

# **Don't Just Tell – Involve!**

## A regulator's shift to insight-based remedial activities

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COLLEGE OF  
LICENSED PRACTICAL NURSES  
OF ALBERTA

# Who are we?



Ashley Carlson  
Director,  
Performance  
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Research



Sanah Sidhu  
Director,  
Professional  
Conduct

# Our time today

01

Overview of  
the CLPNA

02

Drivers for  
change

03

Our shift to  
insight-based  
remediation

04

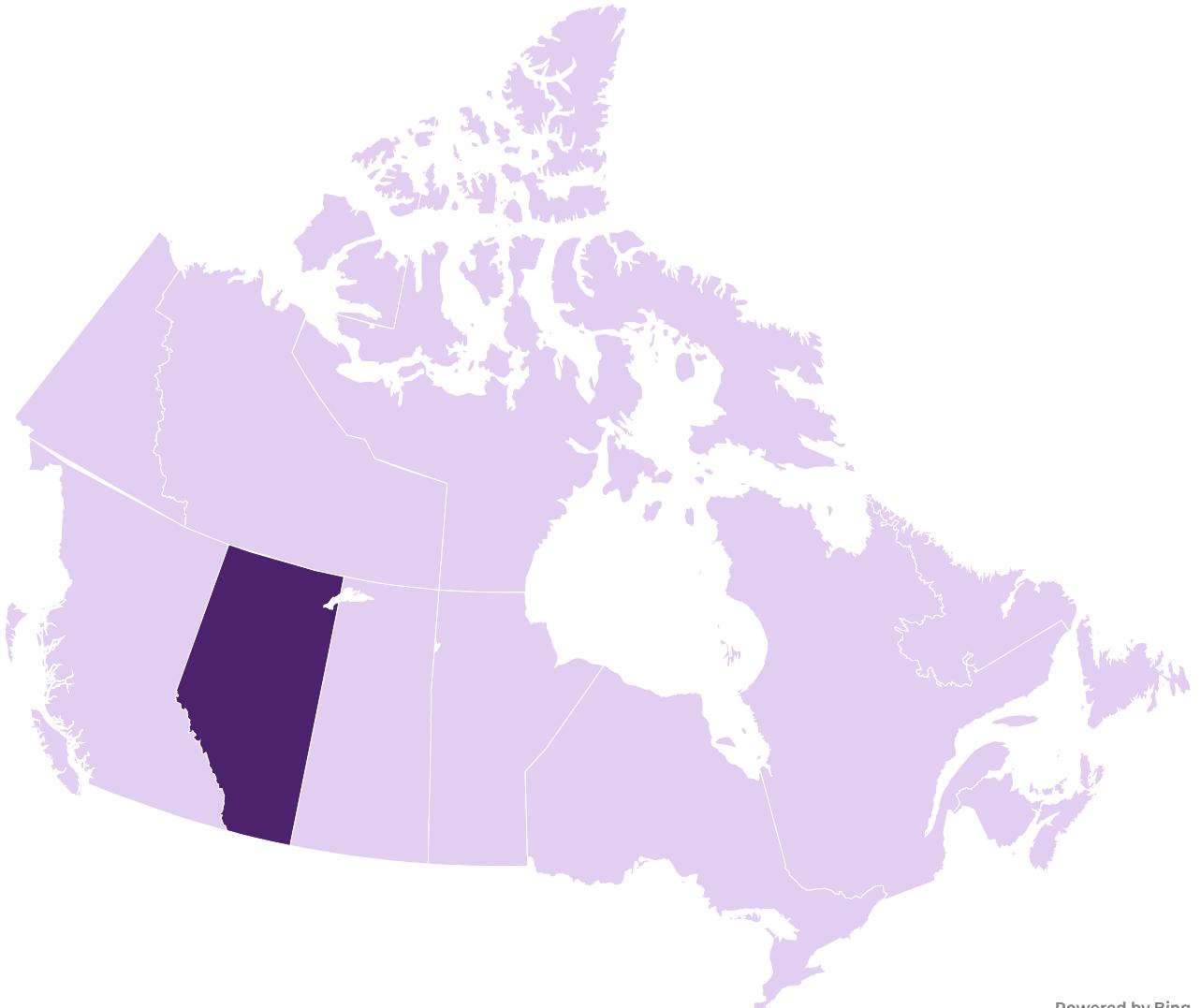
Evaluation  
approach

05

Lessons +  
considerations

# The CLPNA

- ▶ Professional regulatory body for Licensed Practical Nurses (LPNs) in Alberta
- ▶ LPNs one of four professional nursing designations in Alberta
- ▶ Work in all care settings across the care continuum
- ▶ Over 21,200+ LPNs



Coming February 2, 2026



CLPNA becomes

**CLHA**

College of LPNs and HCAs of Alberta

## Coming soon...

- ▶ Health Care Aide (HCA) regulation will come into force February 2026
- ▶ Will become one college regulating two distinct professions: LPNs and HCAs
