



Health Professions and
Occupations Regulatory
Oversight Office

2025–26

Annual Report



BRITISH
COLUMBIA



September 2026

The Honourable Ravi Kahlon Minister of Health
PO Box 9050 STN PROV GOVT
Victoria BC
V8W 9E2

Dear Minister Kahlon,

It is my pleasure to present the second annual report of the Health Professions and Occupations Regulatory Oversight Office, covering the period from April 1, 2025, to March 31, 2026, in accordance with section 486 (1) of the *Health Professions and Occupations Act* (HPOA).

Also included is the annual report from the Director of Discipline, Benson Cowan, about the Health Professions Discipline Tribunal's activities during this same period, in accordance with section 485 of the HPOA.

Sincerely,

Sherri Young
Superintendent
Health Professions and Occupations Regulatory Oversight Office
Province of British Columbia

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Territorial Acknowledgement

We are grateful to work on the homelands of First Nations across all of what we now call British Columbia (B.C.). We thank the caretakers of these lands and honour their long tradition of supporting the health and safety of their people. We are specifically grateful to the ləkʷəŋən (Lekwungen) Peoples, represented today by the Songhees Nation and Xʷsepsəm (Esquimalt) Nation, W̱SÁNEĆ Peoples, Skwxwú7mesh Úxwumixw (Squamish Nation), xʷməθkʷəy̓əm (Musqueam), and səliłwətał (Tseil-Waututh Nation), on whose territories our offices are located. We recognize and respect the distinct rights, cultures, and histories of all Indigenous Peoples—First Nations, Métis, and Inuit—who live in B.C.



Our Commitment to Indigenous Peoples

We understand that land acknowledgements must be more than symbolic. They are a call to action, a reminder of our responsibility to dismantle colonial systems, uphold Indigenous rights, governance, languages, and cultures. We acknowledge that these systems have excluded, harmed, and failed Indigenous communities, and that these impacts continue today. Our work is guided by the principles of reconciliation and equity.

The Health Professions and Occupations Regulatory Oversight Office (Oversight Office) recognizes that making change is an ongoing journey, and we remain committed to advancing policies that support culturally safe, equitable, and rights-based health care for all. May this acknowledgement guide us toward accountability, healing, and meaningful reconciliation in all aspects of our work.



Message from the Superintendent

The April 1, 2025 to March 31, 2026 reporting period was a foundational year for the Oversight Office as we prepared to assume our responsibilities under the *Health Professions and Occupations Act* (HPOA). While the HPOA came fully into force on April 1, 2026, much of the work required to support the new legislation took place in the time leading up to implementation.

Over the course of the year, we focused on establishing the people, systems, and resources needed to carry out our mandate. This included recruiting and training staff, developing operational policies and procedures, mapping business processes, creating technology and case management systems, and preparing the tools needed to support our oversight responsibilities under the HPOA. In particular, we have dedicated time to learn more about our colonial history and talk regularly about how our work supports anti-discrimination and Indigenous specific anti-racism. This learning is foundational to support culturally safe practices within our office and to help us support those we serve.

A significant milestone for this year is our board appointment process which the Oversight Office implemented prior to April 1, 2026, to ensure all six health professional regulatory colleges (regulatory colleges) had fully appointed boards ready for the HPOA coming into force.

Another major area of work was the development of our website. We published numerous policies and processes to provide details on how we will undertake our work and what people can expect when engaging with us.

As of March 31, 2026, all of our policies, except for the final performance standards, were published online.



There is much more to be done as we transition into implementing the HPOA. Our focus will be building relationships and raising awareness of our work while initiating our oversight processes in a meaningful and transparent way. We are committed to providing independent oversight of regulated health professions and occupations in B.C. to protect the public interest, reduce harm and help end discrimination in B.C.'s health care system. As a new organization, we will learn, adapt and grow as we undertake this important work.

I am proud of the work undertaken by our team and grateful to all of our partners for engaging with us throughout this past year. I look forward to the year ahead knowing we have built a strong foundation with dedicated people who are committed to making a positive difference within our province.

A handwritten signature in black ink, appearing to read 'Sherri Young'.

Sherri Young

Superintendent

Health Professions and Occupations Regulatory
Oversight Office

Province of British Columbia



Who We Are and What We Do

The Health Professions and Occupations Regulatory Oversight Office (Oversight Office) oversees six health professional regulatory colleges (regulatory colleges) in British Columbia (B.C.) to ensure they act in the public interest. We were established as an independent office of government under the *Health Professions and Occupations Act* (HPOA), which came fully into force on April 1, 2026.

The HPOA is the primary legislation that governs the regulation of health professions and occupations in the province. The Superintendent of the Oversight Office has a responsibility to provide independent oversight of regulated health professions and occupations in B.C. to protect the public interest, reduce harm and help end discrimination in B.C.'s health care system.

The Health Professions Discipline Tribunal (Discipline Tribunal) is housed within the Oversight Office and is led by the Director of Discipline. This independent body resolves, hears and decides on conduct and competence allegations against health professionals.



Our Role

Oversight

We evaluate B.C.'s six regulatory colleges through oversight processes. These processes encompass proactive monitoring through audits, reviews and investigations to respond to issues that arise, and to support the guiding principles of the HPOA.

Complaints

We accept complaints from anybody about the performance and/or conduct of health professional regulatory colleges and the HPOA or its regulations.

Designation Assessments

We initiate and conduct assessments into whether a group of health practitioners should become regulated under the HPOA. We then make recommendations to the Minister of Health and publish our findings.

Board Appointments

We recommend board members with diverse perspectives to the Minister of Health using a merit-based process to help ensure that health professional regulatory college boards act in the public interest.

Health Professions Discipline Tribunal (Discipline Tribunal)

An independent tribunal housed within the Oversight Office that oversees the discipline process for regulated health professions in B.C., ensuring the process is fair, effective, and in the public interest.



Who We Oversee



British Columbia College of Nurses and Midwives

BCCNM regulates:

- Licensed Practical Nurses
- Midwives
- Registered Nurses (including Nurse Practitioners)
- Registered Psychiatric Nurses



British Columbia College of Oral Health Professionals

BCCOHP regulates:

- Dental Hygienists
- Dentists
- Dental Technicians
- Denturists

Certified Dental Assistants, though regulated by BCCOHP, are not regulated professions under the HPOA.



