



COLLEGE OF  
LICENSED PRACTICAL NURSES  
OF ALBERTA

# 2022 - 2025 Strategic Plan\*

\*Updated February 2024



# Forward

The College of Licensed Practical Nurses of Alberta (CLPNA) regulates the Licensed Practical Nursing (LPN) profession in Alberta.

In 2020, changes to the *Health Statutes Amendment Act* resulted in two significant areas of legislative changes. The first was Bill 30, requiring all health professional regulatory colleges in Alberta to increase public member representation on their councils, hearing tribunals, and complaint review committees. Second, Bill 46 introduces the future regulation of Health Care Aides (HCA) as a separate profession within the CLPNA. With this change, HCAs will be held to the same standards as other health professionals in the province.

As a result, the CLPNA anticipates that within the scope of this strategic plan to integrate Health Care Aides (HCAs) into regulation and become a dual-profession regulator. In the development of this Strategic Plan, the CLPNA has begun planning the integration of Health Care Aides (HCAs). Once Bill 46 is proclaimed, the CLPNA will be renamed as the College of Licensed Practical Nurses and Health Care Aides of Alberta (CLPNHCAA). We include HCAs as part of the strategic direction with the anticipation that they will be integrated into the College within the scope of this strategic plan.

This strategic plan provides a clear direction in an evolving healthcare landscape for the years ahead, underpinned by our values and a commitment to regulating the LPN and HCA professions in Alberta.

# The Council Strategic Direction for 2022 to 2025

Under Council governance, the CLPNA's purpose is to regulate the current LPN and future HCA professions in the public interest. The Council is responsible for the governance and the oversight of the CLPNA.

The CLPNA Council sets the strategic direction for the CLPNA through a Policy Governance® framework. This strategic direction entwined with a strategic plan will guide the future direction for the organization into 2025.

The Council consists of:

- Regulated Members of Council (appointed in accordance with the Bylaws)
- Public Members of Council (appointed by the Lieutenant Governor in Council pursuant to the HPA)
- Non-voting or ex officio members of Council (as set out in the Bylaws)

The CLPNA, as a responsible steward of resources, supports the protection of the public through safe and ethical practice for its registrants.

The following strategic direction, set by the CLPNA Council, aligns with governing policies and sets the organizational strategic planning goals.



## The public trusts the CLPNA as a regulator

- Registrants are valued in the Healthcare System
- The public find the information they want, when they need it



## The public benefits from the care of our registrants

- Registrants don't work outside their legislated scope of practice
- Registrants continuously learn in response to health needs
- Registrants meet standards of practice
- Standards of education respond to changing health needs quickly

# Who we are and what we do



To regulate in a manner that promotes excellence, so that Albertans have confidence in the care they receive from LPNs throughout their personal healthcare journey.

## OUR VALUES

Our values are critical to shaping the CLPNA organizational culture. Our culture supports the way staff, Council, and committee members approach their work, make decisions, and interact with stakeholders, registrants, and the public.

The CLPNA and its Council embrace social and professional diversity. With this, social and professional diversity

has been identified as a core value and strength of the CLPNA and its Council.

The CLPNA staff and committee members are committed to conducting themselves in accordance with our values, where no values stand above the others or alone in isolation.



## WHAT WE DO

The College of Licensed Practical Nurses of Alberta (CLPNA) is the professional regulatory body for Licensed Practical Nurses (LPN). The CLPNA anticipates that within the scope of this strategic plan, we will be integrating Health Care Aides (HCAs) into regulation. As healthcare and regulation evolve, we embrace a continuous improvement mindset with our commitment to regulatory excellence.

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

- Sets education, registration, and annual renewal requirements
- Sets and enforces practice, conduct, and ethical standards for delivery of professional services
- Comply with Alberta's healthcare legislation and regulation
- Sets continuing competence requirements
- Investigates concerns regarding questionable conduct of a registrant
- Maintains an Alberta public database of registrants who are licensed to practice in the profession
- Provides regulatory focused information and education about the practice of the profession, and expected professional standards, and guidelines that support public safety

# Stakeholders

Our stakeholders include individuals or groups who have an interest in what we do, who we regulate, and who are involved or affected by our regulation and registrants. The following highlights the stakeholders identified in the 2022-2025 Strategic Plan.