- ▶ College of LPNs and HCAs of Alberta (CLHA)
- ▶ 60,000+ registrants

# Research + data



As registrant practice evolves, important to create new knowledge to inform regulatory efforts



Research is an opportunity to contribute to system improvements



Evolved to include performance measurement

## Supporting research

Awarding annual research  
grant

Involvement in Pan-Canadian  
studies

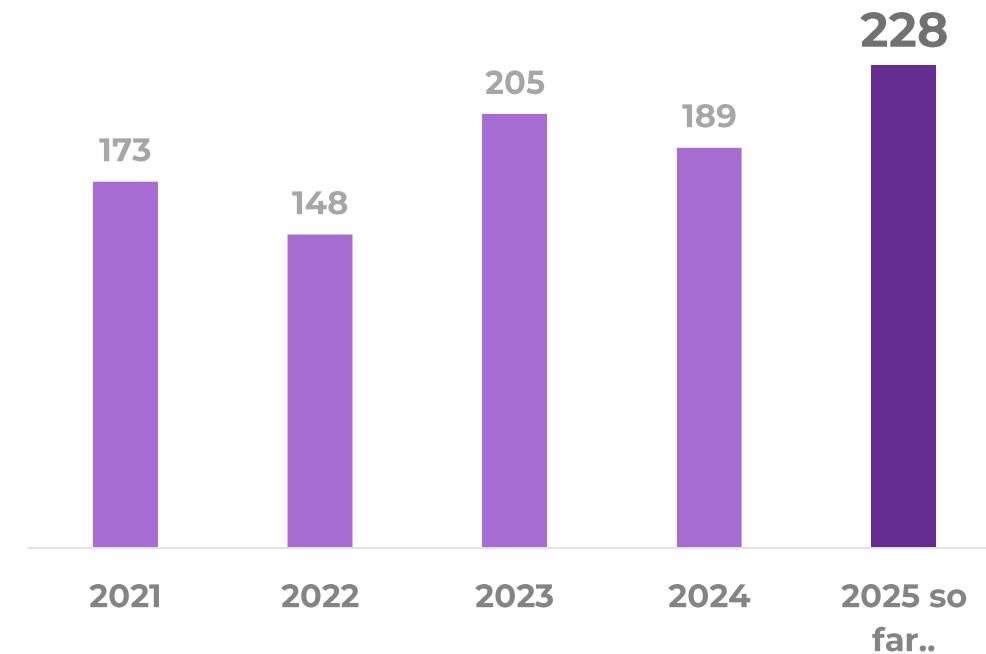
Conducting Registrant Survey  
(every 3 years)

# Complaints at the CLPNA

Around 1% of LPNs are named  
in a complaint each year

Clinical Competences:  
Medication Management,  
Documentation & Skills

Communication



# Drivers for change

- **What we were hearing**
  - Initial calls
  - Registrant survey
- **What we were seeing**
  - Impact of complaints
  - Occurrence of mistakes & errors
  - Regulatory & the courts commentary



# What were we hearing?

## Reasons for lapse in clinical judgement

Improper direction

Rushed

Understaffed/  
Burnout

Mistake or  
Error

...(LPNs) sometimes feel abandoned and unsupported during challenge situations...

