College of Homeopaths of Ontario Strategic Plan 2027–2029

Executive Summary

The College of Homeopaths of Ontario (CHO) enters the 2027–2029 planning cycle amid healthcare workforce pressures, changing patient expectations, expanding virtual and interprofessional care, and ongoing regulatory modernization. This plan combines CHO's earlier growth initiatives with a strengthened regulatory framework so that growth of the College and the profession proceeds in a way that is lawful, evidence-informed, sustainable and centred on public protection.

CHO's mandate is to protect the public by ensuring access to competent, ethical and accountable registrants. Addressing individuals who practise or present themselves as homeopaths without registration—particularly where protected titles are used, the public may be misled, or there is a risk of harm—is therefore the College's foremost strategic priority. Effective action in this area protects patients, reinforces the value of registration, supports confidence in regulation, and creates the conditions for responsible growth of the College and the profession.

Strategic outcome: By 2029, CHO will be a more visible, capable and trusted regulator; registrants will be better supported to meet standards; the public will have clearer information about regulated homeopathic care; and Council will have decision-ready evidence for future modernization and integration opportunities.

Order of Strategic Priorities

1. **Public Protection and Unregulated Practice Enforcement** — make prevention, detection, investigation and proportionate enforcement of illegal practice and misuse of protected titles the College's foremost priority.
2. **Organizational Excellence and Governance** — build the capacity, systems, risk controls and accountability needed to deliver sustainable growth and effective enforcement.
3. **Communications, Public Engagement and Professional Visibility** — help the public distinguish registered practitioners from unregulated providers and understand the value of registration.

4. **Registrant Growth, Mobility and Professional Development** — improve registration pathways, support competence and expand responsible participation in the profession.
5. **Government Relations and Strategic Partnerships** — build durable relationships with governments, regulators, educators, insurers and healthcare organizations.
6. **Clinical Integration and Demonstration Projects** — develop collaborative-care opportunities and carefully designed pilots in appropriate community settings.
7. **Regulatory Modernization and Scope Development** — prepare evidence and proposals regarding laboratory testing, specimen collection and other appropriate authorities.
8. **Environmental Scanning and Future Readiness** — monitor legislative, policy, workforce and delivery-system developments and translate them into timely Council decisions.

The sequence reflects a clear dependency: decisive action on unregulated practice protects the public and demonstrates the value of registration; organizational capacity sustains that action; visibility and registrant support enable partnerships; and partnerships and evidence support clinical integration and future modernization.

Strategic Goal 1: Public Protection and Unregulated Practice Enforcement

Objective: Protect the public and uphold confidence in regulation by establishing a visible, intelligence-led and legally sound program to address unregistered practice, misuse of protected titles, misleading representations, and related risks.

Priority Initiatives

- Establish a dedicated unregulated-practice and protected-title enforcement program with clear authority, accountability, procedures and annual resources.
- Create accessible reporting channels for the public, registrants, employers, insurers and healthcare partners.
- Implement proactive monitoring, triage, investigation, evidence-preservation and risk-based escalation protocols.
- Define proportionate responses, including education, compliance correspondence, undertakings, referrals, injunction-related options where legally available, and coordination with appropriate authorities.
- Prioritize cases involving risk of harm, public deception, repeated non-compliance, vulnerable persons, or misuse of protected titles.

- Develop public education explaining how to verify registration, why regulation matters, and how to report suspected illegal or misleading practice.
- Engage government, law enforcement where appropriate, other regulators, insurers, employers, digital platforms and professional associations to improve prevention and information-sharing within lawful limits.
- Report trends, outcomes, legal risks and resource needs to Council at least quarterly.

Success Measures

- Dedicated program, procedures, service standards and staff accountability established in 2027.
- Reports acknowledged, risk-triaged and assigned within approved service standards.
- Number and source of reports, files opened, compliance actions, recurrence rates and time to resolution tracked quarterly.
- High-risk and repeat matters escalated consistently, with reasons documented.
- Increased public use of the register and awareness of reporting mechanisms.
- Annual public report describes trends and outcomes without compromising privacy, fairness or active matters.

Strategic Goal 2: Organizational Excellence and Governance

Objective: Build the operational capacity, governance discipline, legal readiness and financial resilience required to support effective public protection and sustainable growth of the College and profession.

Priority Initiatives

- Modernize governance policies, Council orientation and decision-making practices.
- Implement an enterprise risk-management framework and annual risk review.
- Establish a corporate performance dashboard linking strategy, operations, enforcement, resources and outcomes.
- Advance digital transformation, records management, cybersecurity and service efficiency.
- Develop workforce, succession and business-continuity plans.
- Maintain access to appropriate legal advice and enforcement expertise.
- Align annual budgets and staff work plans with the ranked priorities in this plan.

