



BC Health Regulators

Our Purpose, Your Safety



2025/26 annual report

Mar. 1, 2025 to Feb. 28, 2026

Territorial acknowledgement

BCHR acknowledges the rights and title of the First Nations on whose collective unceded territories encompass the land base colonially known as British Columbia.

We give thanks for the medicines of these territories and recognize that laws, governance, and health systems tied to these lands and waters have existed here for more than 9,000 years.

We also acknowledge the unique and distinct rights, including rights to health and wellness, of First Nations, Inuit, Métis peoples from elsewhere in Canada who now live in British Columbia.

As leaders in the settler health system, we acknowledge our responsibilities to these rights under international, national, and provincial law.

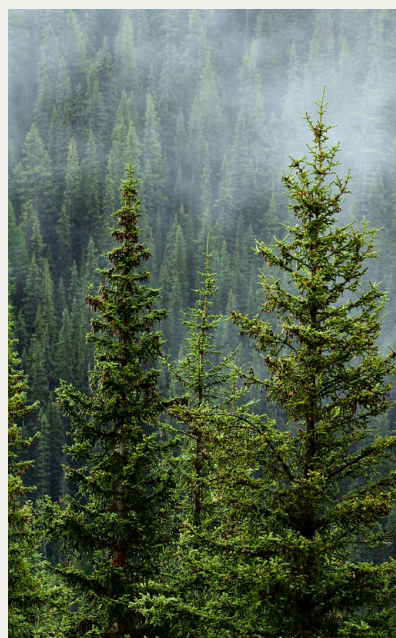


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Message from the Executive Director

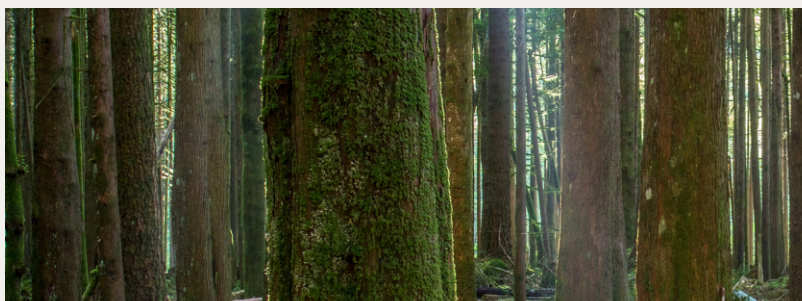
Kate O'Donnell

I am pleased to present the BC Health Regulators (BCHR) Annual Report for the fiscal year beginning March 1, 2025 and ending February 28, 2026 — a year defined by significant transformation, sustained collaboration, and preparation for one of the most consequential legislative changes in B.C. health regulation in recent history.

Over the past year, BCHR and its member colleges concentrated on the extensive work required to prepare for the April 1, 2026 in-force date of the *Health Professions and Occupations Act* (HPOA). The scale, complexity, and significance of this transition have been unprecedented. Supported by a \$4.5 million grant from the BC Ministry of Health, the BCHR-led HPOA Project brought together the expertise of hundreds of contributors who completed more than 30 sub-projects and initiatives during the fiscal year. Their efforts laid the critical groundwork needed to help colleges transition into compliance with the new legislation.

This year also marked an important evolution for BCHR itself. As amalgamations reduced the number of health regulatory colleges, BCHR's membership also shifted. Originally created as a forum for information sharing and support — particularly for smaller colleges with limited capacity and resources — BCHR has now been re-formed to include the BC College of Nurses and Midwives (BCCNM), the College of Health and Care Professionals of BC (CHCPBC), the College of Pharmacists of BC (CPBC), and the College of Social Workers of BC. While the membership has changed, our purpose remains steadfast: to support health regulatory colleges through collaborative leadership, education, research, and inclusive practice.

As BCHR enters this next chapter and moves beyond its almost singular focus on the HPOA Project, I am confident that our renewed collaborative model will strengthen our collective ability to navigate change, share knowledge, and advance effective, modern health regulation in B.C.



The role of BCHR

BC Health Regulators (BCHR) supports collaboration and information sharing among its member health profession regulatory colleges in British Columbia.