....further educate/mentor other LPN who are struggling in adhering to CLPNA guidelines...



“Boundaries between what is right and what is wrong are often narrow, confusing, shifting”

Harvey, W. S., Arora, N., Currie, G., & Spyridonidis, D. (2025). Why Individuals Commit Professional Misconduct and What Leaders Can Do to Prevent It. *California Management Review*, 67(3), 144-163. <https://doi.org/10.1177/00081256241305815> (Original work published 2025)

“Virtually  
daily grief...”



Biggar S, van der Gaag A, Maher P, et al. 'Virtually daily grief'-understanding distress in health practitioners involved in a regulatory complaints process: a qualitative study in Australia. *Int J Qual Health Care*. 2023;35(4).



# Mistakes happen

73.2% of nurses had witnessed an error that someone else had made

Most people will suffer a diagnostic error in their lifetime

1 in every 17 hospital stays in Canada results in some kind of harm



Mistakes happen every day...

# Right Touch Regulation

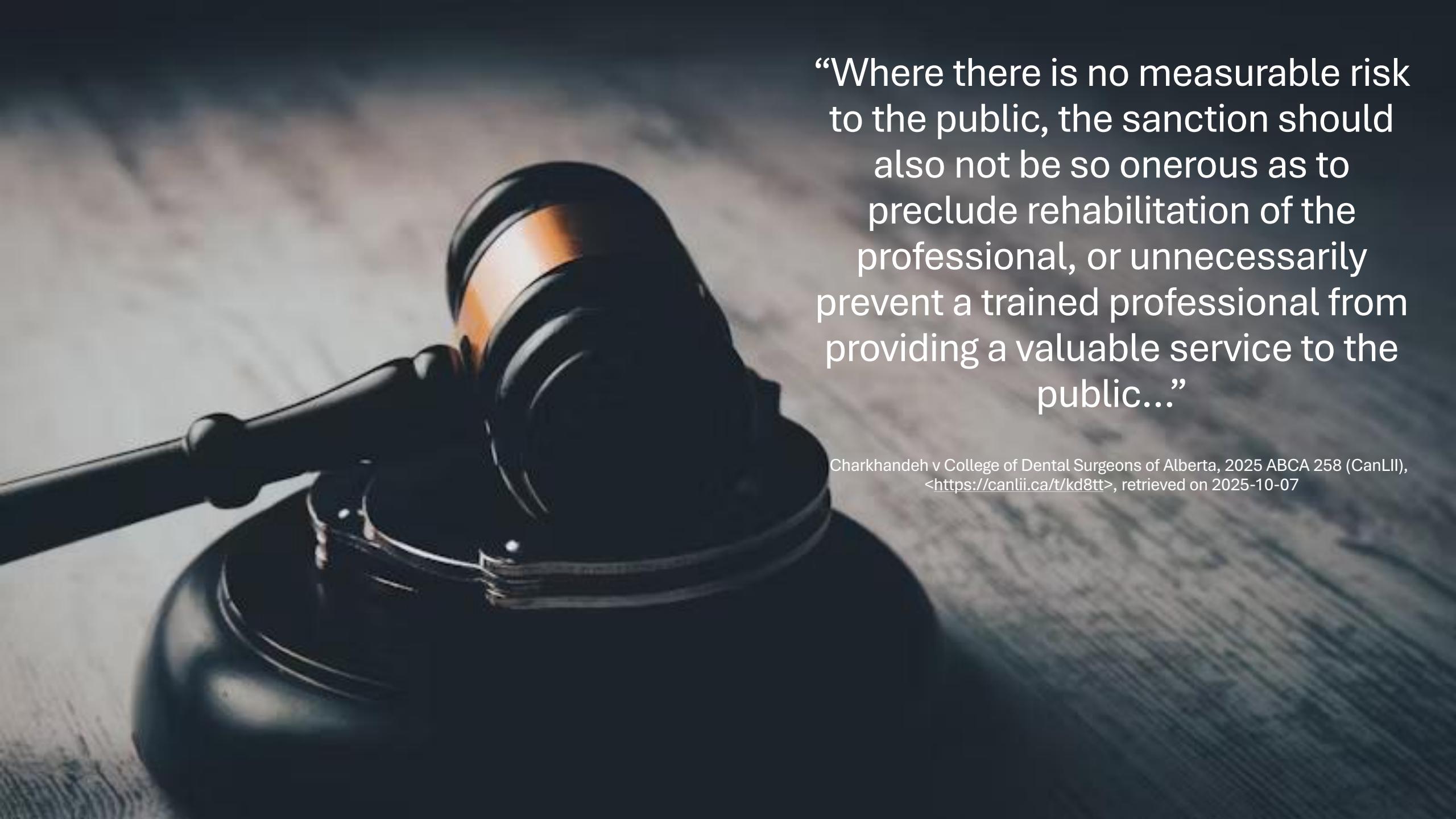
“The management of risk and prevention of harm involves many different people and organisations.

