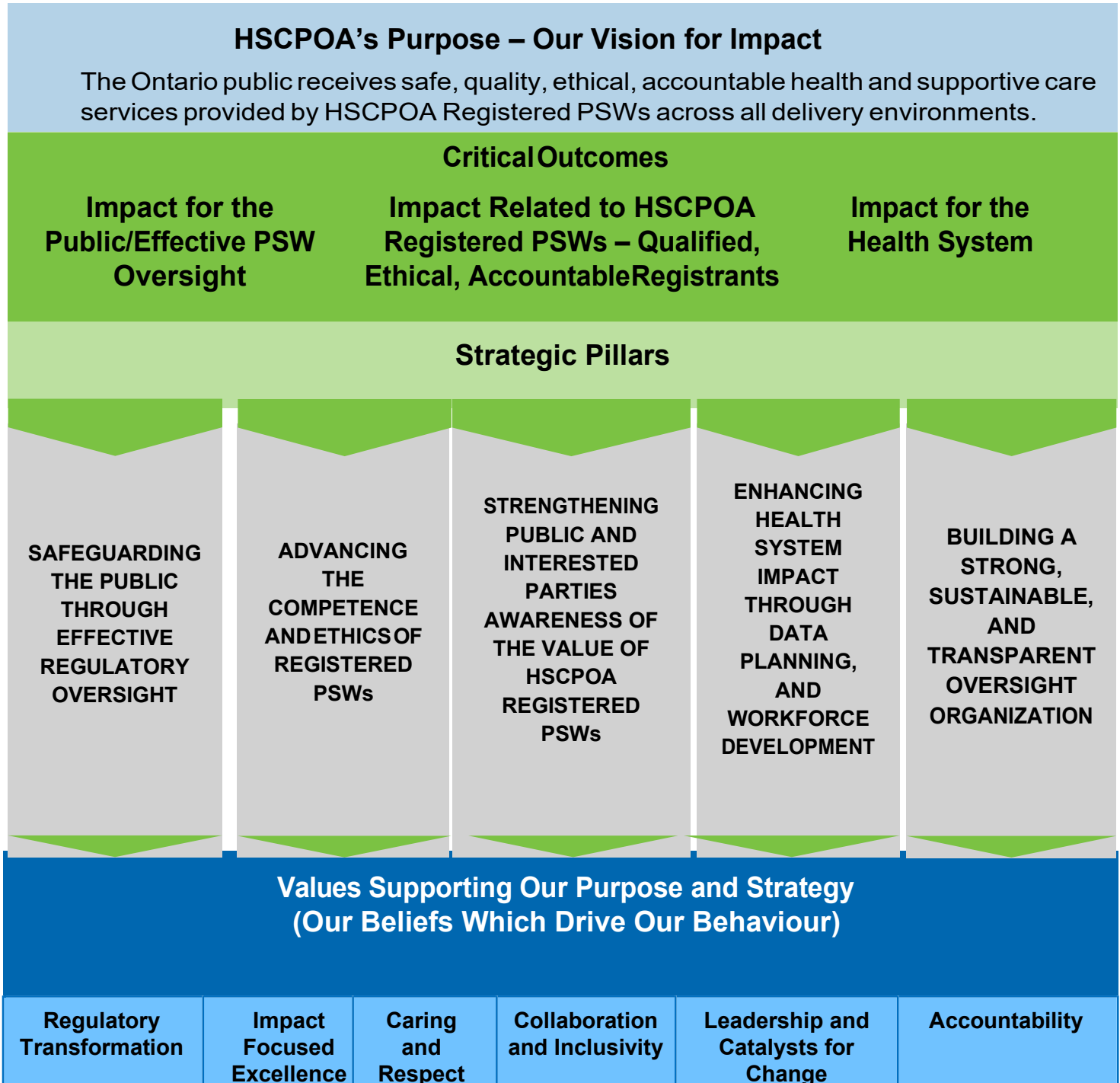


These five strategic pillars provide a strong, integrated foundation for HSCPOA’s 2026 to 2027 Strategic Framework – anchoring its regulatory effectiveness, public accountability, and impact on health system quality.



## HSCPOA’s Strategic Framework At-a-Glance

This diagram is designed to outline at-a-glance the Strategic Cycle within our Strategic Framework 2025-2027.





## 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 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 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.



## Resources Needed to Meet Objectives

---

For the purposes of the 2026-2027 Business Plan, the third and final year of the current Transfer Payment Agreement will be sufficient for current operational design. Should the Government of Ontario consider the notification to the PSW Sector that HSCPOA registration will transition from voluntary to mandatory as of a specific date, then the operational needs of HSCPOA would require reconsideration.

That being stated, there is sufficient under-utilized government funding that continues to be classified as deferred contributions that would be relied upon to fund any in-year shortfall. As of December 31, 2025, the balance of the deferred contributions is \$2,410,184.