College of Complementary Health Professionals of BC

CCHPBC regulates:

- Chiropractors
- Massage Therapists
- Naturopathic Physicians
- Traditional Chinese Medicine Practitioners and Acupuncturists



College of Health and Care Professionals of BC

CHCPBC regulates:

- Audiologists
- Dietitians
- Hearing Instrument Practitioners
- Occupational Therapists
- Opticians
- Optometrists
- Physical Therapists
- Psychologists
- Speech Language Pathologists

Psychotherapists have been designated and will be regulated November 2027 by CHCPBC.



College of Pharmacists of British Columbia

CPBC regulates:

- Pharmacists
- Pharmacy Technicians



College of Physicians and Surgeons of British Columbia

CPSBC regulates:

- Physicians
- Podiatric Surgeons

Clinical Perfusionists, Respiratory Therapists, Radiation Therapists, and Medical Laboratory Technologists have been designated and will be regulated November 2027 by CPSBC.





A Year of Building Foundations

The April 1, 2025 to March 31, 2026 fiscal year marked a pivotal period for the Oversight Office as we advanced preparations for the implementation of the HPOA, which came fully into force on April 1, 2026. Our work throughout the year was focused on readiness by continuing to build the team, establish the systems, policies and processes needed to carry out our mandate.

We worked closely with regulatory colleges, Indigenous partners, associations, government and other interested parties to build relationships. We gathered feedback and prepared for implementation of the new legislative framework for health professional regulation.

As a newly established organization, we are committed to learning from the experiences of other oversight and regulatory bodies in B.C., other jurisdictions in Canada and around the world. Over the past year, we engaged with health professional regulatory colleges, Indigenous partners, government, professional associations and other organizations to better understand issues, challenges and existing approaches in health professional regulation. These efforts helped us identify opportunities, shape policies, and design processes to strengthen oversight within B.C.'s health professional regulatory system.

A key focus of our work was establishing the structure needed to carry out our responsibilities under the HPOA. While we learned from the experiences of other oversight and regulatory bodies, we needed to develop an approach that reflected the unique responsibilities of the Oversight

Office. This included creating the tools, policies, and approaches needed to develop performance standards, a complaints process, oversight activities, board appointments, and designation assessments. Together, this foundational work equipped us with what we needed to fulfill our mandate once we became operational.

We also developed a [new website](#) to serve as a central source of information for the public, regulatory colleges, our partners and interested parties seeking to understand our role and responsibilities. We also enhanced website navigation and accessibility on mobile devices to improve search functionality and information sharing, making it easier for the public to learn about us and find what they need. As our primary public-facing platform, the website will continue to evolve as new information, services, and resources become available.

The work completed this past year established the foundation for the Oversight Office to begin implementing our full mandate and to support a transparent, accountable, and effective health professional regulatory system in B.C. At the heart of our work is a commitment to the people of B.C. to support a regulatory system that is fair, transparent, and worthy of public trust by providing independent oversight. This annual report reflects a year of thoughtful preparation, collaboration, and commitment.



People and Administration

The Oversight Office focused on establishing a team with the relevant combination of skills, experience, and perspectives needed to support administration and provide oversight of the broader health professional regulatory system. As of March 31, 2026, we had hired and onboarded 13 full-time employees, excluding staff of the Health Professions Discipline Tribunal (Discipline Tribunal).

We developed clear office procedures, communication protocols, and staff learning and training plans. Some of the training included educating our people to manage challenging calls, adhere to fairness in practice, employ de-escalation techniques, and understand trauma-informed approaches. Our team developed a clear understanding of the legislation, the Oversight Office's role, and the practical responsibilities associated with the new legislation.

This commitment to workforce training and development has enhanced the Oversight Office's readiness to fully implement the HPOA, respond to emerging issues, and provide effective oversight.



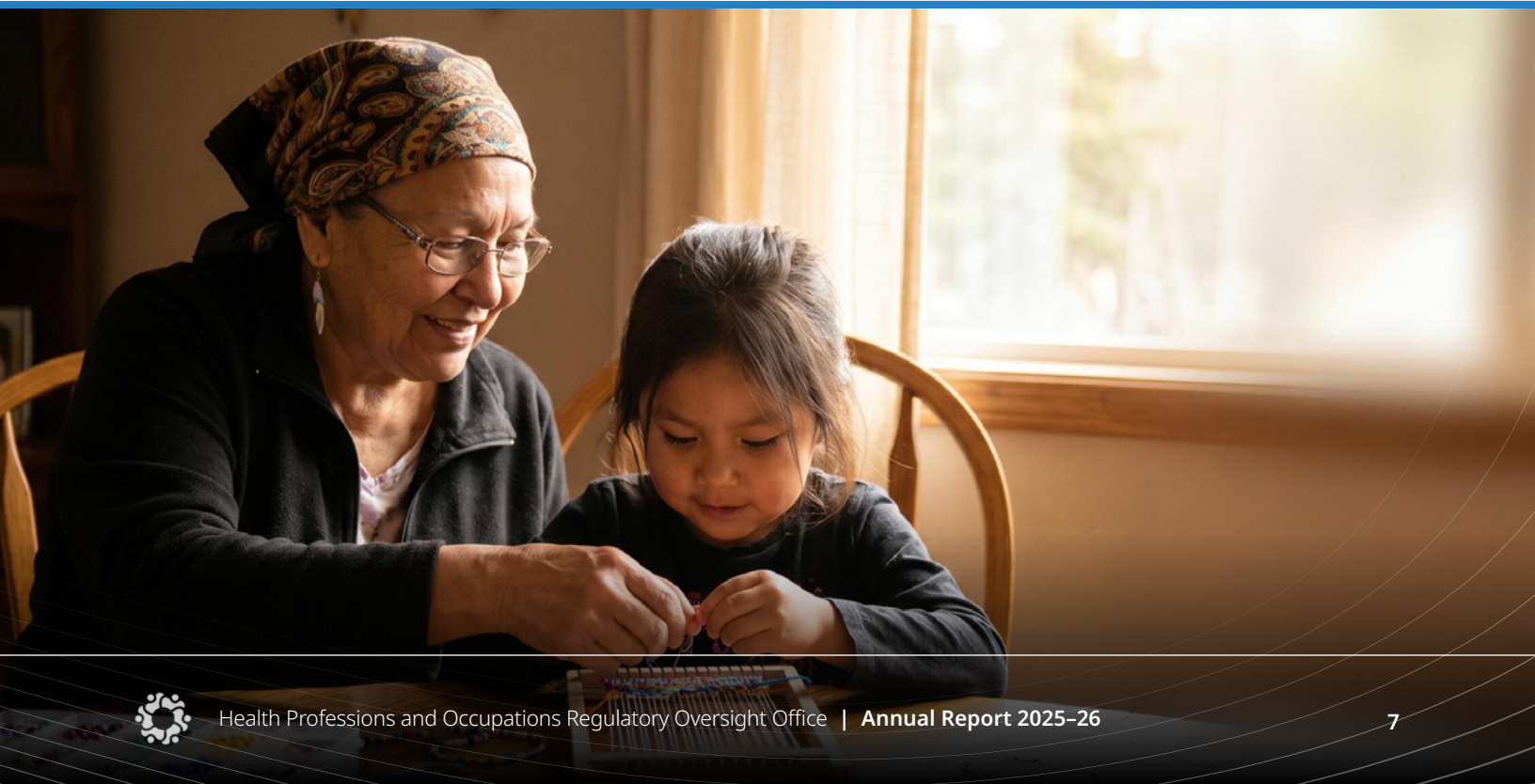
Indigenous Specific Anti-Racism and Cultural Safety

