



College of Licensed Practical
Nurses of Manitoba



ANNUAL REPORT 2017



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College of Licensed Practical
Nurses of Manitoba

April 2018

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 2017 Annual Report in accordance with the provisions of *The Licensed Practical Nurses Act* (the Act).

This report covers the period from January 1, 2017 to December 31, 2017 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.

The CLPNM's core activities include:

- assessing applications for new and renewed registration against the standards and criteria of the practical nursing profession
- issuing registrations to qualified student practical nurses (SPNs), graduate practical nurses (GPNs) and licensed practical nurses (LPNs)
- supporting, evaluating and approving practical nursing education programs offered in Manitoba
- maintaining, updating and communicating professional standards and other documents to support ethical, competent and safe practical nursing care
- 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 administration of a continuing competence program for LPNs, and
- when necessary, investigating and addressing concerns about the conduct, competence or capacity of practical nurses through the CLPNM's investigation and discipline processes.

A few highlights of 2017 year include:

- meeting with employers across the province to share information on the entry-level education, competencies and scope of practice of Manitoba's LPNs, to help inform optimization of the profession
- launching a review of the Standards of Practice of the profession
- implementing a new mandatory suitability check program to periodically confirm that CLPNM registrants do not have criminal or abuse registry records that could place the public at risk
- initiating an evaluation of the Diploma in Practical Nursing program offered by Assiniboine Community College, and
- partnering with other Canadian practical nursing regulators to initiate a review of the pan-Canadian entry-to-practice examination for practical nurses.

Throughout 2017, the CLPNM continued to collaborate with its partners in professional nursing regulation, both locally, nationally and internationally.

- The CLPNM continued to participate in the Canadian Council for Practical Nurse Regulators, which provides the opportunity to advance harmonization of education and scope of practice across Canadian jurisdictions, and to share information on regulatory matters specific to the practical nursing profession in Canada.

- The CLPNM continued to participate as a member of the National Council of State Boards of Nursing, which provides a forum for learning about, and contributing to, best practices in nursing regulation across North America.
- The CLPNM also continued to participate as a member of the Manitoba Alliance of Health Regulatory Colleges, a network of Manitoba health regulators that meets regularly to discuss and collaborate on matters related to the regulation of health professions and public protection in Manitoba.

The CLPNM works particularly closely with its Manitoba partners in nursing regulation, the College of Registered Nurses of Manitoba and the College of Registered Psychiatric Nurses of Manitoba. The collaborative work of the three nursing colleges in 2017 included:

- hosting an education day for nurses in the fall of 2017 on the topic of collective competence
- developing revised guidance for Manitoba's nurses on medical assistance in dying
- publishing common practice guidance for nurses on delegation and assignment to unregulated care providers

- continuing to work with the College of Pharmacists of Manitoba and College of Physicians and Surgeons of Manitoba to develop 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 was ongoing at the end of 2017, and
- discussing future opportunities to develop shared guidance for nurses and their employers, as each college completes its own transition to *The Regulated Health Professions Act*.

The CLPNM is able to carry out its many functions and meet its legislated requirements as a result of the dedication and hard work of its staff, committee members, and board members. We thank each one of them for their role in serving and protecting Manitobans through effective, transparent, objective and supportive nursing regulation.



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.

