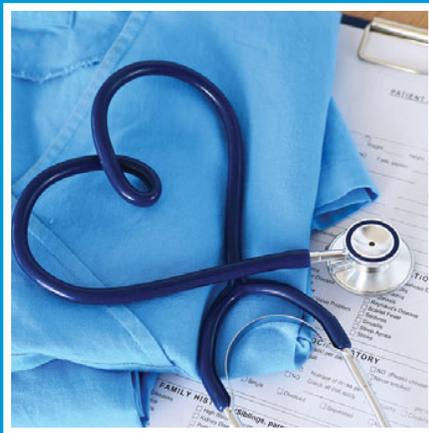
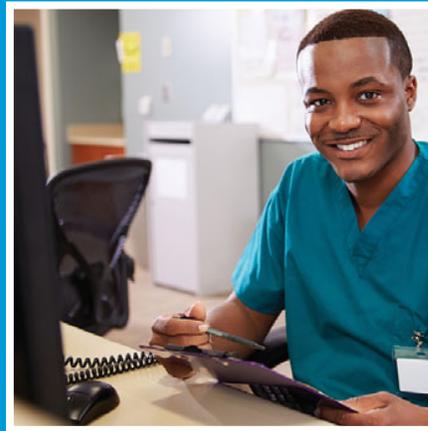




College of Licensed Practical
Nurses of Manitoba



ANNUAL REPORT 2016

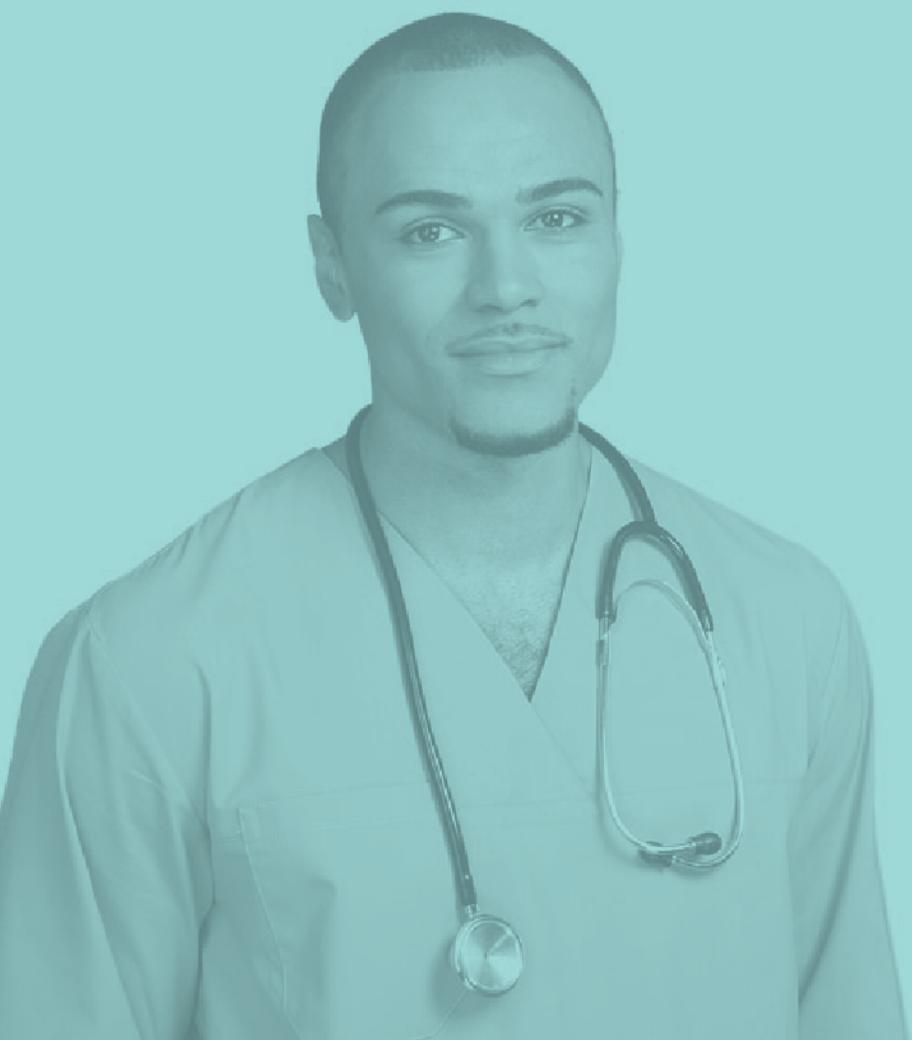


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College of Licensed Practical
Nurses of Manitoba

April 2017

Honourable Kelvin Goertzen
Minister of Health, Seniors and Active Living
Room 302, Legislative Building
450 Broadway
Winnipeg MB R3C 0V8

Dear Minister,

The College of Licensed Practical Nurses of Manitoba (CLPNM) is pleased to present the 2016 Annual Report in accordance with the provisions of *The Licensed Practical Nurses Act* (the Act).

This report covers the period from January 1, 2015 to December 31, 2016 and includes statistical information regarding the profession and a financial statement of accounts of the CLPNM as required by the Act.

Yours sincerely,

Cheryl Geisel, LPN
President
CLPNM

President and Executive Director's Report



The College of Licensed Practical Nurses of Manitoba (CLPNM) is the professional regulatory body for practical nurses in Manitoba. Its duty, set out in legislation, is to carry out its activities and govern its members in a manner that serves and protects the public interest.

In 2016, the CLPNM continued to support this duty through its core activities, which include:

- assessing applications for new and renewed registration against the standards and criteria of the profession
- supporting and evaluating practical nursing education programs in Manitoba
- providing consultation to nurses, employers and other stakeholders regarding the profession and the standards that guide it
- supporting quality practice and lifelong learning through the continuing competence program, and
- when necessary, investigating and addressing concerns about the conduct, competence or capacity of practical nurses.

Highlights of the 2016 year include:

- publishing three new CLPNM documents to assist practical nurses, employers and other stakeholders in understanding the competencies of the practical nursing profession in Manitoba
- implementing computer-based testing for the national entry-to-practice examination
- initiating a full program evaluation of the Practical Nursing Refresher program
- completing the first full program evaluation of the Diploma in Practical Nursing program offered by Université Saint-Boniface
- collaborating with the Government of Manitoba and Assiniboine Community College to transition the Practical Nursing Qualification Recognition program from pilot to ongoing program status
- working jointly with nursing regulators across Canada to evaluate the reliability and validity of the National Nursing Assessment Service's curricular review process for internationally educated nurses
- adopting new CLPNM By-Laws, and
- implementing a new CLPNM Strategic Plan.

The CLPNM does not carry out its regulatory activities in isolation. The CLPNM's participation in the Canadian Council of Practical Nurse Regulators provides an opportunity to advance harmonization across Canadian jurisdictions and to share information and approaches specific to practical nursing regulation in Canada. The CLPNM's membership in the National Council of State Boards of Nursing provides a forum for learning about, and contributing to, best practices in nursing regulation across North America. Through its participation in the Manitoba Alliance of Health Regulatory Colleges, the CLPNM also collaborates with a network of local health regulators to address matters related to public protection in Manitoba.

The CLPNM also works closely with its partners in provincial nursing regulation, the College of Registered Nurses of Manitoba and the College of Registered Psychiatric Nurses of Manitoba. Together, the three colleges are collaborating to provide consistent guidance for nurses and employers on professional practice matters common to all nursing professions, and to achieve consistency, where possible, in approaches to implementing *The Regulated Health Professions Act* (RHPA).