BCHR membership

As of February 28, 2026, BCHR had four regulatory colleges as members. Three colleges were operating under the *Health Professions Act* at that date:

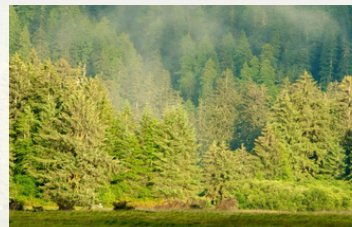
- BC College of Nurses and Midwives (BCCNM)
- College of Health and Care Professionals of BC (CHCPBC)
- College of Pharmacists of BC (CPBC).

The fourth member college operates under the *Social Workers Act*:

- BC College of Social Workers.

The following colleges were members of BCHR until approximately July 2025:

- BC College of Oral Health Professionals (BCOHP)
- College of Complementary Health Professionals of BC (CCHPBC)
- College of Physicians and Surgeons of BC (CPSBC).



Regulatory modernization



HPOA Project

During the 2025/26 fiscal year, BCHR continued to provide leadership and coordination to support health regulatory colleges as they prepared for the new *Health Professions and Occupations Act* (HPOA). This legislation introduces major changes to the health regulatory framework for all health regulatory colleges, including changes to governance, oversight, complaints, and discipline processes.

BCHR led the multi-year HPOA Project, supported by \$4.5 million in funding from the B.C. Government. While each college was responsible for its own readiness work, BCHR's role was to coordinate shared activities that would affect multiple colleges, thereby supporting a more consistent approach across the colleges.

When BCHR began this work, the government had not yet announced when the legislation would take effect. As a result, the colleges initially worked towards a plan that implementation could take place in the spring of 2025. In June 2025, the B.C. Government announced that the HPOA and related regulations would come into force on April 1, 2026.

On July 1, 2025, BCHR's membership changed to include the BC College of Nurses and Midwives (BCCNM), the College of Health and Care Professionals of BC (CHCPBC), the College of Pharmacists of BC (CPBC), and the BC College of Social Workers (BCCSW, which operates under a different act than the HPOA). The HPOA Project Steering Committee was then updated to be formed of leaders from BCCNM, CHCPBC, and CPBC. However, staff from all six health of B.C.'s regulatory colleges continued to take part in the HPOA Leads working group and in mini-projects relevant to their individual colleges.

Model bylaw development and Indigenous consultation

Work on the model bylaws needed for the new act was supported by working groups made up of subject matter experts from each college. This work had been completed in November 2024, and in 2025, each college adapted the model bylaws to reflect their own mandate and operations. Each college then posted their draft bylaws publicly and invited feedback.

BCHR worked to align consultation timelines where possible. However, differences in capacity and organizational priorities meant not all colleges could follow the same schedule.



The HPOA requires meaningful consultation with Indigenous Governing Bodies (IGBs). To support this consultation, BCHR coordinated direct outreach to more than 200 First Nations and IGBs across B.C. BCHR engaged Tisk^wat Consulting to support the HPOA Project's Consultation Working Group and to lead in-person and virtual workshops on the consultation process. In addition, Tisk^wat Consulting prepared a discussion paper outlining key features of the HPOA and their potential implications for IGBs. The discussion paper and a covering letter inviting feedback and meetings were distributed to IGBs.

Feedback received through this consultation process was shared with participating colleges and helped inform further refinements to their bylaws.

Support for HPOA implementation: completion of 30+ "mini projects"

One of the HPOA Project's main goals was to support a consistent approach to interpreting and implementing the new legislation across health regulatory colleges. After the work on the model bylaws was completed in late 2024, BCHR shifted its focus to a series of additional projects designed to help colleges prepare to meet the HPOA's requirements when it came into force.

During the model bylaw phase, HPOA Project working groups and external legal counsel identified further priority areas for shared work. BCHR developed a list of more than 50 possible projects. The HPOA Leads group reviewed these ideas, identified priorities, and the BCHR Project Team brought recommendations forward to the Steering Committee for final review and approval.

More than 30 projects were launched with support from external experts. Most were completed by fiscal year end, and the few remaining were finalized shortly before or after the HPOA came into force on April 1, 2026. The table on the next three pages highlights each project.