Integrity

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

Collaboration

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

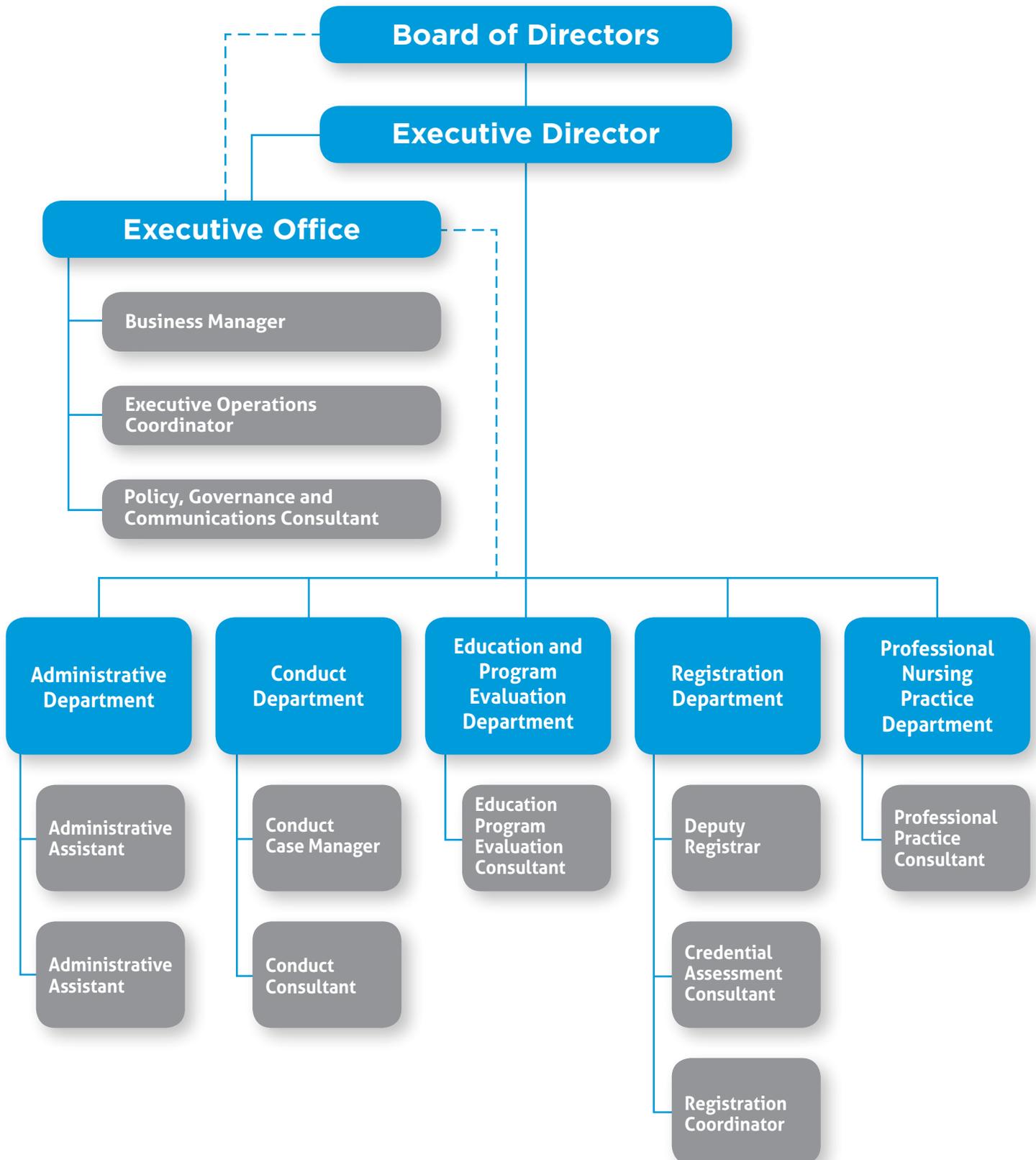
Quality

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 Organization Chart



Board of Directors, 2017

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 2017	BOARD AFTER JUNE 2017
President	Cheryl Geisel LPN	Cheryl Geisel LPN
LPN Board Members	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	District I - Jacqueline Hornsby LPN District I - Jodi La France LPN District II – Kristi Cantelo LPN District II – Rodney Hintz LPN District II – Camille Martyniw LPN District II – Elisa Wiebe LPN
Public Board Members	Darlene Barbe Tricia Conroy Judy Harapiak Diwa Marcelino Susan Swan	Darlene Barbe Tricia Conroy Diwa Marcelino Gary McPherson Robert Young

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.

Donagh Peters LPN, Chair
Lindsay Maryniuk LPN

Janice Cournoyer 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*.