Success Measures

- Annual governance and risk reviews completed.
- Quarterly KPI and enforcement oversight reporting in place.
- Improved operational timeliness and service standards.
- Multi-year resource, legal-readiness and succession plans approved.

Strategic Goal 3: Communications, Public Engagement and Professional Visibility

Objective: Increase awareness of CHO's public-protection role, the importance of registration and the contribution of safe, ethical homeopathic practice.

Priority Initiatives

- Adopt an integrated communications strategy for the public, registrants, government, healthcare partners and insurers.
- Modernize website content and establish a coordinated presence on appropriate social media channels.
- Launch quarterly stakeholder updates and an annual regulatory and public-protection report.
- Develop a professionally produced Registrar podcast explaining regulation, accountability, complaints and discipline, healthcare policy developments and collaborative practice.
- Create culturally appropriate outreach approaches, developed through respectful engagement with Indigenous partners and communities.
- Promote the public register and explain how regulated care differs from unregistered practice.

Success Measures

- Growth in website, publication, podcast and social-media engagement.
- Increased use of the public register.
- Greater participation in consultations and stakeholder activities.
- Measured improvement in awareness of CHO and the value of registration.

Strategic Goal 4: Registrant Growth, Mobility and Professional Development

Objective: Grow and sustain a competent profession by improving registration, mobility, engagement and continuing professional development.

Priority Initiatives

- Review registration pathways, service standards and unnecessary administrative barriers while maintaining entry-to-practice requirements.
- Assess inter-jurisdictional and national registration models and opportunities for harmonization.
- Strengthen quality-assurance resources, practice advice and continuing education.
- Engage registrants and professional associations in coordinated initiatives, with clear separation between the College's regulatory role and profession-building activities appropriately led by associations.
- Use workforce data to understand geographic access, areas of unmet need and future registration trends.
- Support educational partners in communicating regulatory expectations and pathways to registration.

Success Measures

- Registration review and mobility recommendations completed.
- Improved application-processing times and applicant experience.
- Increased quality-assurance participation and registrant engagement.
- Annual workforce and registration trend report produced.

Strategic Goal 5: Government Relations and Strategic Partnerships

Objective: Build relationships that increase CHO's regulatory visibility and create responsible opportunities for the profession.

Priority Initiatives

- Establish a government-relations program with regular Ontario and federal monitoring, briefing materials and consultation participation.
- Clarify federal and provincial roles when issues affect natural health products, professional regulation or access to practice inputs.

- Strengthen inter-college collaboration on public protection, interprofessional competencies and patient-centred care.
- Engage educational institutions, healthcare organizations, community providers and research partners.
- Continue structured outreach to third-party insurers to demonstrate regulatory safeguards, practitioner accountability and the value of recognizing registered homeopaths in benefit plans.
- Track stakeholder commitments, opportunities and follow-up actions.

Success Measures

- Increased government and consultation engagements.
- Growth in strategic partnerships and collaborative initiatives.
- Expanded insurer recognition and public access, where supported by insurer decisions.
- Annual stakeholder-engagement report completed.

Strategic Goal 6: Clinical Integration and Demonstration Projects

Objective: Explore appropriate, patient-centred roles for registered homeopaths within collaborative care and generate credible evidence to inform future decisions.

Priority Initiatives

- Identify compatible regulated professions and develop joint educational sessions on standards, competencies, referrals and scopes of practice.
- Explore partnerships with community health settings, multidisciplinary clinics, rural and underserved communities, hospices, retirement homes and end-of-life care organizations.
- Develop pilot-study protocols with independent methodological input, ethics review where required, defined patient-safety safeguards and transparent outcome reporting.
- Assess access, patient experience, service utilization, operational feasibility and cost outcomes without predetermining results.
- Ensure community-specific initiatives, including those involving Indigenous communities, are co-developed with the communities and organizations concerned.

Success Measures

- At least one collaboration framework developed.
- Feasibility assessment and research protocol completed before any pilot launch.
- Outcomes evaluated against pre-established measures.
- Council receives evidence-based recommendations on continuation, modification or cessation.

Strategic Goal 7: Regulatory Modernization and Scope Development

Objective: Position CHO to assess and, where justified, pursue legislative, regulatory and scope initiatives that improve safe access to care.

Priority Initiatives

- Review previous controlled-acts, scope-expansion, laboratory-testing and specimen-collection work.
- Update the evidence base, jurisdictional analysis, risk assessment and public-interest rationale for potential proposals.
- Assess the authority and safeguards required for registrants to requisition appropriate laboratory tests.
- Consult government, regulatory colleges, laboratories, educators, insurers, registrants and public representatives.
- Prepare options, resource implications and decision-ready recommendations for Council before advocacy or implementation.