Regulators should be creative and inquiring, considering innovative solutions and collaborations to manage risk in ways involving the full range of potential contributors.”

# Remediation + Fitness to Practice

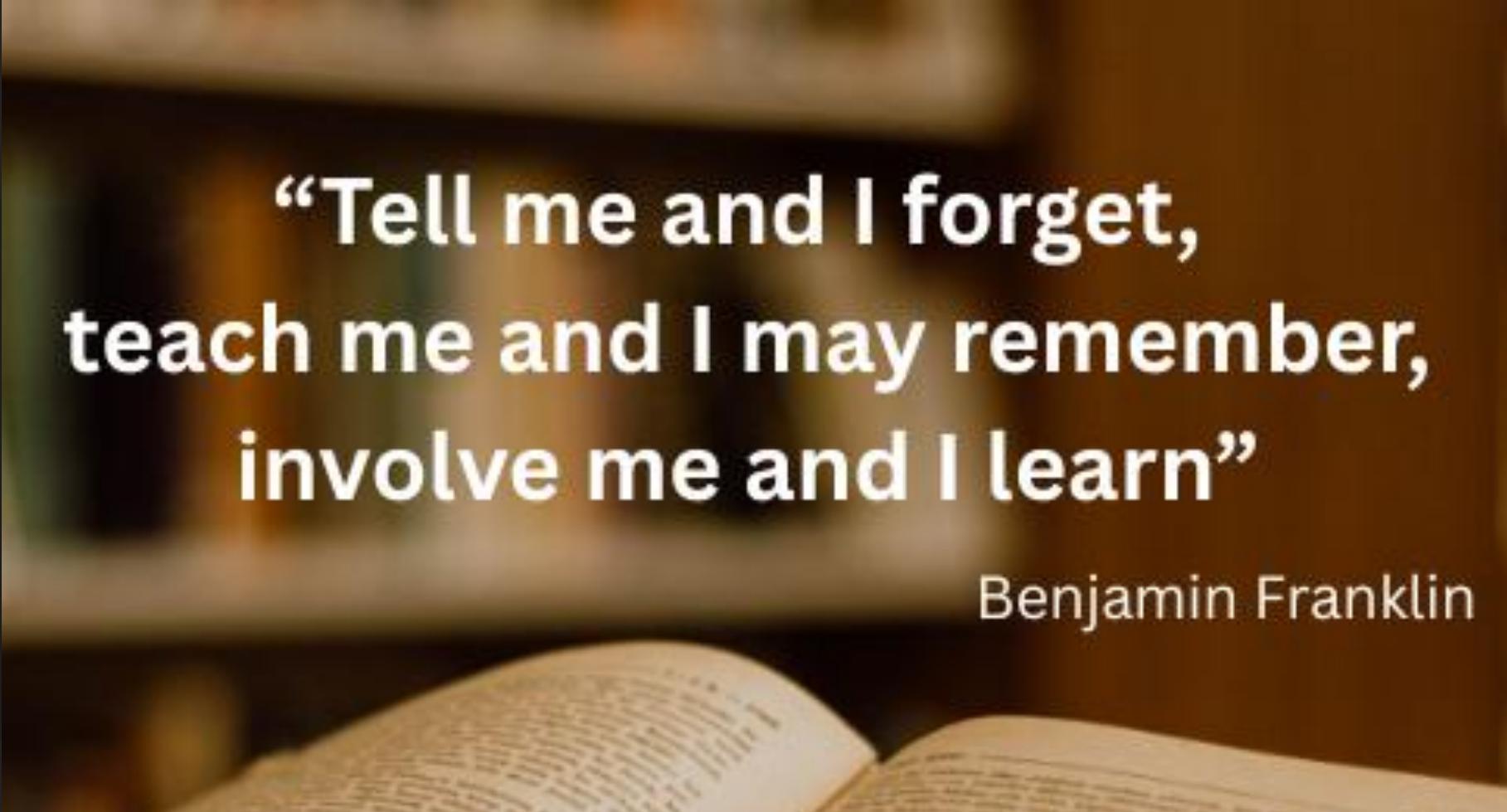
“Effective remediation should be tailored and fit for purpose, allowing practitioners to address specific deficiencies through targeted interventions”