Lindsay Maryniuk LPN, Co-Chair
Patricia Smythe LPN, Co-Chair
Pat Knowles LPN
Janice McDonald LPN
Patricia O'Leary LPN
Erano Baldonada LPN
Monique Friesen LPN
Nicole Ricard LPN
Shelby Marks LPN
Melanie Lavallee LPN

Janice Cournoyer LPN
Rhonda Neufeld 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
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.

Camille Martyniw LPN, Chair
Gary McPherson,
Public Representative
Darlene Barbe,
Public Representative

PUBLIC REPRESENTATIVES COMMITTEE

Recruits and makes recommendations to the Board of Directors respecting the appointment of public representatives to serve on the Board of Directors and its committees.

Robert Young, Chair, Public Representative

Jodi La France LPN

Rodney Hintz LPN

Registration

The CLPNM registers and oversees the professional practice of licensed practical nurses (LPNs), graduate practical nurses (GPNs) and student practical nurses (SPNs) in Manitoba. SPNs include students registered in a Diploma in Practical Nursing program, the Practical Nursing Qualification Recognition (PNQR) program, or the Practical Nursing Refresher (PNR) program.

The CLPNM considers all applications for registration against criteria for entry into the profession and for ongoing registration. The CLPNM's registration assessments – including suitability checks, fitness to practice assessments

and verifications of practice hours – assist the CLPNM in determining that its registrants are qualified, competent, and safe for professional practice in Manitoba.

No person may practise as a practical nurse or use the titles associated with the profession in Manitoba unless registered with the CLPNM.

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 accessible on the CLPNM website.

CLPNM Registrants by Type 2015-2017

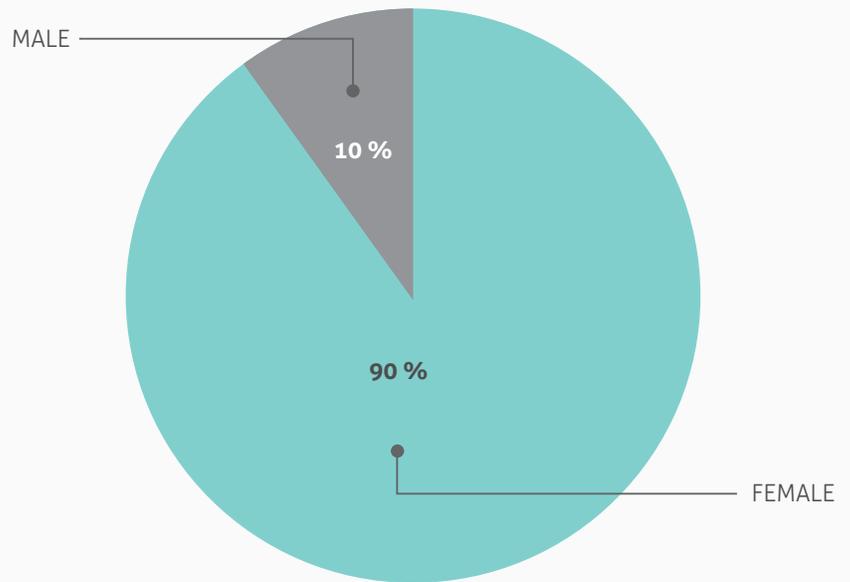
	2015	2016	2017
Licensed Practical Nurses*	3355	3401	3504
Graduate Practical Nurses [↔]	209	217	211
Student Practical Nurses [↔]	429	406	426