The collaborative work of the three nursing regulators in 2016 included:

- developing joint practice resources and direction for nurses on medical assistance in dying
- exploring common standards and processes for the recognition of post-basic education programs
- developing joint guidance for nurses and employers on the distinction between delegation, assignment and teaching in the context of nurses' collaboration with unregulated health care providers, and
- along with the College of Pharmacists of Manitoba and College of Physicians and Surgeons of Manitoba, developing shared guidance for health care professionals aimed at removing barriers to timely and appropriate access to medication for rural, remote and underserved populations.

This work remains ongoing, and additional specific guidance on these matters is anticipated in 2017 and 2018.

The CLPNM's work is supported by its external collaborations, but also by a hard-working team of professional staff, a broader circle of dedicated board and committee members, and an even broader circle of engaged and passionate practical nurses, each of whom is committed to serving the public through their role with the CLPNM. We thank each of them for their dedication to excellence in professional regulation, and for their contribution to supporting safe, ethical, effective and compassionate nursing care for all Manitobans.



College of Licensed Practical
Nurses of Manitoba

VISION

Lead, innovate, and promote professional excellence of the Licenced Practical Nurse in Manitoba and collaborate with our stakeholders in a changing health care environment to serve and protect the public.

MISSION

We are dedicated to protecting and serving Manitobans through effective, transparent, objective, and supportive nursing regulation.



College of Licensed Practical
Nurses of Manitoba

STRATEGIC PRIORITIES

- Develop the profession's capacity to meet the future needs of Manitobans.
- Support Manitobans' access to quality health care by addressing barriers to full scope of practice.
- Enhance effective self-regulation in the public interest.
- Strengthen engagement and collaboration with stakeholders to achieve all strategic priorities.

CORE VALUES

Respect

Creating a culture of equity, inclusiveness, and diversity, within our organization, with membership, and with our external stakeholders.

Collaboration

Engaging licensed practical nurses and other stakeholders in a cooperative spirit to build strong professional and public relationships.

Integrity

Being honest, fair, consistent, and objective in our deliberations, transactions, and relationships.

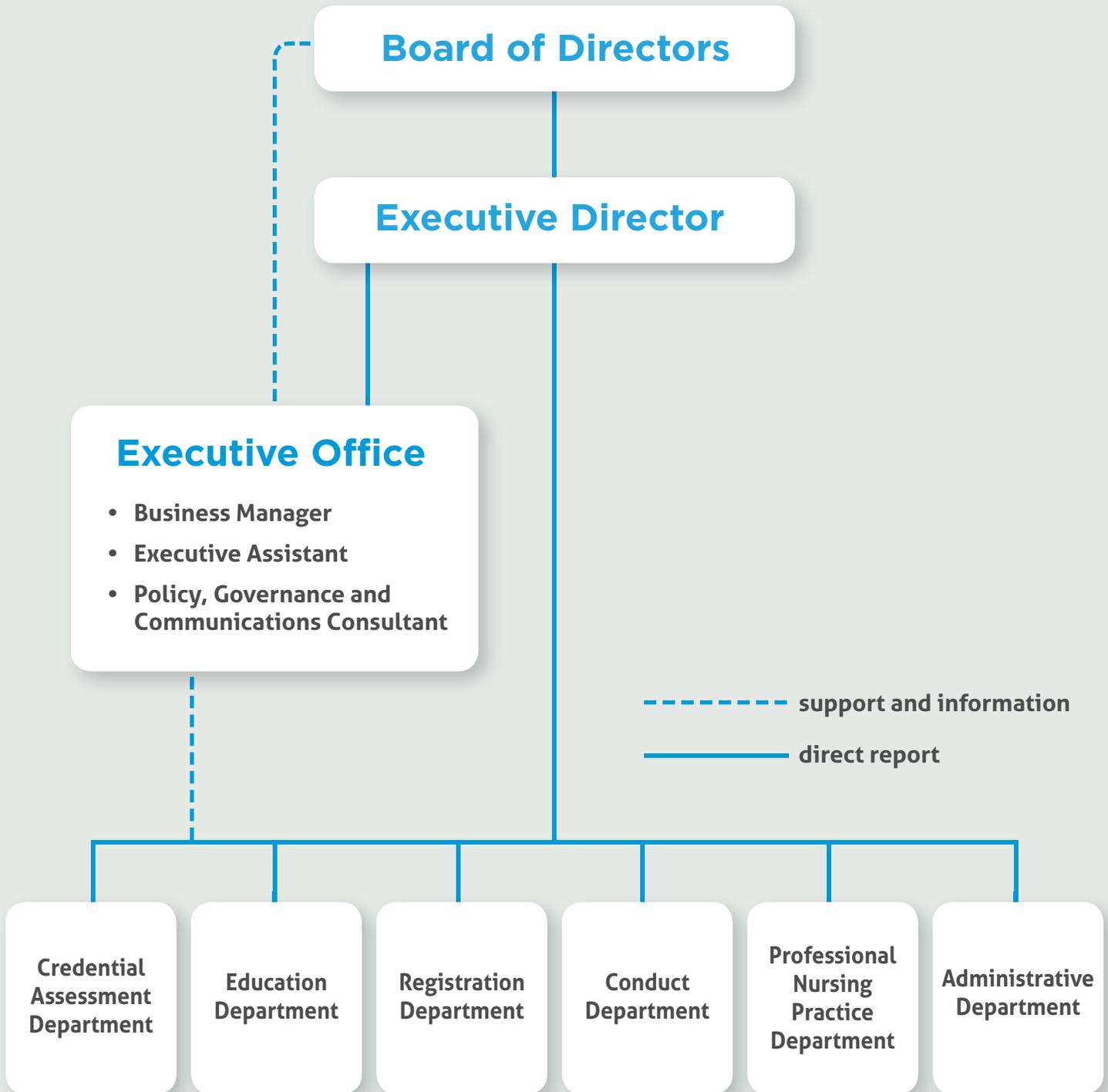
Quality

Promoting excellence through the integration of emerging public policy and the consistent application of professional nursing regulation.

Professionalism

Providing nursing regulation that will support individual nurses to continuously improve their skills, knowledge, and expertise to offer the highest quality and exemplary professional services to those they serve.

College of Licensed Practical Nurses of Manitoba Organizational Chart



Board of Directors, 2016

The Board of Directors is comprised of seven licensed practical nurses elected by their peers, three government appointed public representatives, and two board appointed public representatives. This is in accordance with section 4.2(a) of the CLPNM By-Laws which states:

a] Subject to these By-Laws, the Board shall consist of the following people:

- i. six licensed practical nurses, two of whom will be elected from District 1 and four of whom will be elected from District 2,
- ii. five public representatives, and
- iii. one president.

The Licensed Practical Nurses Act, section 4(2) states:

The College must carry out its activities and govern its members in a manner that serves and protects the public interest.

| | BOARD UNTIL JUNE 2016 | BOARD AFTER JUNE 2016 |
|----------------------|---|--|
| President | Cheryl Geisel LPN | Cheryl Geisel LPN |
| LPN Board Members | District I – Elisa Wiebe LPN District II – Camille Martyniw LPN District III – Rodney Hintz LPN District IV – Lindsay Maryniuk LPN District V – Jodi La France LPN District VI – Patricia Smythe LPN | District I – Jodi La France LPN District I – Patricia Smythe LPN District II – Rodney Hintz LPN District II – Camille Martyniw LPN District II – Lindsay Maryniuk LPN District II – Elisa Wiebe LPN |
| Public Board Members | Darlene Barbe Tricia Conroy Judy Harapiak Diwa Marcelino Susan Swan | Darlene Barbe Tricia Conroy Judy Harapiak Diwa Marcelino Susan Swan |

Note: the number of electoral districts was reduced to two in June, 2016. The number of Board members and its composition did not change.

