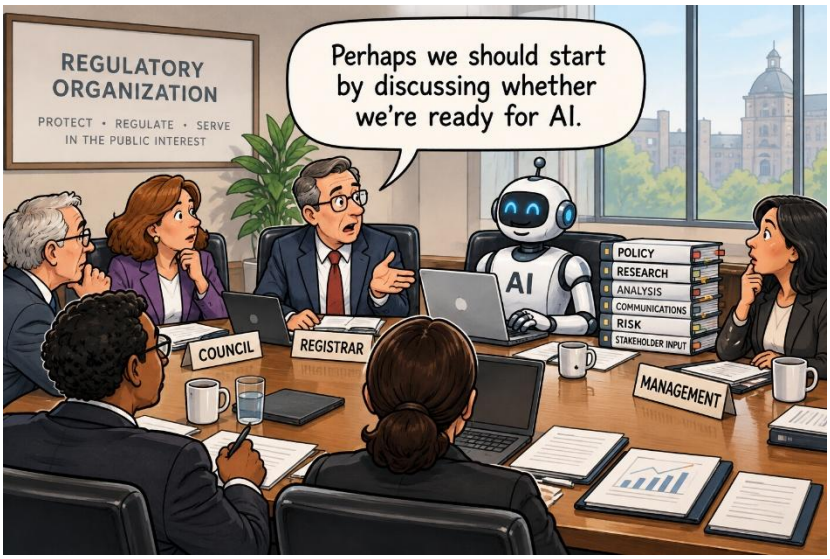
UPSTREAM MANAGEMENT SOLUTIONS

GOING UPSTREAM NEWSLETTER — November 2026

AI Is Becoming Operational. Is Your Organization Ready?



Artificial intelligence is rapidly moving from experimentation to operational reality.

Across Ontario's regulatory sector, organizations are exploring how AI may support research, communications, policy development, service delivery, data analysis, and regulatory operations. At the same time, practitioners, registrants, applicants, and members of the public are increasingly using AI tools in their own activities.

(Image generated by ChatGPT)

As a result, AI is becoming more than a technology issue. It is increasingly raising questions about governance, accountability, oversight, workforce readiness, professional practice, and public protection.

The good news is that many regulators may be further ahead than they think.

Our first **Artificial Intelligence Integration & Implementation (AII) research brief** draws on a January–September 2026 ORMI review of Council and Board materials from 13 Ontario professional regulators. The challenge is often less about technology adoption and more about integrating AI into existing organizational capabilities in a way that supports public protection and the public interest.

This month's article (see link below) explores five encouraging observations from that research, including why regulators need not start from scratch.

New ORMI *Executive Brief: How Ontario Regulators Are Approaching AI Integration*

Our January–September 2026 review of Council and Board materials identified **28 distinct AI-related matters across 13 Ontario professional regulators**. Strategy & Governance was the most common primary category (7 matters), followed by Professional-Practice Guidance (6). These findings show where AI is attracting regulatory attention, not how mature or effective an organization is.

The Executive Brief identifies seven emerging findings and illustrates different starting pathways, from professional-practice guidance to organizational policy, enterprise risk, and operational implementation. It also considers how regulators can connect existing governance, workforce, oversight, and learning capabilities to support responsible AI integration.

Featured Article: *Good News for Regulators Adopting AI*

Artificial intelligence is generating significant discussion across professions, industries, and regulatory organizations. Yet many of the challenges associated with AI have less to do with technology than with governance, oversight, organizational readiness, and regulatory capacity. The article draws on the AII framework and recent ORMI evidence to explore five observations about building responsible AI capability.

Upcoming Regulatory Insight Briefing: Responsible AI Integration: Building Regulatory Capacity for the AI – Wednesday, November 18, 2026, 1-2pm ET

How can regulators move beyond isolated experimentation and build the governance, safeguards, workforce capability, and oversight needed for responsible AI integration? This briefing will draw on documented Council and Board developments from 13 Ontario regulators.

This complimentary webinar will explore:

- Why AI is fundamentally an organizational capability challenge
- The organizational capabilities underlying the AII framework
- Different starting pathways toward responsible AI integration
- Governance, oversight, and public protection considerations
- Practical lessons emerging across the regulatory sector

Registration: https://us06web.zoom.us/meeting/register/InGaefHoT6ScIOGND6JRoA#/registration

This Month's Reflection Question

Has your organization formally discussed AI governance, oversight, implementation, or practitioner use of AI within the past 12 months?

☐ Yes ☐ No ☐ Planned within the next 12 months

Featured Practice Area: Artificial Intelligence Integration & Implementation

Artificial intelligence is rapidly becoming part of the regulatory landscape—not only through the technologies organizations adopt, but also through the expectations they face as regulators. Successfully integrating AI requires more than selecting the right tools. It requires thoughtful governance, clear policies, workforce readiness, effective oversight, and an ongoing commitment to responsible implementation.

The **Artificial Intelligence Integration & Implementation Practice Area** helps regulatory organizations build these capabilities through practical guidance, implementation support, and evidence-informed planning. Whether your organization is exploring AI for the first time or strengthening an existing governance framework,

the goal is the same: enabling AI to enhance organizational effectiveness while maintaining public confidence.

Download the Artificial Intelligence Integration & Implementation Practice Area brochure

October's Regulatory Signals: Strengthening Accountability While Adapting to Change

October's regulatory newsletters suggest that Ontario regulators are **increasingly focused on making oversight more responsive, transparent, and evidence-informed.** Across the sector, developments in professional standards, quality assurance, access to services, and governance point to a common challenge: adapting regulatory approaches while maintaining public confidence.

Professional standards and accountability are evolving. The College of Registered Psychotherapists of Ontario (CRPO) highlighted Quality Assurance updates and invited feedback on revised equity standards. Together with other regulators' work on professional guidance and supervision, these developments reinforce the importance of keeping expectations current, clear, and responsive to changing practice environments.

Access and public protection are becoming more closely connected. The College of Audiologists and Speech-Language Pathologists of Ontario (CASLPO) addressed issues involving over-the-counter hearing aids and public-register information. Such developments illustrate how changes in service delivery and consumer choice can create new demands for regulatory guidance and public information.

Transparency is extending beyond traditional reporting. The College of Psychologists and Behaviour Analysts of Ontario (CPBAO) highlighted supervision reporting and access to Board meeting recordings, while the Association of Ontario Land Surveyors (AOLS) addressed annual fee reviews. These examples reflect growing attention to how regulatory decisions, oversight activities, and resource requirements are communicated and explained.

Governance and strategic implementation remain active priorities. Updates across regulators, including the College of Nurses of Ontario (CNO), College of Physicians and Surgeons of Ontario (CPSO), and Health and Supportive Care Providers Oversight Authority (HSCPOA), point to continuing adjustments in regulatory processes and organizational oversight.

The upstream signal: Regulatory modernization is increasingly about connecting policy changes, operational oversight, public information, and organizational decision-making. The challenge is not simply to introduce new requirements or initiatives, but to demonstrate how they improve regulatory effectiveness and public protection.

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