For the remainder of the 2025/2026 year, management of HSCPOA is focused on the refinement of HSCPOA readiness for a movement to mandatory regulatory oversight. This is being accomplished by making every aspect of the operation scalable for necessary expansion when necessary. This involves the scalability of our registration intake department (including the development of a robust online, accessible, and innovative competency assessment process), the complaints and investigations intake department, and the general operations. The PSW Advisory Committee is established and by May 2026, the HSCPOA Board is expected to confirm appointments to the Discipline Committee and to the Appeals Committee. Upon receipt of a referral of a complaint or concern by HSCPOA's CEO, the Discipline Committee determines if a registrant contravened HSCPOA's Code of Ethics. Should a decision of the Discipline Committee be appealed by any party to a discipline hearing, HSCPOA's Appeals Committee will be established and trained for their responsibilities to hear those appeals.

The operational design, and by definition, the resources required for HSCPOA to operate in a mandatory registration setting will require the development of a projection for the 2027-2028 Business Plan. Further, the Government of Ontario will need to reach a decision on its chosen approach regarding the funding sources for HSCPOA. According to the Memorandum of Understanding, Schedule F, HSCPOA operations would be funded through:

- Continuance of Government of Ontario Funding;
- Partially through Registrant Fees and Government of Ontario Funding; or
- Fully through Registrant Fees.

Schedule F further clarifies that:

*“The ministry will work with the Authority to determine if imposing registration or other fees would be an unreasonable burden on PSWs that could cause disruption to the health workforce.”*

In summary, the funding for the actions expected from the Government of Ontario with respect to the ongoing growth and development of HSCPOA for its 2026-2027 business plan are accessible from the deferred contributions to date and the ongoing Transfer Payment Agreement funding detailed in Appendix 1. Through a collaborative approach with the Government of Ontario, HSCPOA would require direction for the development of the 2027/2028 Business Plan, which may or may not contain a transition to mandatory registration.



## Appendix 1 Financial Forecast

BUDGET CATEGORY	First Year	Second Year	Third Year	Total
	2024/2025	2025/2026	2026/2027	
<b>Salary, Benefits, &amp; ODOE*</b>	<b>\$1,470,000</b>	<b>\$1,835,000</b>	<b>\$2,102,000</b>	
<ul style="list-style-type: none"> <li>• Management &amp; Corporate Administration</li> <li>• Administration: Registration</li> <li>• Administration: Complaints, Investigations, Discipline, Appeals</li> <li>*Professional Development</li> </ul>	620,000 450,000 400,000	785,000 550,000 500,000	812,000 670,000 620,000	
<b>Board &amp; Committees (Per Diem)</b>	<b>\$150,000</b>	<b>\$163,000</b>	<b>\$183,000</b>	
<ul style="list-style-type: none"> <li>• Board of Directors</li> <li>• Advisory Committee</li> <li>• Discipline Committee</li> <li>• Appeals Committee</li> </ul>	55,000 20,000 65,000 10,000	45,000 30,000 75,000 13,000	50,000 33,000 85,000 15,000	
<b>Professional Services/Consulting</b>	<b>\$420,000</b>	<b>\$290,000</b>	<b>\$249,000</b>	
<ul style="list-style-type: none"> <li>• Operations &amp; Administration (e.g. bylaw, P&amp;P development including HR, QAP/Competency Assessment, Jurisprudence, practice guidance)</li> <li>• Investigations</li> <li>• Communications</li> <li>• French Language Services/Translation</li> <li>• Accounting</li> <li>• Legal</li> <li>• Information Technology – website hosting and maintenance</li> <li>• Information Technology – CRM Database (Registration, Complaints, Public Register)</li> </ul>	30,000 15,000 30,000 25,000 30,000 85,000 5,000 200,000	10,000 30,000 20,000 15,000 34,000 65,000 6,000 110,000	15,000 45,000 20,000 10,000 37,000 45,000 7,000 70,000	
<b>Office and General Operational Costs</b>	<b>\$197,500</b>	<b>\$269,000</b>	<b>\$212,500</b>	
<ul style="list-style-type: none"> <li>• Information Technology - Hardware, software</li> <li>• Payroll &amp; bank fees</li> <li>• Insurance</li> <li>• Office supplies/postage</li> <li>• Communications - Education &amp; Outreach (e.g. travel, logistics)</li> <li>• HR - including staff, Board, and committees (e.g. recruitment, advertising)</li> <li>• Miscellaneous</li> </ul>	20,000 1,500 21,000 3,500 30,000 120,000 1,500	24,000 2,500 22,000 4,000 15,000 200,000 1,500	30,000 3,000 23,000 4,500 10,000 140,000 2,000	
<b>Special Programs/Projects</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$35,000</b>	
<ul style="list-style-type: none"> <li>• Abuse Therapy Funding</li> <li>• Continuous Quality Improvement Program</li> </ul>	20,000 20,000	20,000 20,000	20,000 15,000	
<b>TOTAL EXPENSES</b>	<b>\$2,277,500</b>	<b>\$2,597,000</b>	<b>\$2,781,500</b>	



# Health and Supportive Care Providers Oversight Authority

**Health and Supportive Care Providers Oversight Authority**

✉: [info@hscpoa.com](mailto:info@hscpoa.com)

🏠: [hscpoa.com](http://hscpoa.com)