CLPNM COMMITTEES

EDUCATION APPROVAL COMMITTEE

Reviews, evaluates and makes recommendations to the Board of Directors on all matters related to practical nursing education programs in Manitoba.

Melanie Lavallee LPN, Chair
Rhonda Neufeld LPN

Janice Cournoyer LPN
Donagh Peters LPN

Rene Perreault, Public Representative
Judy Harapiak, Public Representative

INVESTIGATION COMMITTEE

Reviews and facilitates the resolution of complaints against licensed practical nurses in accordance with *The Licensed Practical Nurses Act*.

Lynn Marks LPN, Chair
Meagen Gunn LPN

Richard Rivard LPN
May Schultz LPN
Sandra Horsman, Public Representative

Gary McPherson, Public Representative
Susan Swan, Public Representative

DISCIPLINE COMMITTEE

Conducts hearings and makes findings regarding the practice or conduct of licensed practical nurses in accordance with *The Licensed Practical Nurses Act*.

Christy Froese LPN, Chair
Pat Knowles LPN
Janice McDonald LPN
Patricia O'Leary LPN
Eranio Baldonada LPN
Monique Friesen LPN
Nicole Ricard LPN
Shelby Marks LPN
Melanie Lavallee LPN

Betty Plett, Public Representative
Rene Perreault, Public Representative
Ryan Muirhead, Public Representative
Ingrid Piper, Public Representative
Eveline Beriault, Public Representative
Anna Maria Magnifico, Public Representative
Angie Bachalo, Public Representative
Rod Chipping, Public Representative

GOVERNANCE COMMITTEE

Reviews and monitors reports related to strategic ends, finance, nominations and elections, and makes recommendations to the Board of Directors.

Rodney Hintz LPN, Chair
Tricia Conroy, Public Representative
Darlene Barbe, Public Representative

CONTINUING COMPETENCE COMMITTEE

Reviews the Continuing Competence Program process and makes recommendations to the Board of Directors.

Darlene Lee LPN, Chair
Maria Gill, Public Representative

PUBLIC REPRESENTATIVES COMMITTEE

Recruits public representatives to serve on the CLPNM Board of Directors and its committees.

Judy Harapiak, Chair, Public Representative
Jodi La France LPN
Rodney Hintz LPN

Registration

The CLPNM is responsible for the registration of Manitoba's practical nurses, including initial registration, renewal, resignation, cancellation and reinstatement. The CLPNM currently maintains three categories of registrants: licensed practical nurses (LPNs), graduate practical nurses (GPNs) and student practical nurses (SPNs). In Manitoba, no person may practise as a practical nurse or use the titles associated with the profession unless registered with the CLPNM.

Through the registration process, the CLPNM ensures that applicants have met all the entry-to-practice requirements before they are licensed and authorized to practise as practical nurses in Manitoba.

Any person can confirm the registration status of a practical nurse through one of two verification systems maintained by the CLPNM: the Employer Verification System and the Public Register. Both are available online 24-hours a day, seven days a week.

CLPNM Registrants by Type 2014-2016

| | 2014 | 2015 | 2016 |
|--|------|------|------|
| Licensed Practical Nurses* | 3303 | 3355 | 3401 |
| Graduate Practical Nurses [†] | 266 | 209 | 217 |
| Student Practical Nurses [§] | 394 | 429 | 406 |

* This data represents the number as of November 30th, the last day of the registration year.

[†] There is more than one group of students and graduates registered within any given year. This data represents the total number in these registration categories during the full registration year.

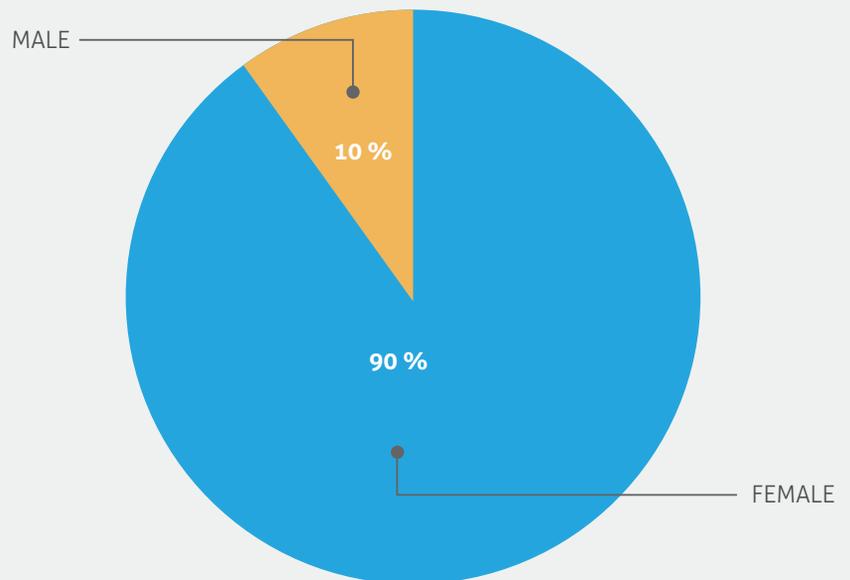
[‡] The number of graduates per year is prone to variation. One educational institution has a graduating class every two years and the number of internationally educated nurses who become registered as graduates each year fluctuates.

[§] Student Practical Nurses include students registered in Diploma in Practical Nursing programs, the Practical Nursing Qualification Recognition (PNQR) program, and the Practical Nursing Refresher (PNR) program. The increase from 2014 to 2015 reflects a change in how PNR and PNQR students were captured in the CLPNM's database system. The decrease in 2016 reflects the fact that there were no PNQR students in the fall of 2016.

Gender Distribution, 2016

| | Number | % of Total |
|--------|--------|------------|
| Female | 3065 | 90% |
| Male | 336 | 10% |
| Total | 3401 | 100% |

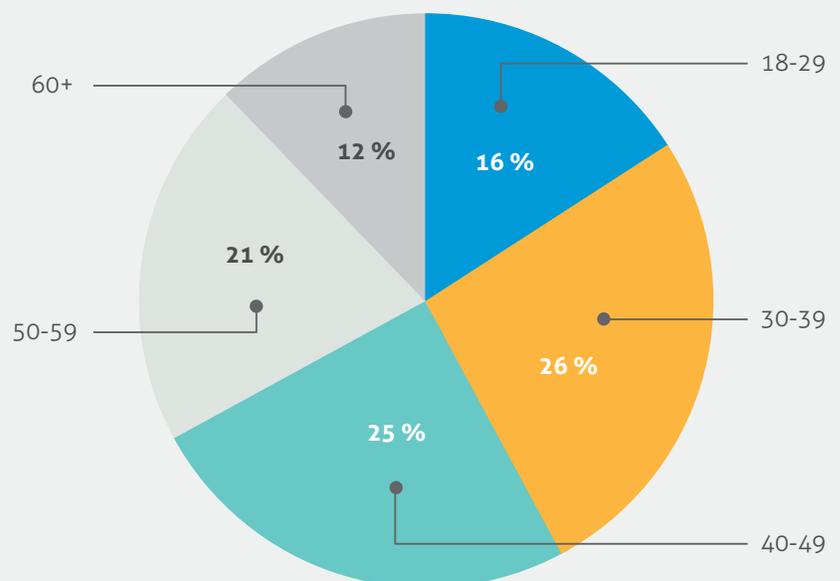
LPN Gender Distribution, 2016



Age Distribution, 2016

| Age | Number |
|-------|--------|
| 18-29 | 542 |
| 30-39 | 878 |
| 40-49 | 856 |
| 50-59 | 710 |
| 60+ | 415 |