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PROJECT NAME	DELIVERABLE
Environmental scan of resources related to HPOA	Completed an environmental scan of resources related to HPOA
Legal primer on competence, character, and fitness	Developed a legal primer on competence, character, and fitness to clarify the core regulatory concepts and support consistent application across colleges.
Mapping of the new complaints process	Developed a complaints map as tool to help colleges understand the new complaints processes under the HPOA and to guide implementation.
EDI and anti-racism guideline	Developed Equality, Diversity, and Inclusion (EDI) and anti-racism guideline, which was completed as part of model bylaw development
Memo to the MoH re: Oath of Office	Provided recommendations for changes to “Oath of Office”
Model regulatory principles	Developed a list of high-level regulatory principles reflecting the HPOA
Model practice standards – consent, confidentiality, record keeping	Developed model practice standards: consent, confidentiality, record keeping was completed as part of model bylaw development
Legal primer on discrimination	Developed a legal primer and manual about anti-discrimination and human rights measures
Common code of ethics	Developed a common code of ethics, which was completed as part of model bylaw development

Continues...



PROJECT NAME	DELIVERABLE
Legal primer on protection orders, and reviews and reconsiderations	Legal analysis of summary protection orders, identity protection orders, and reconsiderations and reviews
Records retention schedule and policy	Developed a model policy and schedule outlining the information fields for licensees to be included in the public registry.
Guideline for public registry	Developed a reference document outlining the information that must be included in the public registry and the information that is to be maintained internally
Case management software	Developed IT/platform specifications to support the new complaints process; identified potential vendors
Consultation and cooperation obligations under HPOA	Prepared a memorandum for the Steering Committee outlining health regulators' obligations under section 384(2)(c) of the HPOA, and provided options and recommendations for meeting consultation and cooperation requirements
Model bylaw and policy review	Developed a memorandum for the Steering Committee outlining key policy and legal considerations to support operationalizing new processes and roles introduced under the HPOA
Conflict of interest definitions	Completed a needs assessment and facilitated discussions re: a common approach to define/guide/ address organizational conflicts of interest

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PROJECT NAME	DELIVERABLE
Consultation framework	Developed culturally sensitive processes and protocols, including a discussion paper for soliciting feedback from Indigenous Governing Bodies
Annotating the complaints process from a REDI perspective	Shared information on how to; goal was to identify, assess, and address potential Reconciliation, Equity, Diversity, and Inclusion-related (REDI-related) barriers, gaps, and biases in the current complaints
Model key performance indicators (KPIs)	Completed an environmental scan and developed KPIs reflecting central aspects of the HPOA
AI pilot in complaints process	Pilot project to determine how AI can be used to expedite administrative aspects of the complaints process
Change management framework	Developed change management tools and strategies for use by BCHR members
Support programs	• Completed an environmental scan for similar programs • Developed parameters, eligibility requirements, and restrictions (such as funding, duration of support) for Support Services and Support Workers programs • Undertook process to locate and retain a third-party provider for the Support Service program • Undertook recruitment of initial list of approved Support Workers • Developed an intake and assignment workflow to support participating colleges.
Model evaluation framework for support programs	Developed a model framework to evaluate the efficacy and delivery of support programs

Indigenous Cultural Safety & Humility (ICS&H)



Indigenous Community of Practice

BCHR member colleges collectively support the Indigenous Community of Practice (ICoP) for the colleges' board and committee members. The ICoP grows out of knowledge that having Indigenous people in leadership and decision-making roles in B.C.'s health-care system is essential to the work needed to eradicate Indigenous-specific racism and reclaim the health and wellness of Indigenous people. This was highlighted in Recommendation #14 of the *In Plain Sight* report.

The intention of the ICoP is to create a safe and supportive space by and for Indigenous people to foster community connections and networks, enhance individual and collective well-being, and to share experiences, learnings and teachings.

The ICoP was supported and guided by the late Siem Te'ta-in (Shane Pointe), Sound of Thunder, HDOL, Coast Salish Knowledge Keeper and Honorary Doctorate of Original Laws from Native Education College. Facilitation has been provided by k'wunəmən Joe Gallagher and Rhianna Millman.

The group met four times over the past fiscal year. In 2025, presentations focused on the HPOA, with particular attention to its guiding principles and anti-discrimination requirements, and how these changes will impact Indigenous Peoples engaging with B.C. health regulators.

These sessions helped build shared understanding of the new expectations and reinforced that advancing anti-discrimination, disrupting racism, and supporting reconciliation is a collective responsibility.