Ensuring our work is culturally safe and trauma-informed begins with equipping our team with the appropriate knowledge, skills, and support. Consistent with the expectations set out under the HPOA, the Oversight Office recognizes our responsibility to promote reconciliation, accountability, and public confidence in the health professional regulatory system. A key priority for us was developing our people to ensure our office culture reflects these principles in meaningful and sustainable ways.

To foster a culture rooted in respect, inclusion, and continuous learning, we have made a sustained effort in developing our people across multiple competency areas. This training is available to staff at all levels and is designed to strengthen both individual awareness and organizational capacity.

The Oversight Office's training included:

- **Intercultural competency training**, an examination of personal perspectives and biases, including exploration of one's own cultural beliefs
- **Indigenous-specific cultural safety and humility training**, focused on respectful engagement and relationship-building
- **Indigenous-specific anti-racism training**, addressing systemic and interpersonal forms of racism
- **Introduction to conflict competence**, supporting constructive and respectful navigation of difficult conversations
- **Trauma-informed training**, enhancing understanding of how trauma impacts individuals and interactions
- **Orientation to psychological health and safety in the workplace**, promoting supportive and inclusive work environments



Our staff also participated in a number of training sessions offered by other public bodies, including:

- **Introduction to Systemic Discrimination**, hosted by B.C.'s Office of the Human Rights Commissioner, enhancing understanding of systemic and interpersonal discrimination and measures to address it
- **Fairness in Practice Workshop**, hosted by the BC Ombudsperson's Office, strengthening knowledge of administrative fairness and best practices for equitable public service delivery
- **An overview session on the work of the BC Ombudsperson**, gaining insight into its mandate, vision and relevance to the work of the public service



Importantly, this work is not a one-time initiative. It reflects our commitment to learning, reflection, and doing better over time. The Oversight Office also hosts bi-weekly learning and engagement sessions focused on Indigenous-specific topics and anti-discrimination efforts. Team members and guest speakers encourage open dialogue, questions and shared learning to help deepen our understanding of the people and places on whose lands we work.

We recognize that advancing reconciliation requires continued ongoing effort and a willingness to examine and improve systems and practices. Through this training, we aim to expand our people's knowledge in order to engage thoughtfully and respectfully with Indigenous partners and communities. This will also help contribute to a health professional regulatory oversight environment that is more inclusive, trauma-informed, culturally safe, and responsive. This aligns with our broader commitment to supporting health professional regulators in meeting their obligations to serve the public interest, including addressing Indigenous-specific racism and systemic barriers within the health system.

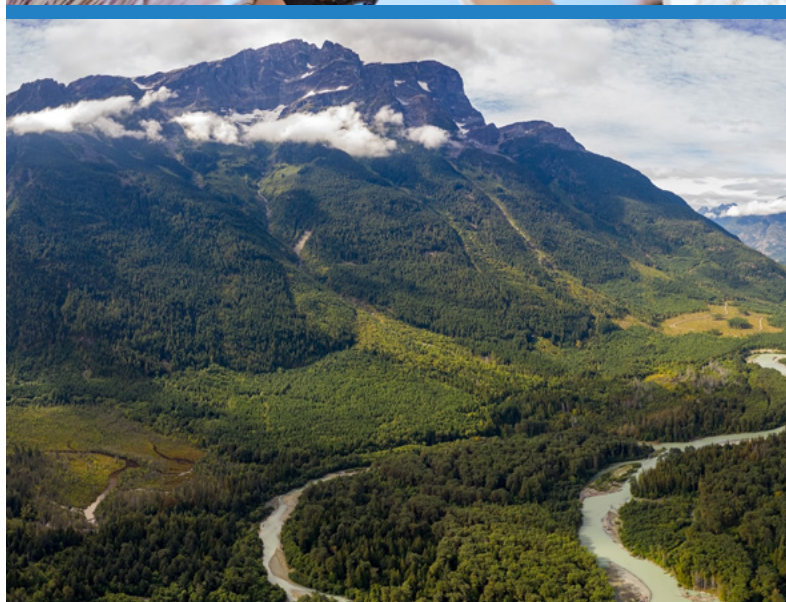


Putting the Foundations into Practice

In 2025-26, we put in place the policies, processes, and tools needed to support the Oversight Office's core functions under the HPOA.

The functions we perform share a common objective: supporting a health professional regulatory system that is accountable, transparent and responsive.

It is important to note that we are continually open to receiving comments and feedback on all of our policies published online. As a new organization, this is important as it will allow us to adapt and evolve over time to better fulfill our mandate. The following sections describe the work undertaken from April 1, 2025 to March 31, 2026.



Oversight Processes

We evaluate B.C.'s regulatory colleges through oversight processes. These processes encompass proactive monitoring, reviews and investigations to respond to issues that arise, and to promote continuous improvement. Through reviews, investigations, and audits, we can examine whether regulatory colleges are operating in the public interest and identify opportunities to strengthen how they protect people from harm and discrimination.

Oversight processes can be initiated:

- through a complaint received
- from information gathered by our office
- on a scheduled basis
- at the request of the board of a regulatory college
- at the direction of the Minister of Health.

In each case, the decision to proceed is guided by specific circumstances and nature of the concern, including the potential impact on the public.

During the reporting period, we developed an [Oversight Process Policy](#) that outlines how oversight activities will be initiated, assessed, and conducted. The policy was published on our website on March 31, 2026, so that regulatory colleges, partners, and members of the public can understand how oversight processes work and what they can expect when engaging with us.

Oversight looks beyond individual situations to identify broader trends, emerging concerns, and opportunities for improvement. By examining how regulatory colleges govern and exercise their regulatory functions, oversight activities help strengthen accountability and support a health professional regulatory system that remains focused on protecting the public from harm and discrimination.

