



College of Traditional Chinese Medicine  
Practitioners and Acupuncturists of Ontario

Ordre des praticiens en médecine traditionnelle  
chinoise et des acupuncteurs de l'Ontario

# CTCMPAO Strategic Plan

March 23, 2023



→ Section 1

# Introduction

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CTCMPAO Strategic Plan

# A Message from the College

The College's previous strategic plan was developed to regulate the profession in the public interest in 2018. It described the College's new vision, mandate, values, and strategic directions. It included initiatives that focused on building upon good governance, practitioner competence, stakeholder communications and public confidence. The previous plan was set to expire in 2021, and the College recently underwent strategic planning activities to create our new plan. As part of our planning process, we engaged with key stakeholders including the public, government, and profession. The College engaged over 490 stakeholders to ensure all inputs and ideas were incorporated into our new plan. We thank all those who participated in providing their feedback.

The new strategic plan defines how the College will meet our statutory obligations to achieve our mandate of ***Protecting the public through a transparent and effective regulatory environment while guiding the Traditional Chinese Medicine profession.*** The College will ensure this happens by focusing on effective right-touch regulation, continuous quality improvement, informed and interactive stakeholders, and modernized governance. The College will put a greater emphasis on collaboration and partnership with the profession, government and health system partners wherever possible to achieve our goals.

The College will also look to be more transparent with the new strategic plan, and provide regular updates on our progress towards meeting our goals.

We appreciate and thank those who have supported the regulation of traditional Chinese medicine. Our vision of **Full public confidence in the safe and effective practice of Traditional Chinese Medicine** cannot be achieved without the support and engagement of all stakeholders. We look forward to strengthening our relationships and working more closely with our stakeholders.



The College of Traditional Chinese Medicine Practitioners and Acupuncturists of Ontario (the College) is the body responsible for regulating the practice of Traditional Chinese Medicine (TCM) in the public interest through the Regulated Health Professions Act, 1991 and Traditional Chinese Medicine Act, 2006. It is the only organization legally authorized by the Ontario government to evaluate applicants and determine who is qualified to practice TCM in Ontario.

## About CTCMPAO

The College's began regulating the TCM profession in 2013. Since then, significant progress has been made to establish registration, quality assurance, and complaints process to effectively regulate the profession, as well as building a healthy organization to carry out the regulatory functions.

The College is governed by a Council that consists of both professional members of the College and members of the public appointed to the Council by the Provincial Government. In addition, the governance structure includes several Committees responsible for particular functions of the College. The Council is supported by the Registrar who, along with staff, operationalizes the strategic direction of Council. The College's primary duty is to serve and protect the public interest by:

- Regulating the practice and conduct of members by setting regulations, standards, policies and guidelines;
- Maintaining a public register of members, ensuring that only qualified professionals meeting entry to practice requirements can practice or use the protected titles: "Traditional Chinese Medicine Practitioner" or "Acupuncturist", a variation or abbreviation or an equivalent in another language;
- Developing programs to help members improve their skills, knowledge and judgment;
- Reviewing and investigating complaints against members;
- Assessing whether a member is fit to practice;
- Disciplining members, where necessary;
- Promoting inter-professional collaboration; and
- Offering practice guidance to members and assisting public with information about the profession and its members.

# Our Accomplishments



The College of Traditional Chinese Medicine Practitioners and Acupuncturists of Ontario (the College) has had many notable accomplishments over the past number of years. Some of which are highlighted below:

## Our Accomplishments

As of 2023, the College has registered over 2800 Traditional Chinese Medicine Practitioners and Acupuncturists through a registration process that is transparent, objective, impartial, and fair. The College's language fluency policy, which provides applicants with multiple paths to meet the language requirements, is an example of the College's ability to reduce barriers while ensuring public protection.

The College has established a complaints process that provides confidence to patients that the College is dedicated to its mandate to regulate the profession in the public interest. The College addresses each complaint in a transparent and objective manner, that upholds the principles of right touch regulation.