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

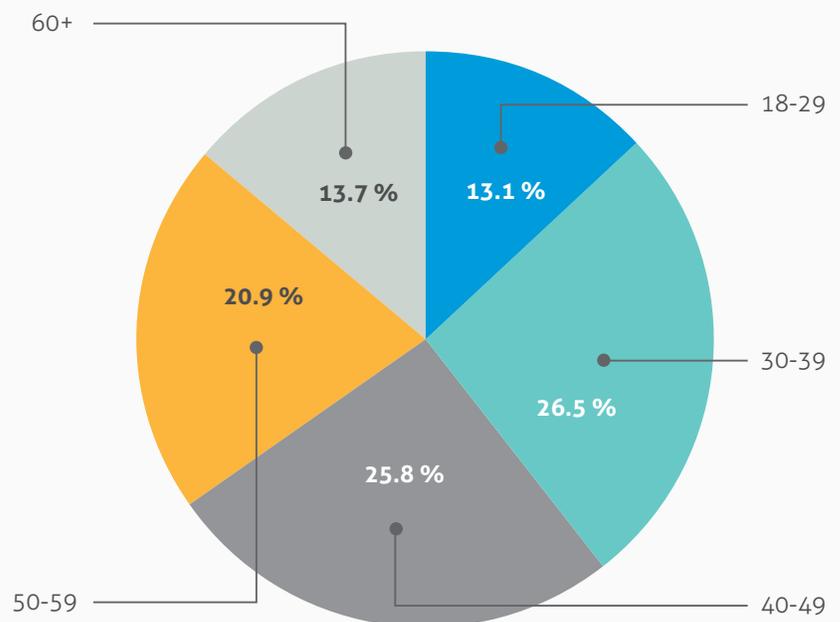
[↔] This data represents the total number in these registration categories during the full registration year.

Overview of LPN Demographics, 2017

	Number of LPNs	Percentage of LPNs
Female	3145	90%
Male	359	10%
Total	3504	100%



Age	Number of LPNs	Percentage of LPNs
18-29	458	13.1%
30-39	928	26.5%
40-49	904	25.8%
50-59	733	20.9%
60+	481	13.7%
Total	3504	100.0%



When data on LPN age distribution in 2017 is compared to that from a decade ago, it is evident that the LPN population overall is getting younger. On the surface, this bodes well for the workforce by suggesting that an increasingly smaller proportion of LPNs are likely to retire and leave their professional practice in the near future. However, analysis of CLPNM registration data suggests that those who leave the profession in Manitoba are, more often than not, younger than the age of retirement. This demonstrates that the reasons LPNs leave their practical nursing practice in Manitoba are more varied than retirements alone; other reasons include migration to other jurisdictions and bridging to other nursing professions.

LPNs by Age Group, 2007 and 2017

Age	2007 Number of LPNs	2007 Percentage of Total	2017 Number of LPNs	2017 Percentage of Total
18-29	272	9%	458	13%
30-39	639	22%	928	27%
40-49	758	26%	904	26%
50-59	884	31%	733	21%
60+	336	12%	481	14%
Total	2889	100%	3504	100%

LPNs by Age Group, Percentage of Total	2007	2017
49 and Under	58%	65%
50 and Over	42%	35%
Total	100%	100%

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) who wish to seek registration as licensed practical nurses in Manitoba. The CLPNM conducts credential assessments to determine whether these applicants have the same level of knowledge, skill and judgment as a Manitoba practical nursing program graduate.

A credential assessment is a ten-step process. The first four steps in this process are supported by the National Nursing Assessment Service (NNAS), a centralized service that supports the majority of nursing regulators across Canada. Following the NNAS review and the CLPNM's own assessment of an applicant's documentation, many applicants are referred for a clinical competence assessment (CCA) to directly observe and measure the applicant's entry-level nursing competence. The results of the CCA are considered along with the applicant's prior education and practice when determining the bridging education that will best address each applicant's unique competency gaps. The success rate of Manitoba-based IENs on the Canadian Practical Nurse Registration Examination (see page 16) may attest to the positive impact of the CCA and bridging education in Manitoba.

The endorsement process is used when an LPN registered in another Canadian jurisdiction wishes to become registered as an LPN in Manitoba. This process supports the objectives of the Labour Mobility Chapter of *The Canadian Free Trade Agreement*.

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

New Applications by Country of Origin	2015	2016	2017
Philippines	12	46	34
India	2	4	6
Other*	1	4	3
Total	15	54	43

Outcome of Applications ⇨	2015	2016	2017
Registered as an LPN	38	33	42
Not eligible for registration	7	11	3

Endorsement Applications

New Applications by Province of Origin	2015	2016	2017
Ontario	40	75	62
Alberta	10	22	35
British Columbia	11	6	5
Saskatchewan	3	3	1
Quebec	1	3	3
Other*	4	1	2
Total	69	110	108

Outcome of Applications ⇨	2015	2016	2017
Registered as an LPN	30	72	63
Registered without conditions on practice	17	10	8
Registered with conditions on practice [‡]	13	62	55
Not eligible for registration	0	0	0

* Jurisdictions not listed have two or fewer applications per year.