Percentage of LPNs by Age Category, 2016

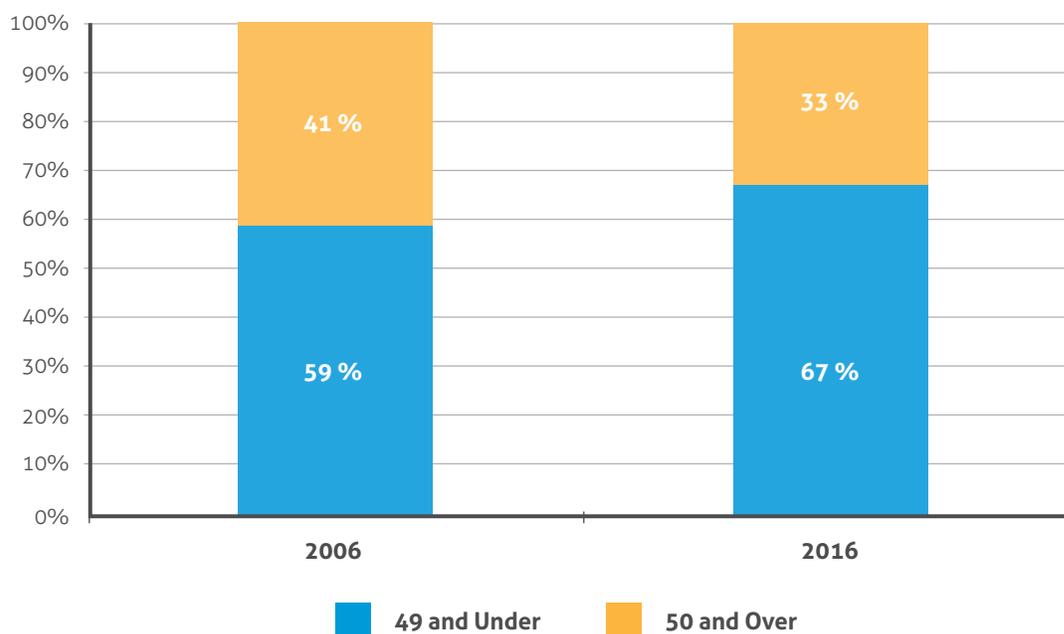


Age Distribution, 2006 and 2016

| Age | 2006 Number of LPNs | 2006 % of Total | 2016 Number of LPNs | 2016 % of Total |
|-------|------------------------|--------------------|------------------------|--------------------|
| 18-29 | 284 | 10% | 542 | 16% |
| 30-39 | 626 | 22% | 878 | 26% |
| 40-49 | 770 | 27% | 856 | 25% |
| 50-59 | 884 | 31% | 710 | 21% |
| 60+ | 295 | 10% | 415 | 12% |
| Total | 2859 | 100% | 3401 | 100% |

| LPNs by Age Group, Percentage of Total | 2006 | 2016 |
|--|------|------|
| 49 and Under | 59% | 67% |
| 50 and Over | 41% | 33% |
| Total | 100% | 100% |

Percentage of LPNs by Age Group 2006 and 2016



Credential Assessments and Endorsements

The CLPNM is responsible for evaluating applications for credential assessment and endorsement.

The credential assessment process is used to assess the qualifications of internationally educated nurses (IENs), and of Canadian applicants who are not currently registered as LPNs in any Canadian jurisdiction and who graduated from a nursing program other than one of the CLPNM-approved practical nursing education programs in Manitoba. The credential assessment process determines whether these applicants have the same level of knowledge, skill and judgment as the graduates of the Diploma in Practical Nursing programs approved by the CLPNM Board. In 2016, the majority of credential assessment applicants were IENs from the Philippines.

Along with most nursing regulators across Canada, the CLPNM entered into an agreement with the National Nursing Assessment Service (NNAS) in 2014. IENs seeking registration as LPNs in Manitoba now send their documents and credentials to the NNAS for authentication before they apply for registration with the CLPNM. The NNAS aims to centralize, streamline, and standardize the application process for IENs and provide greater transparency and timeliness for applicants.

Applications to the CLPNM from IENs declined after the launch of the NNAS in August of 2014. The year prior to the NNAS launch, the CLPNM received 268 new credential assessment applications. In 2015, 15 IENs opened files with the CLPNM and in 2016, 54 IENs opened files. It is still too early to draw conclusions about the full impact of the NNAS on the number of IENs who apply and ultimately become registered as LPNs in Manitoba. The CLPNM continues to work closely with the NNAS and other nursing regulators across Canada to test and evaluate the harmonized review process, and to ensure the validity and reliability of its results.

The endorsement process is used when an LPN registered in another Canadian jurisdiction wishes to become registered in Manitoba. This process supports the objectives of the Labour Mobility Chapter of Canada's *Agreement on Internal Trade*. In 2016, the majority of endorsement applicants were from Ontario, Alberta and British Columbia.

The CLPNM works closely with the Office of the Manitoba Fairness Commissioner to ensure that its credential assessment and endorsement processes are fair, transparent, timely and consistent.

Credential Assessment Applications

Internationally Educated Nurses

| Applications Considered | 2014 | 2015 | 2016 |
|----------------------------------|------|------|------|
| Carried over from previous years | 385 | 414 | 260 |
| New applications | 137 | 15 | 54 |
| Total applications considered | 522 | 429 | 314 |

| New Applications by Country of Origin | 2014 | 2015 | 2016 |
|---------------------------------------|------|------|------|
| Philippines | 95 | 12 | 46 |
| India | 28 | 2 | 4 |
| Nigeria | 6 | 0 | 1 |
| Other* | 8 | 1 | 3 |

* Countries not listed have two or fewer applicants.

| Outcome of Applications | 2014 | 2015 | 2016 |
|-------------------------------|------|------|------|
| Registered as an LPN | 32 | 38 | 33 |
| Not eligible for registration | 16 | 7 | 11 |
| File remained open | 414 | 260 | 208 |
| File closed [↔] | 60 | 124 | 62 |

↔ Files are closed when requested by the applicant or when the file or education requirements have not been completed by the applicant within the timeframe required by CLPNM policy.

Credential Assessment Applications

Canadian Graduates of Other Nursing Programs

| Applications Considered* | 2014 | 2015 | 2016 |
|----------------------------------|------|------|------|
| Carried over from previous years | 1 | 3 | 4 |
| New applications | 7 | 11 | 2 |
| Total applications considered | 8 | 14 | 6 |

* All applicants were from Manitoba.

| Outcome of Applications | 2014 | 2015 | 2016 |
|-------------------------------|------|------|------|
| Registered as an LPN | 3 | 9 | 4 |
| Not eligible for registration | 1 | 0 | 0 |
| File remained open | 3 | 4 | 0 |
| File closed [⇒] | 1 | 1 | 2 |

⇒ Files are closed when requested by the applicant, or when the file is not completed within the timeframe required by CLPNM policy.