“Reflective practice and tailored opportunities for improvement are crucial for ensuring that remediation efforts are impactful”



“Where there is no measurable risk to the public, the sanction should also not be so onerous as to preclude rehabilitation of the professional, or unnecessarily prevent a trained professional from providing a valuable service to the public...”

Charkhandeh v College of Dental Surgeons of Alberta, 2025 ABCA 258 (CanLII),  
<https://canlii.ca/t/kd8tt>, retrieved on 2025-10-07



**“Tell me and I forget,  
teach me and I may remember,  
involve me and I learn”**

Benjamin Franklin

How do you shift the complaints process to involving registrants?

How do you shift to supporting their learning and reinforce professional standards?

How do you shift to facilitate registrant self-reflection and insight-based learning?

# Our shift

Nearly all complaints  
resulted in an  
investigation

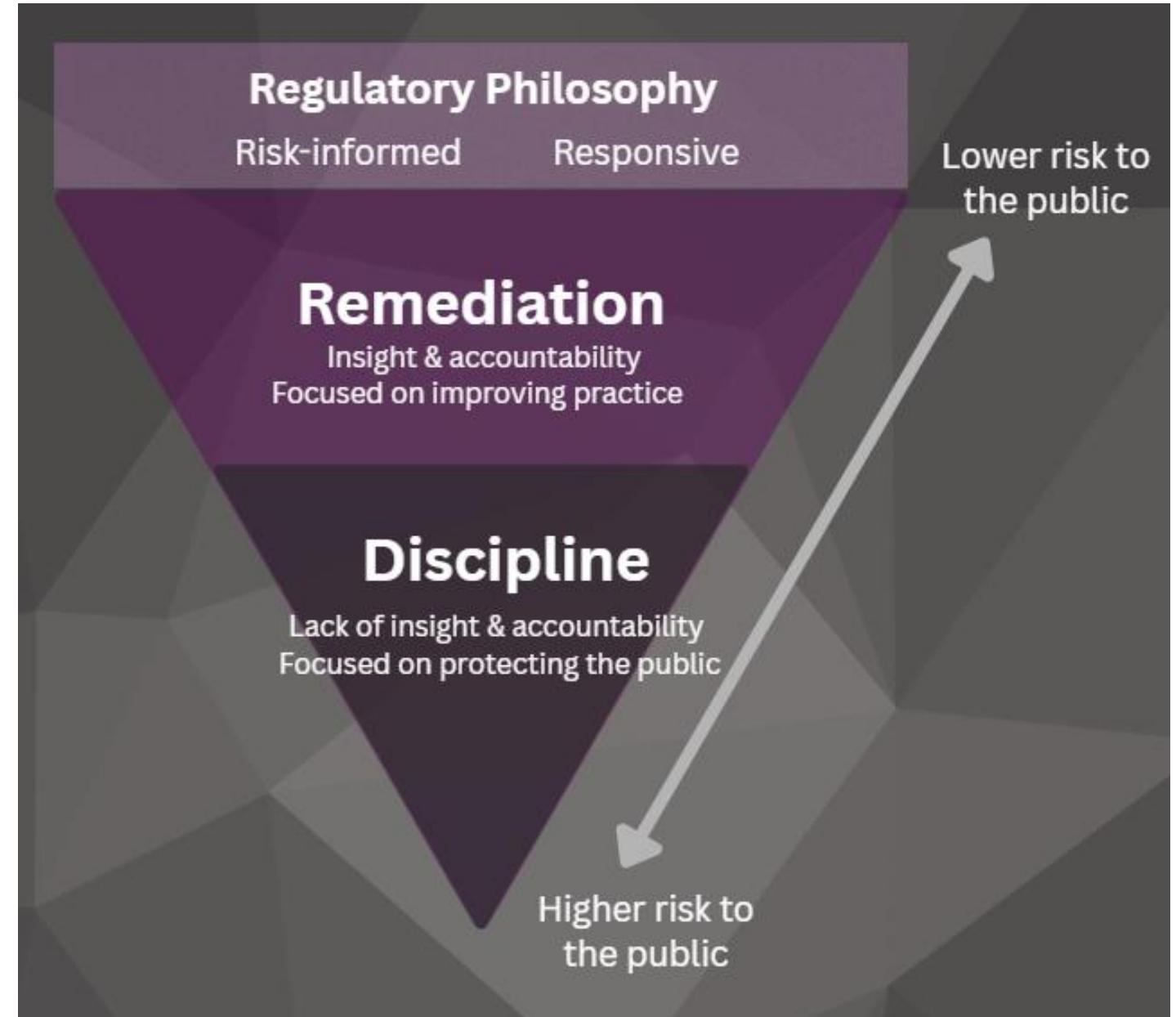


Early resolution for  
LPNs that show  
accountability

*Twelve months*

*Five months*

# CLPNA Complaint Framework



# In action: Insight-based regulation

## Coaching Sessions

Fall 2024

- One-on-one coaching and open discussion on what could have been done differently during incidents
- Review CLPNA resources and how they apply to practice
- What we look for:
  - accountability & insight
  - ability to self-reflect
  - openness to receiving practice guidance