⇨ The number of outcomes per year does not match the number of new applications per year because of files carried over from previous years, and because of files that are closed, expired or carried over into the next year.

‡ The Government of Manitoba's Notice of Measure to Achieve a Legitimate Objective under Chapter 7 of *The Canadian Free Trade Agreement* authorizes the CLPNM to restrict the practice of LPNs who move to Manitoba from a Canadian jurisdiction with a material difference in scope of practice.

§ All credential assessment and endorsement data represents applications submitted during the CLPNM registration year: December 1 to November 30.

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. To support its activities, the CLPNM works closely with educators and other stakeholders from across the province.

Diploma in Practical Nursing Program

Entry-level practical nursing education in Manitoba is a two-year diploma program. The program is offered by Assiniboine Community College (ACC), University College of the North (UCN) and Université de Saint-Boniface (USB).

In 2017, ACC ran practical nursing diploma programs in Winnipeg, Brandon, Dauphin, Melita and Southport. UCN continued to offer the program in Swan River, and began offering the program at a new site in Flin Flon. USB continued to offer its French-language program in Winnipeg. Together, these three institutions had 125 diploma in practical nursing graduates in 2017.

Practical Nursing Refresher Program

The Practical Nursing Refresher (PNR) Program is offered through ACC. 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 2017, four former LPNs who applied to re-enter the practical nursing profession were referred to the PNR program.

In total, six students were enrolled in the PNR program in 2017: three who began the program in previous years, and three who began the program in 2017. One student completed the program in 2017, four remained in progress at the end of the year, and one discontinued the program.

Practical Nursing Qualification Recognition Program

The Practical Nursing Qualification Recognition (PNQR) program, which initially began as a pilot program, was established through a partnership between the CLPNM, Manitoba Health, Seniors and Active Living, and ACC. It is taught at ACC's 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.

In 2017, there were three intakes into the PNQR program. A total of 65 new students were enrolled. Of those, 45 completed the program in 2017 and the remaining 20 were in progress at the end of the year.

Program Approval

The Education Approval Committee (EAC) of the CLPNM comprehensively evaluates each practical nursing education program every five years. In 2017, EAC initiated the process to evaluate the diploma in practical nursing program offered by ACC. The evaluation remained ongoing at the end of the year. In 2017, the CLPNM also continued to work closely with representatives of the USB diploma in practical nursing program, which had conditional approval status, to implement a CLPNM Board-directed action plan. This work continued into 2018. The diploma program offered by UCN continued to have full approval status in 2017 and is expected to begin the evaluation process again in 2019. ACC's PNR program also had full program approval status in 2017, contingent upon the implementation of a CLPNM Board-directed action plan. A full program evaluation of the USB program is expected to begin in 2018.

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 the practical nursing profession in Manitoba, and in most of Canada.

Overall, CPNRE writers from Manitoba perform well on the examination. In particular, internationally educated nurses who undergo the CLPNM's credential assessment process — which includes a clinical competence assessment and targeted bridging education — do very well on the examination compared to internationally educated candidates across Canada.

In 2017, the Canadian Council for Practical Nursing Regulators (CCPNR) continued a review of the examination that was initiated in 2016. One of the goals of the review is to identify the opportunities and challenges associated with innovative and interactive methods of testing. Once the review is complete, a new blueprint and examination may be developed.

CPNRE Results 2015-2017

	2015		2016		2017	
	Canadian Educated Candidates	Internationally Educated Candidates	Canadian Educated Candidates	Internationally Educated Candidates	Canadian Educated Candidates	Internationally Educated Candidates
Exams written by Manitoba candidates	175	42	185	36	131	44
Exams written by Manitoba candidates that resulted in a pass score	86%	90%	94%	94%	95%	100%
Exams written across Canada that resulted in a pass score	89%	48%	89%	58%	91%	74%

Professional Conduct

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 a complaint informally or refer it on to the Discipline Committee.

