



**UPSTREAM
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GOING UPSTREAM NEWSLETTER – JULY 2026

What Ontario Regulatory Board Meetings Are Actually Prioritizing

New ORMI findings reveal where Board attention is being directed across Ontario regulators.

Most regulators publish strategic plans, annual reports, and business plans that describe their priorities. Board agendas tell a different story. One of the simplest ways to understand an organization's priorities is to examine where it spends its time, attention, and resources.

What We Found

Analysis of 179 significant agenda items from 36 Ontario health and non-health regulators revealed several recurring themes.

Governance and oversight activities accounted for approximately one-third of all significant Board agenda items reviewed. Performance reporting, accountability systems, and modernization initiatives also featured prominently.

Perhaps most notably, nearly 60% of significant Q2 agenda items were classified as modernization initiatives.

These findings raise several interesting questions:

- Is governance attention being directed toward the issues that matter most?
- Is performance reporting helping Boards decide what to do next?
- Are modernization initiatives part of an intentional organizational agenda?

Featured Article: What Ontario Regulatory Boards Are Actually Prioritizing

The article explores several of the governance questions raised by the findings, including:

- whether governance attention is being directed toward the issues that matter most;
- how organizations are balancing modernization and public-protection responsibilities;
- whether Board agendas reflect strategic priorities; and
- whether issues are reaching the Board because they are strategically important—or simply because they are ready for approval.

 **Read the [full article](#)**

Looking for More Detail?

[ORMI Q2 2026 Intelligence Brief](#) - Emerging signals, observations, comparative analysis, and future watch areas from the Ontario Regulatory Modernization Index.



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This Month's Free Executive Regulatory Insight Briefing

What Ontario Regulatory Boards Are Actually Prioritizing: Insights from ORMI Q2 2026

This session will explore what ORMI reveals about current Board priorities and what those findings may mean for regulatory leaders:

- the five key findings emerging from ORMI Q2;
- governance, performance, and modernization trends across Ontario regulators;
- differences between health and non-health regulators;
- Board attention as a strategic resource; and
- questions Boards and Registrars may wish to consider.

 July 22, 2026, 1-2pm EDT on Zoom

 Register here: https://us06web.zoom.us/meeting/register/zOnANjSOQhmrSFLB3vGP_A

June Regulatory Signals

- Governance modernization remains strong.
- Registration and workforce mobility reforms continue.
- Quality assurance programs are evolving.
- Equity and reconciliation remain visible priorities.
- AI governance and workforce adoption continue to emerge as an organizational priority.
- Regulatory modernization continues through evolving standards, guidance, certification pathways, and practice models.

What we're watching: Board effectiveness, regulatory modernization, registration transformation, AI governance, organizational learning, and performance accountability.

Responding to Regulatory Signals

Not every challenge requires a large organizational review.

Some issues are immediate and specific:

- a governance concern,
- an enforcement challenge,
- a stakeholder issue,
- a policy question.

Others are recurring problems that continue despite repeated efforts to address them.

Still others reflect deeper organizational systems and capacity challenges. Understanding which type of challenge you are facing is often the first step toward identifying the most effective response.

The **Regulatory Solutions Framework (RSF)** is designed around those different levels of need—from focused advisory support to broader organizational diagnostics and implementation planning.

 Learn more: www.upstreammanagesolutions.com/services

Reflection Question

What issues are appearing most frequently on your Board's agenda—and what might they reveal about your organization's priorities?

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