## THE PUBLIC

As a professional regulator, the CLPNA makes decisions focused on protecting and serving the public. The public represents individuals and groups who possess valuable knowledge based on personal experience to inform safe nursing practice. The public provides the CLPNA with a unique perspective and valuable feedback.

## OUR REGISTRANTS

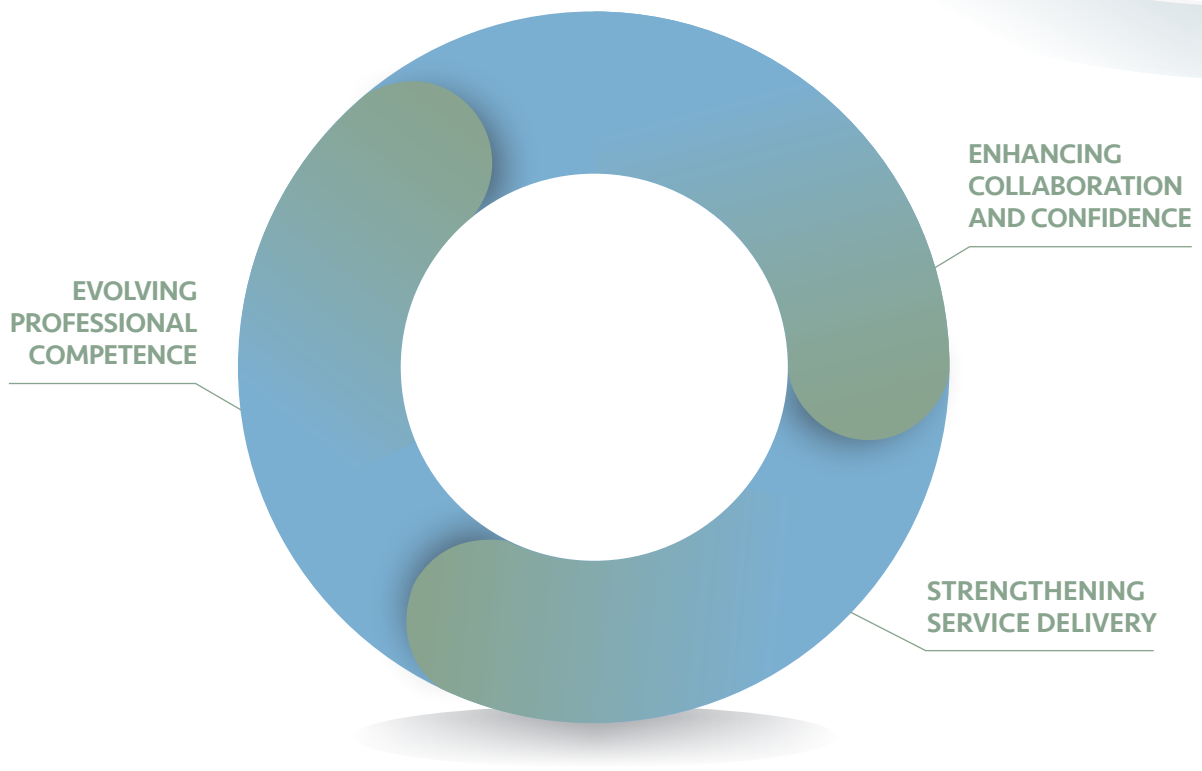
Our registrants are Licensed Practical Nurses (LPNs) who work within their professional scope of practice, standards of practice, and code of ethics. In the future, our registrants will include Health Care Aides (HCAs).

LPNs provide care for individuals, families, and groups in diverse healthcare settings. LPNs possess competencies that are transferable across all areas where healthcare is delivered and are active participants in health promotion, illness prevention, and harm reduction. HCAs provide basic health services, personal assistance, and support to individuals who have a medical condition or functional limitation in all health sectors.