FIVE OVERSIGHT PROCESSES



General Review

A review of a health professional regulatory college's published policies, procedures, bylaws or rules and annual reports



Complaint Review

A review of a complaint made about the performance of a regulatory college, or about the HPOA or its regulations



Investigation

An investigation may be carried out following a complaint about the conduct of a health professional regulatory college



Systemic Review

A broad review of patterns or issues relevant to the overall performance of one or more regulatory colleges, and the regulation of one or more health professions or health occupations



Audit

An audit is carried out to monitor how health professional regulatory colleges are meeting published performance standards



Complaints

Health professional regulatory colleges continue to manage complaints about individual health professionals, which is distinct from the Oversight Office's role. The HPOA gives us the authority to receive complaints about the performance and/or conduct of regulatory colleges, as well as concerns related to the HPOA and its regulations. The HPOA also introduced new pathways for certain matters, including sexual misconduct and sexual abuse cases that proceed directly to the Discipline Tribunal.

Preparing for the transition from the Health Professions Act to the HPOA required more than developing a complaints process. We worked closely with regulatory colleges, other areas of government, and organizations already responding to concerns from the public. We wanted to build a shared understanding of our respective new role. This helped ensure people could be directed to the organization or resource best placed to respond to their concerns and reduce people's uncertainty about where to seek help.

We also recognized that people contacting us may be looking for answers or guidance after navigating their way through a complex system. Some may be unsure where to turn. Others may be raising concerns about experiences that have had a lasting impact on them. Concerns related to health care can be deeply personal, and the way people are received matters.

In 2025-26, we put in place the policies, processes, and tools needed to receive and assess complaints in a manner that is fair, transparent, and accessible. Our people were trained to respond thoughtfully to a range of situations and to acknowledge that each

person brings their own experiences, perspectives, and needs. We spent a lot of time with organizations with decades of experience supporting people who raise concerns, including the BC Ombudsperson's Office, to help inform our approach.

Building our team also meant increasing awareness and understanding of the experiences of Indigenous Peoples within the health care system. We participated in Indigenous specific anti-racism education and training to support culturally humble and trauma-informed approaches to complaints intake and assessment. This work was informed by broader efforts to address Indigenous-specific racism in health care, and the recommendations outlined in the *[In Plain Sight](#)* report continue to shape our work.

To support accessibility, complaints can be submitted online, by post, by telephone, or in person. We published our *[Complaints Intake and Assessment Policy and Guidelines](#)* on our website so people can understand what concerns fall within our authority, how complaints are assessed, and what they can expect throughout the process. The policy also outlines what we will do when concerns fall outside our mandate.

By putting a clear and respectful complaints process in place, we established an independent pathway for concerns about the health professional regulatory system. Whether a complaint proceeds through our process or is directed elsewhere, we aim to ensure people are treated with dignity, provided with clear information, and supported in finding the right place to turn.



Designation Assessments

People receive health services from a range of practitioners in various settings. Designation assessments provide a way to examine risk of harm to the public, hear from people affected, and provide insight into whether regulating new practitioners would reduce risks and improve accountability in how health services are delivered.

These assessments look at currently unregulated health practitioners, and consider things like how they provide health services, the potential risks to people if those services are not delivered safely and ethically, and whether regulation could help reduce those risks.

The process for designation assessments has changed under the HPOA. Under the previous legislation, professional associations applied to be regulated through a process managed by an office within the Ministry of Health. Under the HPOA, designation assessments are conducted by the Oversight Office. Our findings and recommendations are independent from government and the regulatory colleges we oversee and are based on evidence gathered through an assessment.

Following a designation assessment, the Oversight Office provides a recommendation to the Minister of Health, who is responsible for deciding whether a profession or occupation should be regulated under the HPOA.

In the past year, we developed the framework to guide how designation assessments are carried out in the future. We established practices of how information will be gathered and reviewed, how potential risks to the public will be assessed, and how recommendations will be made to the Minister of Health.

We developed approaches to ensure people have an opportunity to give their thoughts and feedback when a designation assessment is being conducted. We will offer different ways for people to share their views, so the process is accessible and includes opportunities for input from health practitioners, employers, educators, professional associations, Indigenous partners and members of the public. We will share information on our website, through media and our partners to publicly signal that an assessment is underway to give everyone an opportunity to participate.



Board Appointments

The role of board members who serve on B.C.'s six regulatory college boards is to help ensure health professional regulatory colleges remain focused on protecting the public from harm and discrimination. They approve policies and budgets, recruit the registrar, and set the strategic direction for the college.

The way board members are appointed has changed under the HPOA. Under the previous legislation, health professional board members were elected by the health professionals registered with the colleges. In addition, public board members were appointed by the Minister of Health through a government-led process.

Today, the Oversight Office recruits and assesses candidates and recommends individuals to the Minister of Health for appointment. The recommendations consider a diversity of experiences and perspectives so the board can better reflect the needs of people in B.C.

We published information about the [application and assessment process](#) on our website in the fall of 2025, so anyone interested in being a board member knows what to expect when going through the assessment process. Information on our website also explains how recommendations are made to the Minister of Health. We designed and launched an online application portal in October 2025 to make it easier for people to apply for board opportunities. The portal remained open throughout the reporting period and continues to accept applications for upcoming opportunities. During the reporting period, we received 131 applications from individuals interested in serving on boards.

When reviewing candidates, we considered the mix of lived and learned experience, the needs of each regulatory college, and a diversity of perspectives. We assessed candidates based on merit, including their knowledge, skills and personal attributes, while acknowledging their professional experience. We also looked for people who had experience with, or were willing to learn about governance, public safety, health professional regulation, anti-discrimination, and Indigenous cultural safety matters.

Supporting board appointments was a significant focus of our work during the reporting period. As of March 31, 2026, we had recommended 14 new board members and supported the appointment of 46 existing members to B.C.'s six regulatory colleges. Completing this process and providing appointees and the colleges with advance notice of their appointment prior to April 1, 2026 helped enable onboarding and transition to the new boards under the HPOA. Together, these appointments brought new perspectives while retaining valuable experience and knowledge as regulatory colleges adjusted to the new legislation. We believe this combination of new and returning members will help support thoughtful discussions and decisions that put the public first under the new legislative framework.

As part of our administrative responsibilities for board appointments, we began developing training materials for board members, including a reference library of educational materials and Indigenous specific anti-racism training. Once the foundational training is completed, we will soon deliver sessions to help board members gain a better understanding of their roles and the role of the Oversight Office under the HPOA. We will continue to seek input and feedback from participants to improve our training and educational materials over time.