Endorsement Applications

| Applications Considered | 2014* | 2015 | 2016 |
|-------------------------|-------|------|------|
| New applications | 71 | 69 | 110 |

| New Applications by Province of Origin | 2014 | 2015 | 2016 |
|--|------|------|------|
| Ontario | 43 | 40 | 75 |
| Alberta | 7 | 10 | 22 |
| British Columbia | 15 | 11 | 6 |
| Saskatchewan | 3 | 3 | 3 |
| New Brunswick | 1 | 0 | 1 |
| Newfoundland and Labrador | 1 | 0 | 0 |
| Nova Scotia | 0 | 1 | 0 |
| Quebec | 0 | 1 | 3 |
| Northwest Territories | 0 | 2 | 0 |
| Prince Edward Island | 0 | 1 | 0 |
| Unknown | 1 | 0 | 0 |

| Outcome of Applications [♦] | 2014 | 2015 | 2016 |
|---|------|------|-----------------|
| Registered as an LPN | 30 | 30 | 72 |
| Registered without conditions on practice | 6 | 17 | 10 |
| Registered with conditions on practice [‡] | 24 | 13 | 62 [‡] |
| Not eligible for registration | 1 | 0 | 0 |
| File remained open | 42 | 52 | 52 |
| File closed [§] | NA | 29 | 19 |

[⇒] In accordance with Chapter 7 of the *Agreement on Internal Trade*, the Government of Manitoba has published a Notice of Measure to Achieve a Legitimate Objective, authorizing the CLPNM to restrict the practice of LPNs from some Canadian jurisdictions where there is a material difference in scope of practice.

[‡] The increase in the number of applicants registered with conditions in 2016 may reflect the increasing number of applicants from Ontario. Applicants from Ontario, and all other Canadian jurisdictions except Alberta and British Columbia, are required to complete additional education in Physical Assessments and Intravenous Therapy within their first year of registration with the CLPNM.

[§] Files are closed when requested by the applicant, or when a file is not completed by the applicant within the timeframe specified in CLPNM policy.

[♦] The total number of outcomes in any year will exceed the number of new applications as a result of files carried over from previous years.

Education

The CLPNM and its Education Approval Committee evaluate practical nursing education programs in Manitoba against the Standards of Education set out in the Licensed Practical Nurses Regulation. The Committee comprehensively evaluates each practical nursing education program every five years. To support its activities, the CLPNM works closely with educators and other stakeholders from across the province.

Diploma in Practical Nursing Program

All entry-level practical nursing education programs in Manitoba are two-year diploma programs. In 2016, these programs were offered at Assiniboine Community College (ACC), University College of the North (UCN) and Université de Saint-Boniface (USB).

In 2016, ACC ran practical nursing diploma programs in Brandon, Winnipeg, Pine Falls and Southport. It had 164 graduates who subsequently became registered as Graduate Practical Nurses (GPNs) with the CLPNM that same year.

UCN accepts a new cohort of practical nursing students to its diploma program in Swan River every second year. In 2016, UCN ran the second year of its program, and had eight graduates who became registered as GPNs.

USB graduated one cohort in 2016, and had four graduates who became registered as GPNs. In 2016, the USB diploma program also completed its first full program evaluation by the CLPNM's Education Approval Committee.

All those who graduated from Manitoba's three practical nursing diploma programs in 2016, and who subsequently passed the national exam, became registered as licensed practical nurses in Manitoba.

| Institution | 2014 | 2015 | 2016 |
|---------------------------------|-------|-------|-------|
| | GPNs* | GPNs* | GPNs* |
| Assiniboine Community College | 158 | 116 | 164 |
| University College of the North | 15 | 0 | 8 |
| Université de Saint-Boniface | 6 | 4 | 4 |

* The total number in any column will not equal the number of graduates reported on page 10 because those who graduate in one calendar year may remain registered as GPNs in a subsequent calendar year.

Practical Nursing Refresher Program

The Practical Nursing Refresher (PNR) program is offered through Assiniboine Community College. It is designed for former LPNs who are seeking re-entry into the practical nursing profession and do not have recent practice experience. The PNR has a self-paced modular theory component followed by clinical experiences. In 2016, five former LPNs who applied to re-enter the practical nursing profession were referred to the PNR program.

In total, five students were enrolled in the PNR program in 2016: four who began the program in 2015, and one who enrolled in 2016.

The regular, five-year full program evaluation of the PNR was initiated in 2016. It remained in progress at the end of the year.

Practical Nursing Qualification Recognition Program

The Practical Nursing Qualification Recognition (PNQR) program, which initially began as pilot program, was established through a partnership between the CLPNM, Manitoba Health, Seniors and Active Living, and Assiniboine Community College. It is taught at the Assiniboine Community College Winnipeg Campus. The program is designed to bridge the education and competency gaps of internationally educated nurses (IENs) applying for registration with the CLPNM. The PNQR prepares IENs to write the Canadian Practical Nurse Registration Examination and to enter into Manitoba's health workforce.

The five-year pilot program ended March 31, 2016. There was no intake into the program in that year. In November, 2016, funding to continue the program on an ongoing basis was confirmed. The program was scheduled to resume in January, 2017.

PNQR Enrollment 2014 – 2016

| | 2014 | 2015 | 2016 |
|--------------------------------------|------|------|------|
| Carried over from previous years | 13 | 13 | 14 |
| Newly enrolled | 30 | 30 | 0 |
| Students who completed the program | 29 | 28 | 14 |
| Students in progress at end of year* | 13 | 14 | 0 |
| Did not continue | 1 | 1 | 0 |

* In 2014 and 2015, students who started the program in August completed the program the same year, and students who started the program in November completed the program in March of the following year.

Canadian Practical Nurse Registration Examination

The CLPNM works with its Canadian counterparts to develop the blueprint for the Canadian Practical Nurse Registration Examination (CPNRE). The CLPNM is also responsible for overseeing all activities related to the CPNRE in Manitoba. The CPNRE is the entry-to-practice examination for practical nurses in Manitoba and in most of Canada.

In 2016, the percentage of Manitoba graduates - both Canadian educated and internationally educated - who wrote the exam and passed was 94%. This percentage is higher for both groups compared to the same groups in 2015, and compared to the corresponding national percentages in 2016.

The percentage of internationally educated candidates from Manitoba who passed the exam has steadily increased over the past three years, and is now as high as the percentage of Canadian educated candidates from Manitoba who pass. This may be reflective of Manitoba's Clinical Competence Assessment process, and the Practical Nurse Qualification Recognition program discussed on previous pages.

CPNRE Results 2014 -2016

| | 2014 | | 2015 | | 2016 | |
|--|------------------------------|-------------------------------------|------------------------------|-------------------------------------|------------------------------|-------------------------------------|
| | Canadian Educated Candidates | Internationally Educated Candidates | Canadian Educated Candidates | Internationally Educated Candidates | Canadian Educated Candidates | Internationally Educated Candidates |
| Exams written by Manitoba candidates | 239 | 47 | 175 | 42 | 185 | 36 |
| Percentage of Manitoba candidates who passed the exam | 93% | 72% | 86% | 90% | 94% | 94% |
| Percentage of candidates who passed the exam across Canada | 87% | 57% | 89% | 48% | 89% | 58% |

Professional Conduct

The mandate of the CLPNM includes public protection. *The Licensed Practical Nurses Act* (the Act) requires the CLPNM to carry out its activities and govern its members in a manner that serves and protects the public interest. In keeping with that duty the Act requires the CLPNM Executive Director to refer complaints regarding registrants and former registrants to the CLPNM Investigation Committee. The Investigation Committee may attempt to resolve the complaint informally or refer it on to the Discipline Committee.