## OUR RELATIONSHIPS

The CLPNA values working with other organizations and individuals towards common goals. Our relationships and partnerships are with various levels of government, educational institutions, employers, other regulatory bodies, health professional associations, and committees provincially, nationally, and internationally. These relationships support responsible, transparent, and trustworthy professional regulation founded on mutual respect and information sharing aimed at improving patient safety and care.

# Strategic Pillars of Regulatory Excellence



## ENHANCING COLLABORATION AND CONFIDENCE

Increase our opportunities to receive input from our stakeholders because we believe sharing our various experiences and perspectives will improve overall healthcare system performance. Encourage these conversations, so together, we make better decisions that support public confidence.



### The results of our success:

- Registrants are valued in the Healthcare System
- Stakeholders trust CLPNA's role in regulating the profession



## STRENGTHENING SERVICE DELIVERY

Improve how our employees and processes provide timely and consistent services to stakeholders looking for specific information and services from a regulator. Cultivate the skills, expertise, and diversity to manage our internal changes to accommodate the upcoming workforce development needs with the shift in incorporating HCA registrants and regulation.



### The results of our success:

- The public find the information they want, when they need it
- Our financial, human, and tech resources meet changing needs
- Employees live our values because this is who we are

## EVOLVING PROFESSIONAL COMPETENCE

Improve how our registrants' education needs' respond to the changes and shifts within the healthcare system. Enhance our continuing competence evaluation for our registrants to keep up with healthcare changes and the changes in regulation. Further, develop our communications and information sharing for our stakeholders to better understand the regulatory competence requirements.



### The results of our success:

- Registrants don't work outside their legislated scope of practice
- Registrants continuously learn in response to health needs
- Registrants meet standards of practice
- Standards of education respond to changing health needs more quickly

# Glossary of Terms

## Code of Ethics

The values of a health profession and the responsibilities that a health professional upholds and promotes, and to which they are accountable.

## Competence

The knowledge, skills, attitudes, behaviours, and judgment required of an individual practicing as an LPN. Individual LPN competence can be specific to the area of practice, nursing experience, continuing professional development, and role and responsibility within the practice setting.

## Continuing Competence

As required by legislation, LPNs are required to achieve and demonstrate ongoing competence through the completion of continuing competence activities which include both learning and practice in the profession.

## Continuous Improvement

Systematic, ongoing efforts to improve organizational processes and services.

## Culture

The set of values, expectations, and practices that guide and inform the actions of staff and committee members.

## Evaluation

The process of making an objective judgement on a matter using a set of clearly defined criteria.

## Functional Limitation

A restriction in performing activities of daily living due to a disability, disease, or injury.

## Harm Reduction

An evidence-based, client-centred approach that seeks to reduce the health and social harms associated with addiction and substance use (Canadian Mental Health Association).

## HCA

Abbreviation for health care aide.

## Health Professional Association

A body that advocates on behalf of and promotes the interests of its members.

## Health Professions Act

The legislation that governs licensed practical nursing in Alberta and provides the authority and powers of the regulatory organization. Abbreviated as HPA.

### Health Promotion

The process of enabling people to increase control over, and to improve, their health (Ottawa Charter for Health).

### LPN

Abbreviation for licensed practical nurses.

### Organizational Values

These are normally stated to guide “behaviours” that are fundamentally important to the organization.

### Regulator

An organization appointed by government to regulate and oversee a profession or industry in the interest of protecting and serving the public.

### Result

This is “end in mind” thinking where leaders articulate What they want to achieve. Results are written in plain language and in present tense. We measure results so we have evidence of our progress. Also referred to as a performance result.

### Scope of Practice

The range of roles, functions, responsibilities, and activities a regulated health professional is educated and authorized to perform.

### Standards of Practice

The authoritative statements that define the legal and professional expectations of a health professional's practice.

### Service

Assisting stakeholders in our role as a regulator.  
Includes responding to inquiries about registrants, the registration process, the complaints process, LPN practice, etc.

### Stakeholders

Our stakeholders include the public, our registrants, the government, educators, other regulators, employers, etc.

### Strategic Pillars

Represent big areas within our organization where we define what we must do well and the change we must respond to in order to achieve a better future for our organization and stakeholders.



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