Performance Standards and Audits

Regulatory colleges play a key role in regulating health professionals in the public interest, and the Oversight Office is responsible for carrying out audits of regulatory colleges to report on whether they are meeting their responsibilities.

We establish performance standards for regulatory colleges under the HPOA, and they are required to meet these performance standards.

During the reporting period, we did extensive research to shape the draft performance standards. We reviewed standards used by other regulatory bodies in B.C., in other provinces and in international jurisdictions¹. We treated all of these as reference points, not blueprints. Our focus was to bring their lessons into alignment with the HPOA and the B.C. context. This research, as well as engagement work with health professional regulatory colleges, informed the development of our 25 draft performance standards.

Engagement with the regulatory colleges was at the heart of this work. In development, we brought together the registrars from all six regulatory colleges to review the draft standards, discuss the proposed approach and identify opportunities for improvement. They received the draft standards in advance of the engagement session and then had opportunities to provide both verbal and written feedback, which we incorporated into the framework.

The performance standards were created and organized into five themes:

- Transparency, Accessibility and Engagement
- Regulatory Effectiveness
- Governance
- Complaints
- Cultural Safety and Humility

The performance standards aim to guide expectations of what good regulatory practice looks like, and will provide a consistent way to review performance, identify strengths and highlight areas for improvement. Together, these standards will provide a structure for reviewing how regulatory colleges carry out their responsibilities under the HPOA.



¹ References that helped shape the performance standards include, but are not exhaustive to, the following:
Australian Commission on Safety and Quality in Health Care. 2021. *National Safety and Quality Health Service Standards* (second edition)
Cayton, C. 2018. *An Inquiry into the performance of the College of Dental Surgeons of British Columbia and the Health Professions Act*.
First Nations Health Authority and Health Standards Organization. *British Columbia Cultural Safety and Humility Standard* (HSO Standard).
Office of the Superintendent of Professional Governance. 2023. *Standards of Good Regulation*.
Ontario Ministry of Health. 2020. *College Performance Measurement Framework (CPMF)*.
Professional Standards Authority for Health and Social Care. n.d. *Annual performance review reports of health and care regulators*

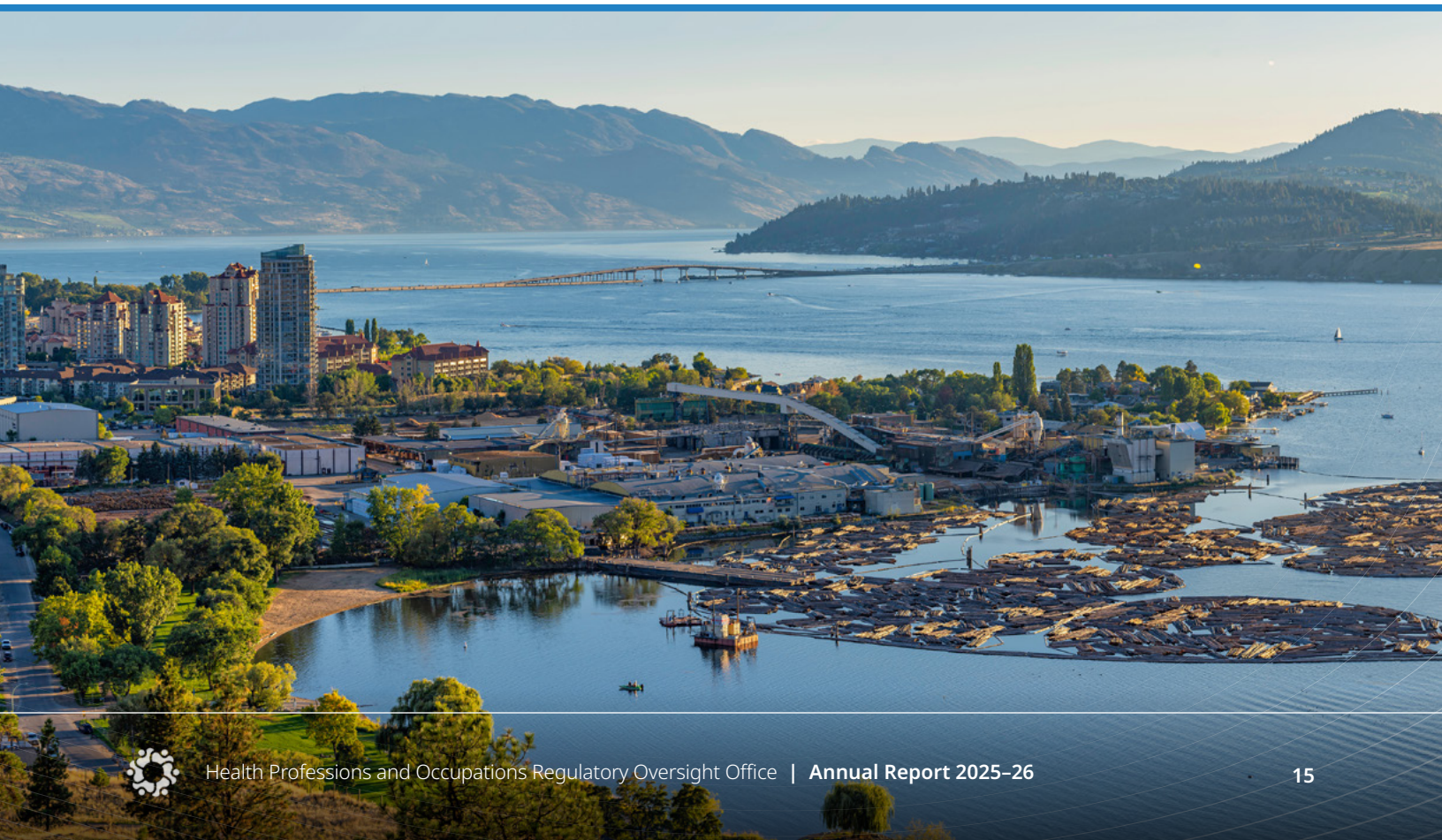


The purpose of the performance standards is to evaluate how the health professional regulatory colleges are fulfilling their obligations under the HPOA and to support continuous improvement. The goal is not to "grade" regulatory colleges as a measurement of pass or fail, but to understand what is working well, identify opportunities to improve, and support continual learning across the health professional regulatory system. The intention of early cycles of audit reviews will be to establish a baseline of how regulatory colleges are aligned with the new performance standards.

Audit findings will be reported publicly. This will document how regulatory colleges are adhering to the performance standards, and how this alignment is making a meaningful impact in the public interest, including how regulatory colleges respond when concerns arise and how patient safety is kept at the centre of their work.