The CLPNM strives to uphold the principles of procedural fairness, transparency and due process. Each complaint is reviewed thoroughly to determine the appropriate course of action. To protect the public interest, the Act sets out the parameters the Investigation and Discipline Committees can utilize to address professional misconduct and incompetent practice.

The Act also requires any person who terminates an LPN's employment for misconduct, incompetence or incapacity to report the termination to the Executive Director. These reports are reviewed by the CLPNM and may be referred to the Investigation Committee for further consideration. In 2016, the CLPNM received 4 reports of this nature from employers.

Complaints may also be initiated by the CLPNM itself. The Act states that the Executive Director may refer to the Investigation Committee any matter that he or she considers appropriate. In 2016, five complaints were initiated by the Executive Director.

The conduct department supports the work of the CLPNM's Investigation and Discipline Committees. The department coordinates the investigation of complaints, monitors compliance with orders, and intervenes when a registrant's practice or conduct poses a risk to the public.

In 2016, complaints were filed against a total of 25 LPNs who represent less than 1% of all CLPNM registrants.

Number of Complaints 2014 - 2016

| | 2014 | 2015 | 2016 |
|---|------|------|------|
| Carried over from previous years | 20 | 17 | 32 |
| New complaints received | 28 | 30 | 26* |
| Total complaints considered | 48 | 47 | 58 |
| Complaints closed [↔] | NA | 4 | 16 |
| Complaints temporarily adjourned [‡] | NA | 11 | 16 |
| Complaints that remained active at end of year [§] | 17 | 32 | 26 |

* The number of complaints will exceed the number of LPNs against whom complaints were made if more than one complaint was submitted about the same individual.

↔ Complaints are closed when the Investigation Committee deems the matter to be resolved to the extent that there is no foreseeable risk to the public or ongoing concern about the conduct, competence or capacity of the LPN.

‡ A complaint is temporarily adjourned by the Investigation Committee when the LPN against whom the complaint was made abandons his/her practice or voluntarily surrenders his/her licence. Before returning to practice, the LPN will be required to resolve the matter to the Investigation Committee's satisfaction.

§ Complaints are counted as active at the end of the year if the Investigation Committee has not yet made a decision, if the matter remains under investigation, if the registrant is being monitored or supervised, or if the registrant is carrying out a direction from the Committee.

Sources of New Complaints 2014 - 2016

| | 2014 | 2015 | 2016 |
|-------------------------------------|------|------|------|
| Employer | 21 | 22 | 12 |
| Public* | 5 | 3 | 4 |
| Colleague [⇒] | 0 | 1 | 5 |
| The Executive Director of the CLPNM | 2 | 4 | 5 |
| Total new complaints | 28 | 30 | 26 |

* The public may include a client or a client's family member.

⇒ A colleague may be another practical nurse, a member of another regulated health care profession or any other member of the health care team.

Subject of New Complaints* 2014 - 2016

| | 2014 | 2015 | 2016 |
|--------------------------------------|------|------|------|
| Incompetent practice | 14 | 27 | 9 |
| Professional misconduct [⇒] | 14 | 22 | 20 |

* Some complaints fall into both categories, and consequently, the number of complaints by subject may exceed the number of new complaints received in a year.

⇒ Examples of professional misconduct include but are not limited to abuse, unauthorized practice and substance misuse.

Investigation Committee Decisions* 2014 - 2016

| | 2014 | 2015 | 2016 |
|--|------|------|------|
| Formal investigation | 10 | 21 | 14 |
| Suspension of registration pending decision | 1 | 0 | 1 |
| Conditions on registration applied | NA | NA | 9 |
| Referral to the Discipline Committee | 0 | 0 | 0 |
| No further action | 4 | 4 | 5 |
| Acceptance of surrender of registration | 14 | 6 | 16 |
| Censure | 0 | 0 | 1 |
| Mediation | 0 | 0 | 0 |
| Signed agreement or undertaking [⇒] | 24 | 11 | 5 |
| Other ^{‡§} | 49 | 39 | 13 |

* Individual cases may result in multiple decisions. For this reason, the total number of decisions may exceed the total number of complaints.

⇒ An agreement with or undertaking by a CLPNM registrant may provide for an assessment of the registrant's capacity or fitness to practice, counselling or treatment, monitoring or supervision or a remedial course of study.

‡ As per section 23(1)(g) of *The Licensed Practical Nurses Act*, the Investigation Committee may take any other action that it considers appropriate in the circumstances and that is not inconsistent with or contrary to the Act, the Regulations or the By-Laws of the CLPNM.

§ For 2016, other decisions include ordering a practice audit, clinical competence assessment, or fitness to practice assessment, or closing a file. In 2014 and 2015, conditions on registration were included in the count of other decisions. Starting 2016, conditions on registration are reported separately.

Professional Nursing Practice

The CLPNM provides consultation to practical nurses, employers, educators and the public regarding practical nursing in Manitoba. It also provides consultation and education on the legislation, policies and standards that guide the profession.

The CLPNM regularly collaborates with other health regulators, both within and outside of Manitoba, to address common issues and trends in health care that may impact practical nursing both provincially and nationally.

In support of quality practice, the CLPNM administers a Continuing Competence Program (CCP) for Manitoba's LPNs. The objective of the CCP is to ensure that Manitoba's practical nurses retain and continuously build upon their knowledge, skills and judgment. As part of this program, all LPNs maintain a professional portfolio, practise a minimum number of hours, and complete a self-assessment and learning plan each year.

Annual participation in the CCP is mandatory for all of Manitoba's LPNs and is monitored through an annual audit process. Each year, the CLPNM randomly selects 10% of its active practising registrants to undergo the CCP audit.

The audit conducted in 2016 reviewed registrants' CCP participation in 2015. In total, 322 registrants were audited, of whom 314 were found to meet the requirements of the program by the end of the audit. Eight registrants did not meet the requirements of the audit, and consequently, had their licences revoked. These individuals were not found to have lacked competence, but rather, did not participate as required in the audit process.

Continuing Competence Program Audit Results

| | 2015 | 2016 |
|---|------|------|
| Number of LPNs audited | 296 | 322 |
| Resigned mid-audit | 3 | 0 |
| Exempted mid-audit | 2 | 0 |
| Cancelled for non-compliance | 4 | 8 |
| Failed to demonstrate competence | 0 | 0 |
| Number found to meet requirements by end of audit | 287 | 314 |

Practice Audits

Practice audits are conducted to gather information about a registrant's practice and to identify any gaps in nursing knowledge and skill. A practice audit could be ordered by the Executive Director, the Investigation Committee or an investigator.

In 2016, six practice audits were ordered. All were ordered by the Investigation Committee. One was not conducted, as the registrant voluntarily surrendered his/her licence before the audit took place.

Of the five practice audits conducted:

- two identified no practice concerns, and
- three resulted in the registrants being directed to attend remedial education.