Guest presenters throughout the year included:

- Natasha Dookie, Chief Legal Officer at BCCNM and HPOA Lead for BCCNM
- Sherri Young, Superintendent and Assistant Deputy Minister
- Muriel Protzer, Director of Board Appointments and Designation at the Health Professions and Occupations Regulatory Oversight Office (HPOROO)
- Benson Cowan, Superintendent of Discipline at HPOROO.

Their contributions helped deepen understanding and support meaningful dialogue on implementation and accountability.



Indigenous Engagement Group

The Indigenous Engagement Group (IEG) is a group of Indigenous health-care professional registrants and members of the public who hold positions on boards and committees of B.C. health regulatory colleges, and who are also members of the Indigenous Community of Practice (ICoP). Separate and unique from the ICoP, the members of the IEG bring their understanding of health regulation and their Indigenous lived experience and expertise to collectively provide their Indigenous thought leadership, perspectives, and feedback.

Last year, IEG members participated in three engagement sessions with BCHR colleges:

- The College of Complementary Health Professionals of BC (CCHPBC) consulted with the IEG about creating a harmonized Indigenous Cultural Safety, Humility and Anti-Racism (ICSHAR) standard for all of the professions it regulates. CCHPBC had been formed following the amalgamation of four legacy colleges, each of which had its own ICSHAR standard. While there are small differences between the four versions, all share six core concepts and principles.
- The College of Health and Care Professionals of BC (CHCPBC) requested input from the IEG when CHCPBC began developing its first strategic plan post the college's amalgamation. This engagement was with Joanie Bouchard in her role of Special Projects Consultant for CHCPBC and Fancy C. Poitras, Mikisew Cree First Nation, of Something Else Consulting.
- CHCPBC's Susan Paul, Regulatory Transformation Advisor, Quality Practice, and Lisa Bannerman, Director, Professional Practice, engaged with IEG to provide individual and professional Indigenous thought leadership into the harmonization of their Ethics and Practice standards.



Centralized supports and resources

BCHR provides resources and structures that support the work of all member colleges.

Information sharing and education opportunities

BCHR offers opportunities throughout the year for college staff, board members and committee members to learn about issues and processes that impact them. In 2025/26, sessions included:

- **Practice of Chairmanship workshop:** This workshop is designed to enhance participants' chairmanship skills and help them to lead with confidence. This course was offered in March 2025, with 13 attendees.
- **Regulatory Governance Foundations course:** This online course with a half-day debrief is a new offering designed to provide colleges' board members and the staff who support them with learning in five key elements of regulatory governance:
 - the mandate
 - governance inputs (governance structure and practice)
 - indicators of good governance
 - public interest decision-making
 - board oversight.

Board and staff members from all four BCHR member colleges are participating (the program allows for 15 participants per college).

- **Facilitation for Collaboration course:** This one-day course is a new offering customized for Committee Chairs and staff who facilitate and chair meetings. The course helps participants improve their meeting effectiveness and learn how to create a collaborative space for active and inclusive engagement. The course took place in February 2026, with 25 attendees from all member colleges.



BC Patient Advisory Network (BC-PAN)

BC-PAN brings together people from across the province to provide public input and perspectives on topics related to health regulation. By doing so, they help to ensure that the public voice is included in regulatory decisions. Public advisors review draft policies, communication materials, and standards for anti-racism and cultural safety, and help improve public awareness of regulatory processes.

Activities undertaken in early 2025 by BC-PAN included:

- Held a DEI workshop to build intercultural competence and help create safer and more-inclusive spaces for BC-PAN advisors. Recognizing the diversity of BC-PAN advisors' backgrounds and lived experiences, It also helped advisors explore DEI concepts and challenges linked to sharing difficult health-care experiences.
- Participated in a two-part engagement process to support the BC College of Oral Health Professionals' (BCCOHP's) development of cohesive, patient-centred professional standards to support the delivery of safe care.
- Provided feedback about a College of Pharmacists of BC (CPBC) poster for public-facing pharmacies across the province. The poster explains what patients can expect during a pharmacy visit.

In June 2025, the administration of BC-PAN moved from BCHR to the College of Physicians and Surgeons of BC (CPSBC).

We extend our gratitude to Susan Prins who helped with the original formation of BC-Pan, and continued to work closely with the group until her retirement this year.