It is important to note that these performance standards are intended to evolve over time. As we carry out audit work and continue learning, we will review and update them as part of our approach to continued improvement. This will include ongoing and future engagement with First Nations, Métis, Inuit and urban Indigenous Peoples and communities, to ensure the audits and performance standards remain relevant and meaningful.

As the Oversight Office's mandate did not start until April 1, 2026, our focus during the reporting year was building the foundation for future audit work. The performance standards were not finalized and published by April 1, 2026 to allow time for refinement based on feedback from the regulatory colleges. It is anticipated the standards will be finalized and published online by the end of April 2026, and audit scheduling will begin. This will allow regulatory colleges adequate time to review, understand and adopt the performance standards into their day to day regulatory functions.



Key Accomplishments and Progress to Date

In the previous reporting period of 2024-25, the Oversight Office developed strategic outcomes to guide our work over the medium term and support putting the building blocks in place to enable us to be ready to fulfill our mandate for April 1, 2026. The following is a snapshot of progress made over the reporting period to meet these priorities.



Merit-based board appointment process that results in diverse and unbiased boards acting in the public interest

KEY ACCOMPLISHMENTS

- ✓ Developed merit-based principles and conducted needs assessments for each regulatory college to inform recruitment of candidates
- ✓ Published a set of documents about the application and assessment process to help applicants understand what to expect and how recommendations are made, namely:
 - [*Board Member Recruitment Information Sheet*](#)
 - [*How Board Member Applicants are Assessed*](#)
 - [*Merit Principles*](#)
 - Notice of Position
- ✓ Designed and launched an online application portal, which remained open throughout the reporting period and continues to accept applications
- ✓ Received and reviewed 131 applications from individuals interested in serving on regulatory college boards
- ✓ Recommended 14 new board member appointments and supported the appointment of 46 existing members across B.C.'s six regulatory colleges
- ✓ All board appointees and regulatory colleges were notified by the end of February 2026, to allow for onboarding and transition to the HPOA.
- ✓ Initiated development of educational and training materials for board members

Oversight activities and processes into health professional regulatory colleges are conducted in a collaborative, safe, transparent manner and prioritized based on risk to the public

KEY ACCOMPLISHMENTS

- ✓ Developed oversight policies and processes, and began developing an audit framework to guide future oversight activities
- ✓ Drafted 25 performance standards organized across five themes aligned with the HPOA and its guiding principles in preparation for their publication
- ✓ Finalized and published new guidelines and policies for our oversight work, namely:
 - [*Overview of Oversight Office and Tribunal*](#)
 - [*Complaints Intake and Assessment Policy and Guidelines*](#)
 - [*Oversight Process Policy*](#)
 - [*Privacy and Collections Policy*](#)
- ✓ Brought together registrars from all six regulatory colleges to align understanding and review draft performance standards
- ✓ Incorporated verbal and written feedback from regulatory colleges into the framework
- ✓ Established an approach focused on continual learning and improvement rather than pass-or-fail assessments



The Oversight Office's complaints process is accessible, transparent, efficient and culturally safe

KEY ACCOMPLISHMENTS

- ✓ Established principles to guide our approach, including fairness, transparency, accessibility and person-centred service
- ✓ Engaged with key partners to develop the policies, procedures and supporting materials needed to operationalize the complaints intake and assessment process under the HPOA
- ✓ Created a user-friendly complaints process that allows anyone to submit a complaint through an accessible online form on our website, by post, via a toll-free phone line, or in person
- ✓ Published information online to help people understand how to raise concerns and what they can expect from the process
- ✓ Provided our people with relevant training to help them manage complaint intake efficiently, consistently, and in line with our procedures
- ✓ Continued to collaborate with partner organizations to enable appropriate referrals and help people access the services and resources best suited to their needs

Objective, actionable advice is provided to the Minister of Health to determine if it is in the public interest for a health profession or occupation to be designated and regulated under the HPOA framework

KEY ACCOMPLISHMENTS

- ✓ Established an approach centred on evidence gathering, consultation and public participation
- ✓ Developed processes to define, identify, and assess risks as part of a designation assessment
- ✓ Published *General Policies and Processes on Designation Assessments* to guide future designation assessments
- ✓ Trained and prepared our team to conduct designation assessments when initiated under the HPOA



The public is aware of the Oversight Office, its mandate, actions, recommendations and decisions through clear communication that is timely and transparent.

KEY ACCOMPLISHMENTS

- ✓ Redesigned the Oversight Office's website with improved mobile access to provide information about our role, responsibilities and processes
- ✓ Introduced more accessible ways for the public to contact us, including setting up a toll-free phone line and dedicated email addresses for board appointments and complaints
- ✓ Published policies and resources to support transparency and public understanding
- ✓ Developed communications materials to explain new oversight functions introduced under the HPOA
- ✓ Published the Oversight Office's first [annual report](#) in September 2025, covering the period from August 15, 2024, to March 31, 2025
- ✓ Continued building relationships with regulatory colleges, oversight partners and other interested parties

The Oversight Office is resourced to meet its legal mandate

KEY ACCOMPLISHMENTS

- ✓ Continued building, training and supporting a team of 13 full-time employees to carry out our responsibilities
- ✓ Developed internal policies, processes and infrastructure needed to become operational under the HPOA
- ✓ Implemented interim manual processes while development of a case management system continued
- ✓ Worked with other ministries across government to secure corporate support services, such as communications and information systems, while maintaining and upholding our independence
- ✓ Continued work to establish permanent office accommodations as part of government's broader office-space consolidation efforts, with an anticipated move in summer 2026

Next fiscal year we will work to refine and develop our strategic priorities to ensure they are aligned with operational realities of the Oversight Office. Further refinement after implementing the HPOA over the next several months will better inform our longer-term priorities as we operationalize the HPOA.



Looking Ahead

As the Oversight Office moves from establishing our foundation to carrying out our responsibilities under the HPOA, we will remain open to feedback and reflection as we learn from experience and adapt our approaches over time.

In the coming year, we will continue to increase the awareness and understanding of who we are, what we do, and how people can engage with us. As a new organization with a mandate that is distinct from regulatory colleges and other oversight bodies, helping people understand where to turn with questions or concerns remains an important part of our work.

Building strong relationships with regulatory colleges, Indigenous partners, and organizations that support people navigating the health system will also remain a focus. These connections help ensure people are directed to the right place, reduce confusion, and contribute to a more coordinated oversight landscape.