**COLLEGE OF LICENSED
PRACTICAL NURSES OF
MANITOBA**

Financial Statements
For the year ended December 31, 2016

COLLEGE OF LICENSED PRACTICAL NURSES OF MANITOBA

Financial Statements

For the year ended December 31, 2016

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Tel: 204 956 7200
Fax: 204 926 7201
Toll-Free: 866 863 6601
www.bdo.ca

BDO Canada LLP
700 - 200 Graham Avenue
Winnipeg MB R3C 4L5 Canada

Independent Auditor's Report

To the Board of Directors
College of Licensed Practical Nurses of Manitoba

We have audited the accompanying financial statements of the College of Licensed Practical Nurses of Manitoba, which comprise the statement of financial position as at December 31, 2016, and the statements of operations, changes in net assets, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the College of Licensed Practical Nurses of Manitoba as at December 31, 2016, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

BDO Canada LLP

Chartered Professional Accountants

Winnipeg, Manitoba
April 10, 2017

COLLEGE OF LICENSED PRACTICAL NURSES OF MANITOBA Statement of Financial Position

| As at December 31 | 2016 | 2015 |
|---|---------------------|---------------------|
| Assets | | |
| Current Assets | | |
| Cash and bank | \$ 1,331,677 | \$ 1,088,006 |
| Prepays | 6,793 | 25,990 |
| | 1,338,470 | 1,113,996 |
| Investments (Note 2) | 1,097,208 | 1,041,007 |
| Capital and intangible assets (Note 3) | 602,432 | 615,545 |
| | \$ 3,038,110 | \$ 2,770,548 |

Liabilities and Net Assets

| | | |
|---|---------------------|---------------------|
| Current Liabilities | | |
| Payables and accruals (Note 4) | \$ 190,381 | \$ 177,420 |
| Mortgage payable (Note 5) | 10,065 | 42,465 |
| Deferred revenue | 1,207,206 | 1,192,207 |
| | 1,407,652 | 1,412,092 |
| Commitment (Note 6) | | |
| Net Assets | | |
| Invested in capital and intangible assets | 592,367 | 573,080 |
| Unrestricted | 1,038,451 | 785,736 |
| | 1,630,458 | 1,358,456 |
| | \$ 3,038,110 | \$ 2,770,548 |

Approved on behalf of the Board of Directors:


 _____ President


 _____ Executive Director

COLLEGE OF LICENSED PRACTICAL NURSES OF MANITOBA Statement of Operations

| For the year ended December 31 | 2016 | 2015 |
|---|-------------------|-------------------|
| Revenue | | |
| Registration fees | \$ 1,350,750 | \$ 1,337,240 |
| Program income | 165,344 | 135,197 |
| Administrative income | 49,211 | 43,933 |
| Investment (Note 7) | 75,270 | 7,860 |
| Other | 7,469 | 3,083 |
| | 1,648,044 | 1,527,313 |
| Expenses | | |
| Personnel | 891,446 | 893,459 |
| Administration | 103,181 | 106,954 |
| Program | 73,301 | 85,587 |
| Legal | 46,916 | 41,961 |
| Board of Directors Committee | 45,149 | 43,921 |
| Insurance | 42,419 | 55,040 |
| Interest and bank charges | 32,533 | 36,142 |
| Repairs and maintenance | 31,229 | 30,396 |
| Utilities | 22,728 | 20,584 |
| Property taxes | 18,454 | 18,249 |
| Investment management fees | 16,275 | 13,081 |
| Equipment | 14,054 | 13,360 |
| | 8,789 | 8,700 |
| | 1,346,474 | 1,367,434 |
| Excess of revenue over expenses for the year before other item | 301,570 | 159,879 |
| Other Item | | |
| Amortization of capital assets | 29,568 | 31,845 |
| Excess of revenue over expenses for the year | \$ 272,002 | \$ 128,034 |

COLLEGE OF LICENSED PRACTICAL NURSES OF MANITOBA
Statement of Changes in Net Assets

For the year ended December 31, 2016

| | Invested in Capital and Intangible Assets | Unrestricted | 2016 Total | 2015 Total |
|--|--|--------------|---------------|---------------|
| Net assets , beginning of year | \$ 573,080 | \$ 785,736 | \$ 1,358,456 | \$ 1,230,422 |
| Excess (deficiency) of revenue over expenses for the year | (29,568) | 301,570 | 272,002 | 128,034 |
| Interfund Transfers | | | | |
| Capital assets acquired (\$14,908 in 2015) | 16,455 | (16,455) | - | - |
| Mortgage repayments (\$32,400 in 2015) | 32,400 | (32,400) | - | - |
| Net assets , end of year | \$ 592,367 | \$ 1,038,451 | \$ 1,630,458 | \$ 1,358,456 |

COLLEGE OF LICENSED PRACTICAL NURSES OF MANITOBA Statement of Cash Flows

| For the year ended December 31 | 2016 | 2015 |
|---|---------------------|---------------------|
| Cash Flows from Operating Activities | | |
| Excess of revenue over expenses for the year | \$ 272,002 | \$ 128,034 |
| Adjustments for items not affecting cash | | |
| Amortization of capital and intangible assets | 29,568 | 31,845 |
| Unrealized (gain) loss on adjustment to fair value of investments | (28,244) | 31,547 |
| | <u>273,326</u> | 191,426 |
| Changes in non-cash operating working capital balances | | |
| Prepays | 19,197 | (12,181) |
| Payables and accruals | 12,961 | 32,884 |
| Deferred revenue | 14,999 | (5,165) |
| | <u>320,483</u> | 206,964 |
| Cash Flows from Financing and Investing Activities | | |
| Investment acquisitions net of dispositions | (27,957) | (220,433) |
| Acquisition of capital assets | (16,455) | (14,908) |
| Mortgage payments | (32,400) | (32,400) |
| | <u>(76,812)</u> | (267,741) |
| Net increase (decrease) in cash and bank during the year | 243,671 | (60,777) |
| Cash and bank, beginning of year | 1,088,006 | 1,148,783 |
| Cash and bank, end of year | \$ 1,331,677 | \$ 1,088,006 |

COLLEGE OF LICENSED PRACTICAL NURSES OF MANITOBA

Notes to Financial Statements

For the year ended December 31, 2016

1. Nature of Operations and Summary of Significant Accounting Policies

a. Nature and Purpose of Organization

The College of Licensed Practical Nurses of Manitoba ("College") is the professional regulatory body for Licensed Practical Nurses in Manitoba. The College ensures safe nursing care for the public by establishing and monitoring standards of nursing education and nursing practice, and investigating complaints concerning the conduct and practice of Licensed Practical Nurses. The College is incorporated under the laws of the Province of Manitoba and is exempt from taxes under the Income Tax Act.

b. Basis of Accounting

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations ("ASNPO").

c. Revenue Recognition

The College follows the deferral method of accounting for contributions. Registration fees are recognized as revenue in the period to which they relate. Examination fees are recognized as revenue in the year the applicant completes the exam. Investment revenue is recognized as revenue in the year earned. All other revenues are recognized in the year earned.

d. Capital and Intangible Assets

Capital assets and intangible assets with limited life are stated at cost less accumulated amortization. Amortization is recorded beginning in the later of the month of acquisition or when the asset is available for use. Amortization based on the estimated useful life of the asset is calculated as follows:

| | |
|---------------------|-------------------------------|
| Building | 4% declining balance basis |
| Computer equipment | 40% declining balance basis |
| Furniture | 20% declining balance basis |
| Office equipment | 20% declining balance basis |
| Telephone system | 20% declining balance basis |
| Registration system | 24 months straight line basis |

e. Employee Future Benefits

Pre-retirement entitlement, pension and other employee future benefit costs are determined using the projected benefit method prorated on years of service and based on best estimate assumptions.