Success Measures

- Annual regulatory opportunities report completed.
- Updated scope-modernization framework approved.
- Stakeholder consultation process established.
- Council reviews evidence and determines next steps annually.

Strategic Goal 8: Environmental Scanning and Future Readiness

Objective: Provide Council with timely intelligence and organizational readiness for legislative, regulatory and health-system change.

Priority Initiatives

- Monitor federal natural health product legislation, Ontario healthcare reform, regulatory modernization and workforce planning.
- Produce quarterly briefings and an emerging-issues dashboard.
- Conduct an annual scan of access pressures, primary-care reform, chronic-disease burden, integrative-care trends, virtual care and public expectations.
- Monitor relevant public inquiries, reviews and recommendations, including the Allison Inquiry where applicable, and assess implications for CHO.
- Maintain response protocols for urgent policy, legal or reputational developments.

Success Measures

- Quarterly briefings delivered on schedule.
- Annual environmental scan and policy recommendations completed.
- Material emerging issues assigned, tracked and reported.
- Council decisions reflect current evidence and risk analysis.

Three-Year Implementation Plan

Year 1 — 2027: Build the Foundation

- Launch the strategic plan, governance review, risk framework and KPI dashboard.
- Launch the dedicated unregulated-practice and protected-title enforcement program, including reporting channels, triage criteria, investigation protocols, escalation pathways, service standards and baseline measures.
- Complete the first environmental scan and regulatory opportunities assessment.
- Adopt communications, government-relations and stakeholder-engagement strategies.
- Review registration processes and develop the Registrar podcast charter.
- Inventory prior scope, laboratory-testing and pilot-study research.

Year 2 — 2028: Expand Engagement and Delivery

- Evaluate and refine unregulated-practice enforcement, regulatory case-management processes and performance standards using Year 1 data and risk trends.
- Launch the podcast, social-media program and public registration campaign.
- Complete mobility and registration modernization recommendations.
- Expand insurer, government, inter-college and healthcare partnerships.

- Develop collaboration frameworks and complete pilot feasibility work.
- Undertake formal consultation on priority modernization options.

Year 3 — 2029: Demonstrate Impact and Prepare the Next Cycle

- Evaluate strategic outcomes and publish a three-year results report.
- Assess communication reach, public confidence, registration trends and partnership growth.
- Evaluate approved demonstration projects against pre-established measures.
- Present evidence-based scope and laboratory-testing recommendations to Council.
- Implement governance improvements and confirm organizational readiness.
- Develop the 2030–2033 strategic planning framework.

Performance and Accountability Framework

Growth and Access

- Registrant applications, registrations, retention and geographic distribution.
- Registration processing times and applicant experience.
- Insurer recognition and partnership activity.

Public Protection

- Reports of suspected unregulated practice received, acknowledged and risk-triaged.
- Unregulated-practice files initiated, escalated, resolved and recurring after intervention.
- Time from report to initial assessment and from file opening to disposition.
- Protected-title misuse and misleading-representation matters addressed.
- Complaint and investigation processing times and completion rates.
- Discipline timeliness, transparency and consistency indicators.
- Public inquiries, registration-verification activity and awareness of reporting channels.

Engagement and Visibility

- Website engagement, podcast reach, social-media reach and publication readership.
- Registrant, public and stakeholder participation.
- Government consultations and strategic partnerships.

Organizational and Regulatory Readiness

- Governance and policy implementation rates.
- Risk treatments completed.
- Environmental-scan recommendations addressed.
- Modernization milestones completed on schedule and within approved resources.

Staff will report quarterly to Council, distinguish activities from outcomes, identify risks and dependencies, and recommend corrective action where targets are not being met.

Council Decision Requested

Council is requested to:

1. Approve the strategic direction and ranked priorities in this 2027–2029 plan.
2. Direct staff to prepare annual operational plans, budgets, accountabilities and risk assessments aligned with the priority sequence.
3. Authorize establishment of the performance dashboard and quarterly reporting framework.
4. Authorize immediate commencement of the Year 1 unregulated-practice and protected-title enforcement program as the first implementation priority, together with the other foundation initiatives, subject to approved budgets and applicable legal, privacy, procedural-fairness and consultation requirements.
5. Require a mid-cycle review in 2028 and a comprehensive outcomes evaluation in 2029.

Guiding principle: Growth of the College and the profession will be pursued through public confidence, regulatory excellence, registrant competence, strategic partnerships and evidence-based modernization.