# In action: Insight-based regulation

## Simulation Training

Fall 2025

1 year pilot in partnership with  
local post-secondary institute  
(Norquest College)

Reinforcing critical thinking &  
clinical accuracy in a low-risk  
environment

# Our data journey

Demonstrate impact

Trends and patterns

Meaningful measures

Improvement focused



# Evaluation Approach

- Surveys to capture LPN experience
- Recidivism rate
- Success rate
- Public trust



# Practice coaching questions: a sample

01

I had the opportunity to ask questions throughout the session

02

How much has the coaching increased your understanding of LPN professional responsibilities and accountabilities?

03

The coaching supported my learning

# Before vs. after session

## Before

Registrant A



Registrant B



Registrant C



**Comfortable**

\*Confident

**Curious**

\*Engaged

**Open**

**Optimistic**

**Supported**

**Anxious**

Discouraged

**Frustrated**

Hesitant

**Uneasy**

# Before vs. after session

After

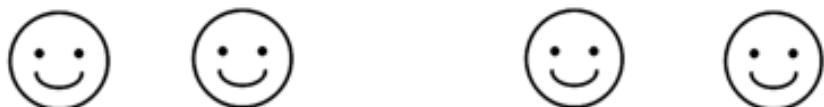
Registrant A



Registrant B



Registrant C



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# Simulation questions: a sample

01

Prior to the training, how did you feel about participating in a simulation session?

02

I felt the simulation training supported me to learn skills and/or knowledge for my nursing practice

03

How likely will your learning from the simulation session impact your nursing practice?