The Quality Assurance Program of the College has endeavored to create an environment where members are enabled to learn and improve on their skills as a health professional. The frequent webinars and educational tips (in English and Chinese) provided by the College give members easy access to information that will allow them to practice safely and effectively.

Throughout the COVID-19 pandemic, the College remained responsive and flexible to changes. The College enforced directives from Ontario's Chief Medical Officer of Health, developed new guidance documents, and worked with Public Health Units to ensure members had access to vaccines.

The College has strived to be an active participant in the Ontario health care system by being a collaborative partner. This includes partnerships with other regulators both in Ontario and nationally, patient groups like the Citizen Advisory Group, and TCM associations. We believe these partnerships are essential to our ability to understand the current regulatory and practice environment, and enhances our ability to regulate effectively.

# Our Definitions



**College Staff:** An individual who works directly for the College.

**Council Member:** A *professional member* who is elected by members in the 5 electoral districts throughout Ontario or a *public member* appointed by the Lieutenant Governor of Ontario.

**Member:** A Traditional Chinese Medicine Practitioner and/or Acupuncturist registered with the College.

**Public:** An individual who is receiving Traditional Chinese Medicine treatments/assessments from a member registered with the College.

**Stakeholders:** This refers to any individual and/or group of individuals who have a professional relationship with the College directly and/or indirectly. An example of an internal stakeholder would be a staff member who works for the College, a Council member, and a member registered with the College. An example of an external stakeholder would be public, other regulators, government partner(s) and a patient of professional members registered with the College.

**Traditional Chinese Medicine (TCM):** Originated in ancient China and has a history of over two thousand years. Influenced by ancient Chinese philosophy, culture, and science and technology, Chinese medicine uses the theory of Yin and Yang and the theory of Wu Xing to explain the mechanism of balancing the function of the body. Traditional Chinese Medicine Practitioners use a number of treatment options based on the patient diagnosis. This may include a combination of herbal medicine and treatment modalities, such as acupuncture, moxibustion, cupping, gua sha, and tui na.



→ Section 2

# Our Strategic Plan

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CTCMPAO Strategic Plan

# CTCM PAO Strategic Framework

## Mandate

Protecting the public through a transparent and effective regulatory environment while guiding the Traditional Chinese Medicine profession.



## Values

Ethical • Collaborative • Accountable • Transparent

# Our Vision and Mandate



## Vision

Full public confidence in the safe and effective practice of  
Traditional Chinese Medicine.

## Mandate

Protecting the public through a transparent and effective regulatory environment while  
guiding the Traditional Chinese Medicine profession.

### Definition

Vision: Defines *what* the desired future state will be, look like, feel like, and what we aspire the College will achieve.

Mandate: Defines *how* the goal of the Vision will be achieved



## Values

**Ethical** – To always behave with integrity in a manner that is fair, honest and professional

**Collaborative** – To work openly with our health system partners including the public, government, and with the profession to achieve a common purpose

**Accountable** – To be responsible for everything we do (e.g., actions and decisions) by providing evidence and reasoning

**Transparent** – To have fair, simple, clear and easy to understand processes and communications

### Definition

Values: Behaviours or principles that support the College in accomplishing its Vision and Mandate.



→ Section 3

# Our Strategic Directions

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CTCMPAO Strategic Plan

# Our Strategic Directions

A Strategic Direction is an element or focus area that needs to be in place to achieve the Vision and Mandate set out by the College. They form the basis of the actions and activities for the College going forward. Below are the College's four Strategic Directions.



Effective Right-Touch Regulation



Continuous Quality Improvement



Informed and Interactive Stakeholders



Modernized Governance

# Effective Right-Touch Regulation

We will ensure we are clear, consistent, and transparent in our approach to regulation of the profession. We will have a process for identifying, communicating, managing and measuring risks and continuously improve this process. We will target activities to prevent the greatest risks and harms to the public. We will maintain an appropriate level of agility in our measured approach to regulation and be accountable for the decisions we make. We will work with our Government partners to ensure alignment with legislative requirements.