We also recognize the importance of being clear about how we make decisions. In 2026-27, we will develop, update and refine the policies that guide our processes, including how we exercise discretion in considering the public interest in our work. The performance standards for regulatory colleges will also be published online as part of our commitment

to transparency. Adhering to these approaches helps people understand how and why decisions are made.

Internally, our focus will include strengthening the systems and infrastructure that support our people. This includes completing the development of a case management system to support the handling of complaints and inquiries. While the system was under development during the reporting period, it was not ready for implementation when the Oversight Office became operational. Interim manual processes have supported the intake and management of complaints and inquiries while this work progresses.

As part of government's broader office-space consolidation efforts, we will also move into permanent office space in Victoria.

We know that operationalizing a new oversight role is not something that happens all at once. It requires listening, learning, and adjusting our priorities along the way. We remain committed to fulfilling our responsibilities with independence, transparency, fairness, and a focus on providing independent oversight of regulated health professions and occupations in B.C. to protect the public interest, reduce harm and help end discrimination in B.C.'s health care system.





Operating Budget

The 2025-2026 annual operating budget ending March 31, 2026, for the Office is \$2,711,555.

Expense Type	Actuals
Salaries and benefits	\$2,547,996
General office operating costs	\$163,559
Total	\$2,711,555





Health Professions
Discipline Tribunal

Health Professions Discipline Tribunal

Annual Report 2025-2026





**Health Professions
Discipline Tribunal**

September 2026

Superintendent Sherri Young
Health Professions and Occupations Regulatory Oversight Office
PO Box 9634 STN PROV GOVT
Victoria BC
V8W 9P1

Dear Superintendent Young,

I am pleased to present the second annual report of the Health Professions Discipline Tribunal in accordance with section 485 of the *Health Professions and Occupations Act* (HPOA).

This report covers the period from April 1, 2025, to March 31, 2026.

Sincerely,

Benson Cowan
Director of Discipline
Health Professions Discipline Tribunal
Province of British Columbia
tribunal@hporoo.ca
www.hporoo.ca

Message from Benson Cowan, Director of Discipline

This annual report covers the 12-month period leading up to April 1, 2026, when the *Health Professions and Occupations Act* (HPOA) and the establishment of the Health Professions Discipline Tribunal (Discipline Tribunal) fully came into force.

We started the fiscal year as little more than a sketch on a whiteboard, with only one permanent and two temporary staff. We have finished the year with six permanent staff, one temporary staff member to assist with the transition, a co-op student, one full-time Discipline Tribunal member, and 10 part-time members. This small and dedicated team of professionals has worked hard to stand up the Discipline Tribunal and ensure it is ready to handle cases and meet its legal obligation.

As is detailed in the annual report, none of this work would have been possible without the sustained and helpful collaboration with members of the public, health professionals and regulators in the province. I am grateful for the frank and candid feedback we have received and the time and effort that so many people have taken to ensure the Discipline Tribunal understood the impact and effect of its choices and decisions.



Sections 14 and 15 of the HPOA set out key principles that guide the Discipline Tribunal's work. I am committed to ensuring the Discipline Tribunal's policies and processes reflect these principles and the underlying goals of our health care system.

We are excited and optimistic about the year to come.

A handwritten signature in black ink, appearing to read 'ABC' followed by a flourish.

Benson Cowan

Director of Discipline
Health Professions Discipline Tribunal
Province of British Columbia



About the Health Professions Discipline Tribunal

The Discipline Tribunal was created under Sections 443 to 451 of the HPOA, which came into effect on October 23, 2023, and allowed the appointment of the Director of Discipline (Director), the Deputy Director of Discipline, Tribunal members, and Tribunal staff. When the HPOA took full effect on April 1, 2026, the Discipline Tribunal became operational.

The Discipline Tribunal is responsible for the following:

- Approving some resolutions of disciplinary matters, including resolutions for all sexual abuse cases
- Reviewing and deciding on requests by a health professional regulatory college (regulatory college) to issue a citation which is the formal start of the Discipline Tribunal's discipline process
- Managing all cases where a citation has been issued
- Conducting hearings in cases that have not been resolved
- Hearing requests for reviews of orders made after a hearing
- Overseeing the publication of disciplinary orders and requests for citations by the regulatory colleges.

The Discipline Tribunal is led by the Director who is appointed by the Minister of Health.