# Lessons + considerations

Need to reflect on who you are as a regulator

Be flexible + learn as you go – “shift with the shift”

Survey limitations

Not everyone can be remediated – public protection paramount

# Questions?

Please reach out:

Sanah Sidhu

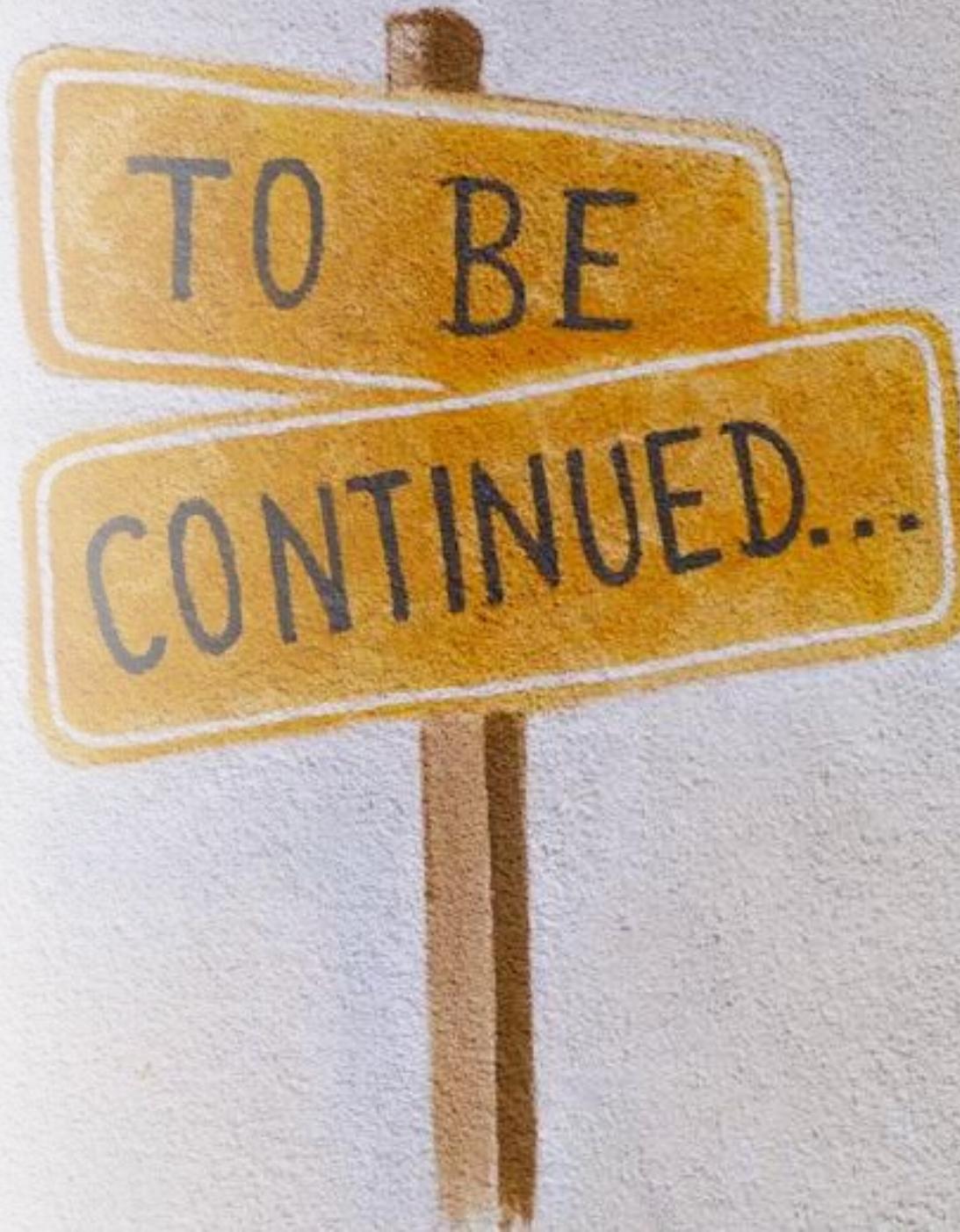
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