Strategic Initiatives	
1.1	Develop a data governance framework to inform risk-based decision-making
1.2	Educate and communicate risk-based decision-making processes and procedures
1.3	Develop a Doctor Class registration regulation
1.4	Review and enhance registration process to ensure timely and appropriate registration

## Expected Outcomes:

- Enhanced public confidence and trust.
- Optimal level of regulation for the profession.
- Increased collaboration and partnerships with the profession and government.
- Approval from the Government related to regulation work underway.



### Definition

Right-Touch Regulation: A concept that emerged in the early 2000s from the United Kingdom's Better Regulation Executive and further defined by the Professional Standards Authority (UK) as: Right-touch regulation means understanding the problem before jumping to the solution. It makes sure that the level of regulation is proportionate to the level of risk to the public. It builds upon the principles of good regulation including: proportionate, consistent, targeted, transparent, accountable, and agile. Additional information on Right-touch regulation can be accessed via the [Professional Standards Authority \(UK\)](#).

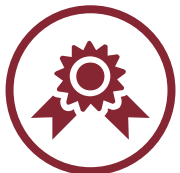
# Continuous Quality Improvement

We will continue establish a culture of objective decision-making and quality assurance in how we operate. We will ensure we appropriately understand and monitor the educational needs of our members, the public and college staff working to identify educational and/or professional development needs and opportunities. We will improve and monitor compliance to standards of practice and guidelines to set professional expectations. We will continue to improve our Quality Assurance Program to create alignment and understanding amongst stakeholders.

Strategic Initiatives	
2.1	Develop a clear professional development plan for members
2.2	Enhance the Member Assessment process
2.3	Develop an Education Approval process

## Expected Outcomes:

- Increased consistency in quality of care.
- Competent and responsible professionals.
- Improved decision-making capabilities, driven by data.



# Informed and Interactive Stakeholders

We will create a culture in which members understand expectations and provide the highest level of care. We will define and articulate the value-proposition of the College and the benefits provided to the public, government, and practice. We will lead and support diverse and inclusive public communication and engagement efforts that build confidence and trust in the profession. We will formalize input and involvement of the public and the profession incorporating this into decision-making processes. We will collaborate with system partners who will further our vision and mandate and learn from best practices.

Strategic Initiatives	
3.1	Enhance engagement and communication with stakeholders
3.2	Establish formal advisory groups for public and members

## Expected Outcomes:

- Improved engagement from all stakeholders.
- Increased alignment and awareness of College's role and mandate.



# Modernized Governance

We will ensure transparency in our governance activities and governance structure. We will identify and implement best practices in regulatory governance. We will establish required committees and recruit for participation based on diversity, equity, inclusion considerations as well as expertise and competency.

Strategic Initiatives	
4.1	Focus on Diversity, Equity, and Inclusion (DEI)
4.2	Enhance Regulatory Governance practices and transparency
4.3	Develop a competency framework for Council members and committees