COLLEGE OF LICENSED PRACTICAL NURSES OF MANITOBA

Notes to Financial Statements

For the year ended December 31, 2016

1. Nature of Operations and Summary of Significant Accounting Policies (continued)

f. Financial Instruments

Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, financial assets with actively traded markets are reported at fair value, with any unrealized gains and losses reported in income. All other financial instruments are reported at cost or amortized cost less impairment, if applicable. Financial assets are tested for impairment when changes in circumstances indicate the asset could be impaired. Transaction costs from the acquisition, sale or issue of financial instruments are expensed for those items remeasured at fair value at each balance sheet date and charged to the financial instrument for those measured at amortized cost.

g. Use of Estimates

The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from management's best estimates as additional information becomes available in the future.

2. Investments

The investment portfolio consists of the following instruments at December 31:

| | <u>2016</u> | <u>2015</u> |
|------------------------------|---------------------|---------------------|
| Cash | \$ 19,024 | \$ 4,535 |
| Canadian equity | 233,713 | 197,241 |
| Fixed income fund | 732,907 | 704,532 |
| International equity | 27,898 | 18,861 |
| Money market fund | - | 26,263 |
| Real estate investment trust | 5,859 | 5,212 |
| U.S. equity | 77,807 | 84,363 |
| | <u>\$ 1,097,208</u> | <u>\$ 1,041,007</u> |

COLLEGE OF LICENSED PRACTICAL NURSES OF MANITOBA

Notes to Financial Statements

For the year ended December 31, 2016

3. Capital and Intangible Assets

| | 2016 | | | 2015 | | |
|---------------------|---------------------|-----------------------------|-------------------|---------------------|-----------------------------|-------------------|
| | Cost | Accumulated Amortization | Net Book Value | Cost | Accumulated Amortization | Net Book Value |
| Land | \$ 135,455 | \$ - | \$ 135,455 | \$ 135,455 | \$ - | \$ 135,455 |
| Building | 642,739 | 217,093 | 425,646 | 637,039 | 199,906 | 437,133 |
| Computer equipment | 117,126 | 99,143 | 17,983 | 113,886 | 91,174 | 22,712 |
| Furniture | 45,961 | 36,931 | 9,030 | 43,011 | 35,232 | 7,779 |
| Office equipment | 295,619 | 284,451 | 11,168 | 291,054 | 282,442 | 8,612 |
| Telephone system | 17,947 | 14,797 | 3,150 | 17,947 | 14,093 | 3,854 |
| Registration system | 128,525 | 128,525 | - | 128,525 | 128,525 | - |
| | \$ 1,383,372 | \$ 780,940 | \$ 602,432 | \$ 1,366,917 | \$ 751,372 | \$ 615,545 |

4. Payables and Accruals

| | 2016 | 2015 |
|--|-------------------|-------------------|
| Trade payables and accrued liabilities | \$ 77,872 | \$ 79,674 |
| Salaries and vacation payable | 34,239 | 12,831 |
| Government remittances payable | 78,270 | 84,915 |
| | \$ 190,381 | \$ 177,420 |

5. Mortgage Payable

The mortgage payable bears interest at prime plus 0.5% with effective interest at 3.2% at December 31, 2016. Monthly principal payments of \$2,700 are required plus interest. The loan matures in April 2017, and is secured by a mortgage on land and building at 463 St. Anne's Road, Winnipeg, Manitoba.

6. Commitment

A contractual obligation in respect of lease for office equipment requires payments totalling \$8,630 annually until September 2019.

COLLEGE OF LICENSED PRACTICAL NURSES OF MANITOBA

Notes to Financial Statements

For the year ended December 31, 2016

7. Investment Revenue

Investment revenue for the year is comprised of the following:

| | <u>2016</u> | <u>2015</u> |
|---|------------------|-----------------|
| Interest and dividends | \$ 40,685 | \$ 37,469 |
| Gain (loss) on disposition of investments | 6,341 | 1,938 |
| Unrealized gain (loss) on adjustment to fair value of investments | <u>28,244</u> | <u>(31,547)</u> |
| | <u>\$ 75,270</u> | <u>\$ 7,860</u> |

8. Employee Future Benefits

Multi-employer Defined Benefit Pension Plan

Substantially all of the employees of the College are members of the Healthcare Employees Pension Plan, a successor to the Manitoba Health Organization Inc. Plan (the "Plan"), which is a multi-employer defined benefit pension plan available to all eligible employees of the participating members of the Plan. Plan members will receive benefits based on the length of service and on the average of annualized earnings during the best five years of the last ten years prior to retirement, termination or death, that provides the highest earnings.

Pension assets consist of investment grade securities. Market and credit risk on these securities are managed by the Plan by placing plan assets in trust and through the Plan investment policy.

Pension expense is based on Plan management's best estimates, in consultation with its actuaries, of the amount, together with the contributions by employees, required to provide a high level of assurance that benefits will be fully represented by fund assets at retirement, as provided by the Plan. The funding objective is for employer contributions to the Plan to remain a constant percentage of employees' contributions.

Variances between actuarial funding estimates and actual experience may be material and any differences are generally to be funded by the participating members. The most recent actuarial valuation of the Plan as at December 31, 2015 indicates a solvency deficiency. Special payments will be made to the plan over the next five years, out of current contributions in those years. Contributions to the Plan made during the year by the College on behalf of its employees amounted to \$62,455 (\$65,920 in 2015) and are included as expenses in the statement of operations.

COLLEGE OF LICENSED PRACTICAL NURSES OF MANITOBA

Notes to Financial Statements

For the year ended December 31, 2016

8. Employee Future Benefits (continued)

Pre-retirement Leave Plan

Employees are granted pre-retirement leave benefits based on meeting specific criteria. Pre-retirement leave benefits liability is estimated by management to be \$1,400 as at December 31, 2016 (\$3,200 at December 31, 2015). Since the amount is insignificant, the estimate of pre-retirement liability has not been recorded in these financial statements at year end.

9. Financial Instrument Risk Management

The College, through its financial assets and liabilities, is exposed to various risks in the normal course of operations. The College's objective in risk management is to optimize the risk return trade-off, within set limits, by applying integrated risk management and control strategies, policies and procedures throughout the College's activities. The following analysis provides a measurement of those risks.

Credit Risk

Credit risk is the risk that the College will incur a loss due to the failure by its debtors to meet their contractual obligations. Financial instruments that potentially subject the College to significant concentrations of credit risk consist primarily of cash and bank, and investments. The College is not exposed to significant credit risk as cash and bank are held in operating accounts, and investments are diversified. In addition, the College follows its investment policy to monitor the investments in an effort to minimize its exposure to credit risk.

Liquidity Risk

Liquidity risk is the risk that the College will not be able to meet its obligations as they fall due. The College maintains adequate levels of working capital to ensure all its obligations can be met when they fall due by maintaining a portion of its investments in money market pooled funds which are highly liquid. In addition, registration fees are collected in advance.

Market and Interest Rate Risk

Market risk is the risk that the value of an investment will fluctuate as a result of changes in market prices, whether those changes are caused by factors specific to the individual investment or factors affecting all securities traded in the market. Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The College is exposed to market risk and follows its investment policy to monitor the investments in an effort to safeguard against market fluctuations. The College is not exposed to significant interest rate risk as cash and bank are held in short-term products, and investments are diversified.

Foreign Exchange Risk

Foreign exchange risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The College is exposed to foreign exchange risk since it holds a portion of its investments in U.S. and international equity instruments. The College follows its investment policy to monitor the investments in an effort to minimize its exposure to foreign exchange risk.



We are dedicated to protecting and serving Manitobans through effective, transparent, objective, and supportive nursing regulation.



College of Licensed Practical
Nurses of Manitoba