The CLPNM and its committees strive to uphold the principles of procedural fairness, transparency and due process. Each complaint is reviewed thoroughly to determine the appropriate course of action. The Act sets out the means by which the Investigation and Discipline Committees may address professional misconduct and incompetent practice in order to protect the public.

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 2017, six complaints were initiated by the Executive Director.

In 2017, 33 complaints were filed against a total of 32 LPNs who represent less than 1% of all LPNs in Manitoba.

The Investigation Committee pursues options for resolving complaints that serve and protect the public interest, above all else. Whenever possible, the Committee will also seek options that enable the nurse in question to achieve or restore the competence, fitness to practice, and/or professionalism that is expected of all members of the profession. Referrals to the Discipline Committee are made when the options available to the Investigation Committee do not adequately protect the public interest. In 2017, the Investigation Committee made no referrals to the Discipline Committee, and the Discipline Committee did not convene or make any findings.

New Complaints by Source 2015 - 2017

	2015	2016	2017
Employers	22	12	24
Public*	3	4	2
Colleagues [↔]	1	5	1
Executive Director of the CLPNM	4	5	6
Total	30	26	33

* 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.

Nature of Complaints and Decisions, 2017

The following table describes the nature of the complaints submitted to the CLPNM in 2017, and the decisions and directions that the Investigation Committee made in relation to each complaint in that year. Some cases remained open at the end of the year, and as such, may have been the subject of additional decisions in following years.

	Nature of Complaint	Investigation Committee Decisions
1	Professional Misconduct	Notice to appear Investigation Remedial education Employer practice reports Costs
2	Professional Misconduct	Investigation Accept voluntary surrender of registration Temporary adjournment
3	Incompetent Practice	Investigation Accept voluntary surrender of registration Temporary adjournment
4	Professional Misconduct	Interim suspension Investigation Notice to appear Fitness to practice assessment Conditions on registration upon reinstatement
5	Professional Misconduct	Investigation Notice to appear No further action Closed
6	Incompetent Practice	Investigation Multi-year voluntary undertaking agreement, including remedial education, employer practice reports and a practice audit Costs
7	Professional Misconduct	Conditions on registration Investigation Accept voluntary surrender of registration Temporary adjournment
8	Professional Misconduct	Investigation Conditions on registration Notice to appear Multi-year voluntary undertaking agreement, including monitoring of fitness to practice, remedial education and employer practice reports Costs Interim suspension
9	Professional Misconduct	Conditions on registration Notice to appear Accept voluntary surrender of registration Temporary adjournment

	Nature of Complaint	Investigation Committee Decisions
10	Professional Misconduct and Incompetent Practice	Practice audit Remedial education Costs
11	Professional Misconduct	Remedial education Notice to appear Costs
12	Professional Misconduct	Remedial education Letter of apology Close
13	Incompetent Practice	Practice audit Remedial education Close
14	Professional Misconduct	Investigation Fitness to practice assessment Conditions on registration Remedial education Employer practice reports Costs
15	Professional Misconduct and Incompetent Practice	Suspension Notice to appear Investigation Multi-year voluntary undertaking agreement, including remedial education and employer practice reports Conditions on registration Costs
16	Professional Misconduct and Incompetent Practice	Suspension Notice to appear Investigation Multi-year voluntary undertaking agreement, including remedial education and employer practice reports Conditions on registration Costs
17	Professional Misconduct	Investigation Fitness to practice assessment Notice to appear Final decision not rendered in 2017
18	Professional Misconduct and Incompetent Practice	Notice to appear Investigation Conditions on registration Multi-year voluntary undertaking agreement, including remedial education and employer practice reports Costs
19	Incompetent Practice	Notice to appear Remedial education

