

# 2026-2030 Strategic Plan

# OUR PURPOSE

Under Council governance, the purpose of the College of Licensed Practical Nurses and Health Care Aides of Alberta (CLHA) is to regulate the LPN and HCA professions in the public interest. The Council is responsible for the governance and the oversight of the CLHA. The Council consists of:

- Six Regulated Members of Council (appointed in accordance with the Bylaws).
- Six Public Members of Council (appointed by the Lieutenant Governor in Council pursuant to the *Health Professions Act*).
- The CLHA Chief Executive Officer/Registrar as a non-voting member.



# MANDATE

The CLHA is the professional regulatory body for Licensed Practical Nurses (LPNs) and Health Care Aides (HCAs). As healthcare practice, legislation, and delivery in Alberta evolves, we adapt and embrace a continuous improvement mindset with our commitment to being fair, transparent, responsive, and focused on public interest.

As a regulatory college with authority under the *Health Professions Act*, the CLHA's core role is to protect the public through the following regulatory functions:

- setting education, registration, and renewal requirements;
- overseeing compliance with healthcare legislation and regulations;
- approving and reviewing education, refresher, and advanced practice programs;
- setting and enforcing practice, conduct, and professional standards;
- establishing and maintaining the Continuing Competence Program (CCP); and
- administering a process to address complaints and discipline.





The CLHA Council sets the mission and outcomes within our mandate. These guide the organization towards 2030 and beyond, with a focus on our core role: protecting the public through regulation of the LPN and HCA professions.

## MISSION

**The CLHA exists so that the public is protected and served by CLHA registrants providing safe, competent, and ethical care.**

The mission will be achieved with these outcomes:

Registrants understand and uphold professional standards.

- Registrants provide professional care.
- Registrants work within their respective scopes of practice.
- Registrants are held to account for unethical or incompetent conduct.

The public and other interested parties understand and trust that registrants are regulated.



The CLHA has a principle-based regulatory philosophy; organizational values; and diversity, equity and inclusion principles to guide decisions, culture, and accountability across the organization.

## REGULATORY PHILOSOPHY

The foundational principles serve as the guiding framework through which our regulatory philosophy is implemented. They are:

### RISK-INFORMED



We anticipate, identify, and assess risk proactively to focus efforts on mitigating the highest risk to the public interest, employing evidence-informed approaches and processes for continuous improvement and flexibility, and delivering fair outcomes while safely allowing practice to evolve.

### RESPONSIVE



We communicate promptly and in plain language to foster trust and increase understanding. Our decisions are clear, consistent, aligned with legislation, and informed by individual circumstances and practice environments, ensuring solutions are proportionate to the harm while always safeguarding the public.



## VALUES

The CLHA believes that a core value is intentional behaviour that guides all our actions and must never be compromised.

### Commitment to Fair and Responsible Action



We hold ourselves accountable for the quality of our work in making decisions that are fair, well-reasoned, thoughtful, and justifiable. We create space to share our different perspectives and come together with the common goal of doing what's in the best interest of protecting the public.

### Thirst for Knowledge and Innovation



We approach our responsibilities and interactions with curiosity. We are open to learning and exchanging knowledge with each other as we explore new ways to contribute and how we can do better.

### Connection and Trust in Each Other



We feel connected to our function as a regulator and to one another. We trust each other and feel valued for who we are and what we do as we respect the thoughts and experiences of all. We commit to being our best selves and remain mutually caring and supportive.

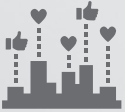
# DIVERSITY, EQUITY, AND INCLUSION PRINCIPLES

The CLHA is committed to a diverse, equitable and inclusive organization that contributes to all employees feeling engaged, respected, welcomed, and valued.



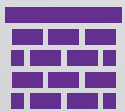
## Shared Commitment to One Another

We share the responsibility of creating a workplace focused on belonging, connection, learning, and compassion that includes everyone every day. We commit to approaching one another with patience and empathy, and recognize that as we continue to evolve, there are opportunities to change and do better together.



## Open & Safe Discussions

We nurture a safe space and opportunities to share and express who we are. We value, respect, and recognize each other's perspectives, unique abilities, needs, and experiences, and welcome diverse ideas and opinions. We are open and respectful in our discussions with a commitment to listen and learn from each other.



## Unwavering Commitment

We stand against any form of racism, discrimination, and inequity. Our words, actions and behaviors affect others, and we commit to acting when we encounter intolerant remarks and behavior.



## Call to Action

We acknowledge the past harms inflicted on the Indigenous Peoples and commit to learning from history. We seek to understand our role in working towards truth and reconciliation and to determine our actions for change.



## Learning Mindset

Everyone is encouraged to seek opportunities to continually explore, reflect, learn, and grow to be more open and aware of diversity, equity, and inclusion. We commit to learning and engaging in conversations about different views and perspectives, and the impact of biases in our workplace and society.



## Intention in Our Work

We deliberately apply diversity, equity, and inclusion lenses to our actions, behaviors, practices, and policies. We commit to taking actions to address instances when our principles are not being honored.





# CORE FOCUS AREAS

The four core focus areas of our Strategic Plan serve as the foundation for all of the CLHA's operational activities. They define our priorities, shape our decision-making, and ensure that every initiative and action aligns with our mission.

1

## CULTURE

The CLHA is committed to cultivating a cohesive and trusting organizational culture that reflects our values and supports our people. The CLHA will invest in staff and leadership development to build capacity and resilience, while empowering individuals to make informed decisions aligned with our regulatory philosophy, organizational values, and DEI principles.

2

## IMPACT

The CLHA is dedicated to strengthening relationships with government and partners, fostering public trust, and enhancing engagement at all levels. By promoting transparency, inclusivity, and communication, the CLHA will ensure that the public, registrants, partners, and other interested parties clearly understand the role of regulation and the value of professional oversight.

3

## PROCESSES

The CLHA will continuously evaluate and enhance its internal processes to improve organizational adaptability and transparency. By identifying and implementing structured and data-driven approaches, the organization will create regulatory clarity and decision-making that advances best practices, compliance, and accountability.

4

## STRUCTURE

To ensure long-term sustainability and effectiveness, the CLHA will focus on refining its governance, regulatory framework, and operational structures. By fostering innovation, adapting to legislative changes, and maintaining a clear and consistent regulatory approach, the CLHA will enhance its ability to promote safe practice and protect the public.





# KEY INDICATORS OF SUCCESS

The CLHA has developed a performance measurement framework to determine if the organization is achieving its mission. Some of the ways that the CLHA determines if its outcomes are being achieved include the following.

- 1 Standards and requirements for practice, educational programs, registration, and continuing competence are current and relevant, meeting the needs of the healthcare system.
- 2 Education, tools, and supports to understand the legislated scope of practice in Alberta are fully accessible to registrants.
- 3 The CLHA has a fair, transparent, and timely complaints and disciplinary process to protect the public when professional standards are not upheld with processes grounded in legislation and regulation.
- 4 The CLHA provides accurate and accessible information to the public about its registrants, regulatory requirements, decisions, and performance.





# CLHA

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