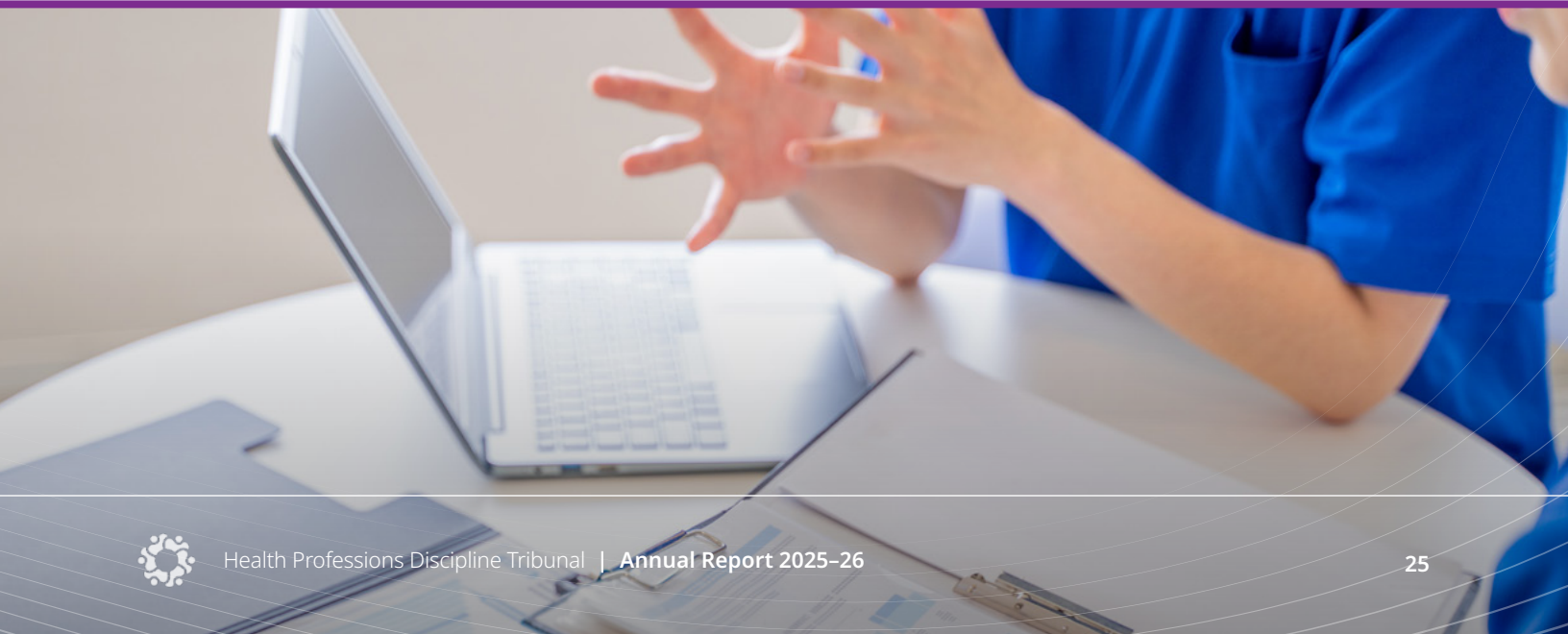
Staffing and Member Recruitment

On April 1, 2025, the Discipline Tribunal had only one permanent employee – the Director – and two appointed positions. There were no discipline panel appointees.

In October 2025, the Director appointed a full-time Deputy Director. After careful and steady recruitment, by March 31, 2026, the Discipline Tribunal added a Tribunal Manager who oversees the entirety of the Discipline Tribunal's operations, two senior case analysts, an executive assistant, a tribunal navigator, and a training specialist. This small group of dedicated and creative staff are all members of the BC Public Service.

The Discipline Panel comprises the Discipline Tribunal members appointed by the Director. By March 31, 2026, the Director had also appointed 10 panel members, including two professional members.

The Discipline Tribunal is required to have at least one member of each regulated health profession. In practice, some of the regulated health professions with a higher volume of cases would require more than one professional member. It is estimated that the Discipline Tribunal will have 40 or more professional members. The recruitment and appointment of professional members is an ongoing priority.



Case Management Processes

The HPOA established an entirely new legal framework for the oversight of discipline processes for regulated health professionals. The Discipline Tribunal has several distinct areas of responsibility and oversight, each of which has some differences with respect to process and decision making.

Over the course of the fiscal year, the Discipline Tribunal developed draft process maps and a case management process to support its different roles and responsibilities. These processes are the foundation for the Discipline Tribunal's work in developing a case management system, procuring a hearing support partner, and developing its practice directives.

Case Management System

The Discipline Tribunal has been working with the Tribunal and Agency Support Division of the Ministry of the Attorney General to develop a case management system using Salesforce. The high-level requirements of the case management system include a portal for the regulatory colleges and other parties to submit cases and supporting materials, internal case management and file tracking, and secure document management.

As of March 31, 2026, the case management system continued to be developed and refined.

The Discipline Tribunal staff have built a temporary case management system using a secure file transfer site and existing technology.

Hearing Support Procurement

Following a public tender process, the Discipline Tribunal procured the services of First Class Conferencing Facilitation to provide support for its hearings. Unless ordered otherwise, hearings before the Discipline Tribunal will be virtual. The virtual hearings will include secure general clerking and evidence management functions, secure breakout rooms for participants, and public access.

Website

On March 31, 2026, the Discipline Tribunal launched phase one of its website. The website has information about the discipline process, the Discipline Tribunal's rules and practice directives, and information about how to apply to become a tribunal member. It is housed on the website for the Health Professions and Occupations Regulatory Oversight Office at www.hporoo.ca/health-professions-and-occupations-regulatory-oversight-office/discipline-tribunal/.



Practice Directives

In preparation of its launch, the Discipline Tribunal developed 23 interim Practice Directives that govern all aspects of its involvement in cases. This includes:

- responding to requests from regulatory colleges
- processing requests through case management and mediation
- the conduct of hearings
- applications for review
- the publication of disciplinary orders

These practice directives function as the Discipline Tribunal's rules and they guide the actions of the regulatory colleges, other participants in a case, and the Discipline Tribunal staff and members. They balance transparency with the process, fairness to the parties, and the efficient and effective use of resources.

The practice directives are labelled as interim. This is because the Discipline Tribunal recognizes that we are at a very early stage in the process, given the entirely new legal framework for the oversight and conduct of discipline cases for health professionals in British Columbia. This process will continue to develop as the Discipline Tribunal receives and adjudicates cases under this new framework. As such, the Discipline Tribunal is committed to soliciting and incorporating feedback from users and the public, and to amending and improving its process as required.

Consultation and Engagement

The Discipline Tribunal's work in developing its case management processes, practice directives, and other initiatives was shaped and strengthened by extensive consultation and engagement with members of the public, Indigenous partners, health professionals, regulatory colleges' staff and leadership, the Network of Health Associations and individual associations, including the Doctors of BC, the Canadian Medical Protective Association, and others.

The nature of this consultation and engagement was varied and included:

- monthly meetings with the Discipline Process Working Group comprising representation from the Discipline Tribunal and the regulatory colleges
- discipline process desktop exercises that worked different scenarios through the Discipline Tribunal's process with each of the regulatory colleges
- a presentation about the Discipline Tribunal to the Health Regulatory College Indigenous Members' Community of Practice
- two presentations to the BC Health Regulators attended by more than 300 people
- a joint presentation on changes to the disciplinary and complaints process under the HPOA with the Doctors of BC and the College of Physicians and Surgeons attended by more than 400 physicians
- a presentation on the discipline process hosted by the British Columbia Psychologists Association attended by more than 50 psychologists
- four presentations on the discipline process under the HPOA to more than 200 health professionals from across all regulatory colleges



Planned Work

The Discipline Tribunal's work in the next fiscal year will be focused on ensuring that it manages its cases in an effective and efficient manner in keeping with its practice directives and its performance standards. As part of this work, the Discipline Tribunal will work closely with the regulatory colleges and other parties to ensure that they understand the Discipline Tribunal's policies and that any process changes reflect the experience of the participants in the Discipline Tribunal.

The Discipline Tribunal will be working with the regulatory colleges, the provincial health professions associations, and other interested organizations to raise awareness about the changes to the discipline process and to attract and recruit professional members.

Further, the Discipline Tribunal will be focusing its efforts to ensure that all of its members receive the required training and support to discharge their duties fairly, professionally, and to the highest standards.

Conclusion

The Discipline Tribunal has worked closely with many key partners and interested parties to prepare for the full implementation of the HPOA. Their support has helped shape efficient, effective, and innovative processes and policies that will guide the work of the Discipline Tribunal and ensure that it is ready to manage its cases. As the Discipline Tribunal begins its work, we remain committed to continuous improvement and ensuring that our work reflects the principles established in the HPOA.