	Nature of Complaint	Investigation Committee Decisions
20	Professional Misconduct	Investigation Fitness to practice assessment Conditions on registration Final decision not rendered in 2017
21	Professional Misconduct and Incompetent Practice	Investigation Conditions on registration Final decision not rendered in 2017
22	Professional Misconduct	Conditions on registration Multi-year voluntary undertaking agreement, including monitoring of fitness to practice and employer practice reports
23	Professional Misconduct	Conditions on registration Multi-year voluntary undertaking agreement, including monitoring of fitness to practice and employer practice reports
24	Professional Misconduct and Incompetent Practice	Practice audit No further action Closed
25	Professional Misconduct	Investigation Final decision not rendered in 2017
26	Incompetent Practice	Investigation Practice audit Conditions on registration Final decision not rendered in 2017
27	Professional Misconduct and Incompetent Practice	Investigation Conditions on registration Final decision not rendered in 2017
28	Professional Misconduct and Incompetent Practice	Remedial education
29	Professional Misconduct	Remedial education
30	Professional Misconduct	Conditions on registration Multi-year voluntary undertaking agreement, including monitoring of fitness to practice and employer practice reports
31	Professional Misconduct and Incompetent Practice	Conditions on registration Investigation Final decision not rendered in 2017
32	Professional Misconduct and Incompetent Practice	Conditions on registration Investigation Final decision not rendered in 2017
33	Professional Misconduct and Incompetent Practice	Not seen by Committee in 2017; complaint was submitted at year end

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, practice a minimum number of hours, and complete a self-assessment and learning plans each year.

Annual participation in the CCP is mandatory for all Manitoba 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 2017 reviewed registrants' CCP participation in 2016.

In total, 319 registrants were audited, of whom 313 were found to meet the requirements of the program by the end of the audit. Two registrants were exempted from the audit due to extenuating life circumstances. One resigned their registration mid-audit. Three registrants did not comply with the requirements of the audit, and consequently, had their provisional registrations revoked during the process. These individuals were not found to have lacked competence, but rather, did not participate in the audit process as required.

Continuing Competence Program Audit Results

	2015	2016	2017
Number of LPNs audited	296	322	319
Resigned mid-audit	3	0	1
Exempted mid-audit	2	0	2
Provisional registrations revoked for non-compliance	4	8	3
Failed to demonstrate competence	0	0	0
Number found to meet requirements by end of audit	287	314	313

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 Board of Directors, the Executive Director, the Investigation Committee, an investigator appointed by the Investigation Committee, or a panel of the Discipline Committee.

In 2017, six practice audits were ordered. All were ordered by the Investigation Committee. Of the six audits ordered, four were completed in 2017. Three identified no practice gaps and one resulted in a recommendation of remedial education. Two of the practice audits ordered in 2017 were scheduled to take place in 2018.

By-Laws of the College of Licensed Practical Nurses of Manitoba

The Licensed Practical Nurses Act authorizes the CLPNM Board of Directors to establish By-Laws. Some of these are subject to confirmation by members of the profession. The following CLPNM By-Laws were last revised and confirmed by members of the profession at the June, 2017 Annual General Meeting.

Article 1 – Interpretation

1.1 Interpretation

In the interpretation of these By-Laws, words in singular include words in the plural and vice versa and words in one gender include all genders. Words defined in *The Licensed Practical Nurses Act* (“the Act”) have the same meaning when used in these By-Laws.

Article 2 – Corporate Matters

2.1 Name

The name of the organization is the College of Licensed Practical Nurses of Manitoba, hereinafter known as “the College.”

2.2 Head Office

The head office of the College shall be located in the City of Winnipeg wherein the business of the College may be conducted.

2.3 Seal and Certification

- a] The seal of the College shall remain in the head office of the College.
- b] Any person authorized to sign any document on behalf of the College, which requires the College’s seal, may affix the seal to the document.

2.4 Signing Authorities

The signing authorities of the College shall be the President, Executive Director, Accountant and one other Board Member as appointed by the Board.

2.5 Fiscal Year

The fiscal year of the College shall commence on the first day of January and terminate on the 31st day of December.

2.6 Financial Dealings

- a] All cheques, drafts or orders for payment of money and all notes and acceptance and bills of exchange shall be signed only by the persons so designated in 2.4 of these By-Laws.
- b] All securities owned by the College shall be lodged with a chartered bank or trust company or in a safety deposit box, if so authorized by resolution of the Board, with such other depositories or in such other manner as may be determined by the Board.
- c] The books of account of the College shall be kept at the head office of the College or at such other places in the Province of Manitoba as determined or approved by the Board.