## Expected Outcomes:

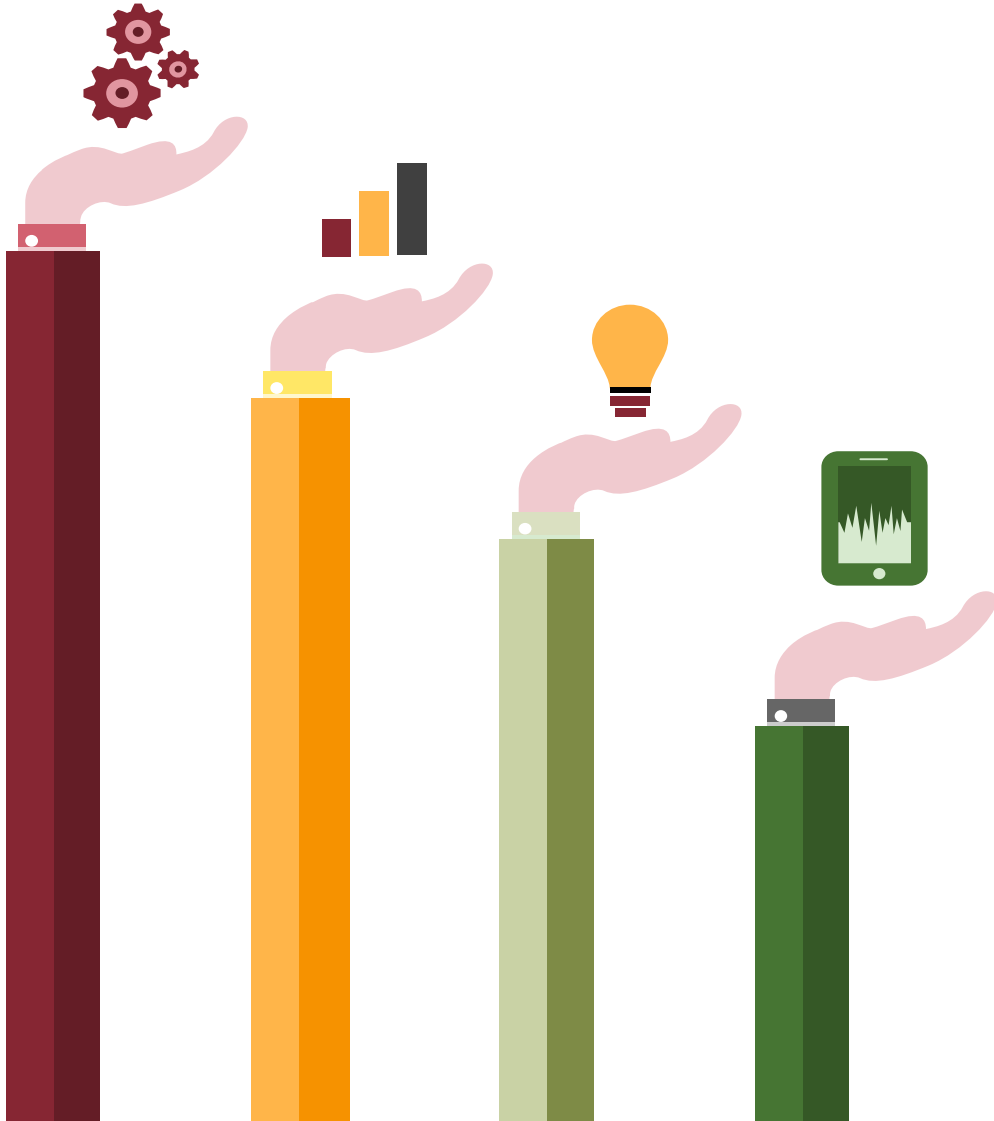
- An inclusive and diverse Council that fulfills identified competencies.
- Appropriate representation across all levels of governance that aligns to the diversity of the Province and the profession.



### Definition

Diversity, Equity, and Inclusion (DEI): a framework to promote the fair treatment and full participation of all people, including those who have historically been underrepresented or subject to discrimination because of their background, disability etc.

# Enabling our Success



**To be successful in implementing the College of Traditional Chinese Medicine Practitioners and Acupuncturists of Ontario (CTCMAO) Strategic Plan, we will rely on:**

### ***Translating Objectives and Initiatives into Actions***

To make meaningful progress related to achieving strategic directions, we must have a forward focussed plan. In the next 5 years, our strategic directions and initiatives will detail the actions we take to achieve our priorities. To adapt to the public's needs in our fast-changing world, the activities we commit to year to year will be flexible to change ensuring that we are successful in achieving our goals.

### ***Monitoring and Reporting on Progress***

We will continue to monitor our performance and will report on our progress and successes. We will also continue to define appropriate targets for our goals and initiatives to ensure timely implementation of our plan.

### ***Open Communication***

Open and transparent communication is important to our plan's success. Ongoing communication and dialogue is vital to ensuring a shared understanding of our direction and goals and to maintaining effective relationships with all stakeholders.

### ***Sustained Commitment to Implementation***

Implementation of this plan requires sustained commitment and dedication from staff and Council members across the College. Throughout the next 5 years, Council may need to make choices and/or re-prioritize the sequencing of activities in order to balance achieving our objectives with any emerging operational or fiscal pressures or realities.