2.7 Remuneration

Board Directors attending meetings of the Board or of any committee of the Board may be paid an honorarium, in accordance with such policies established by the Board.

2.8 Financial Auditor

An auditor for the College shall be as determined and appointed by the Board.

Article 3 –Rights and Obligations of Members and Applicants

3.1 Licensed Practical Nurses

- a] Shall be entitled to notice of annual and special general meetings and have full voice, voting rights and privileges as per College By-Laws.
- b] Shall be entitled to hold office on the Board, pursuant to the Act, these By-Laws and College policy.
- c] Shall be entitled to serve as an appointed member of a College committee pursuant to the Act, these By-Laws and College policy.
- d] Shall report to the College, within 30 days:
 - i. Any name change.
 - ii. Any change in any personal contact information including email address, mailing address and phone number.
 - iii. Any change in nursing employment including business name, address, phone number and email address.
 - iv. If he or she is under investigation or has been charged or convicted of any offence under federal law, or of any offence under provincial law except for a *Highway Traffic Act* offence.
 - v. If his or her name has been entered on the adult abuse and/or child abuse registry.
- e] Shall answer all correspondence from the College in which a reply is requested or directed, within thirty (30) days or by the deadline specified in the correspondence, whichever is earliest, unless an extension is granted by the College.
- f] Shall accurately complete and submit the required registration and registration renewal applications by providing such information as may be requested and required in the manner prescribed by the College and pay such fees as determined in accordance with these By-Laws.
- g] Shall adhere to any signed undertaking agreement as it constitutes a binding commitment, a breach of which constitutes professional misconduct.

3.2 Graduate Practical Nurses

- a] Shall be entitled to notice of annual and special general meetings of the College, to have voice at annual or special meetings, but shall not be entitled to vote or hold office in the College.
- b] Are entitled to use the title graduate practical nurse and GPN and shall practice only under the supervision of a licensed practical nurse (who is authorized to practise in Manitoba without restrictions), a registered nurse or a registered psychiatric nurse.
- c] Shall report to the College, within 30 days:
 - i. Any name change.

- ii. Any change in personal contact information including email address, mailing address and phone number.
 - iii. Any change to nursing employment including business name, address, phone number and email address.
 - iv. If he or she is under investigation or has been charged or convicted of any offence under federal law, or of any offence under provincial law except for a *Highway Traffic Act* offence.
 - v. If his or her name has been entered on the adult abuse and/or child abuse registry.
- d] Shall answer all correspondence from the College in which a reply is requested or directed, within thirty (30) days or by the deadline specified in the correspondence, whichever is earliest, unless an extension is granted by the College.
 - e] Shall accurately complete and submit the required graduate practical nurse registration and registration renewal applications by providing such information as may be requested and required in the manner prescribed by the College and pay such fees as determined in accordance with these By-Laws.
 - f] Shall adhere to any signed undertaking agreement as it constitutes a binding commitment, a breach of which constitutes professional misconduct.

3.3 Student Practical Nurses

- a] Shall be entitled to notice of annual and special meetings of the College, to have voice at annual or special meetings, but shall not be entitled to vote or hold office in the College.
- b] Are entitled to use the title student practical nurse and SPN only when actively enrolled in a Board-approved practical nursing education program.
- c] Shall practice as a student practical nurse only while actively enrolled in a Board-approved practical nursing education program and only under the supervision of a licensed practical nurse (who is authorized to practise in Manitoba without restrictions), a registered nurse or a registered psychiatric nurse.
- d] Shall report to the College, within 30 days:
 - i. Any name change.
 - ii. Any change in any personal contact information including email address, mailing address and phone number.
 - iii. Any change to nursing education status including school name and address, phone number, email address, student number and expected graduation date.
 - iv. If he or she is under investigation or has been charged or convicted of any offence under federal law, or of any offence under provincial law except for a *Highway Traffic Act* offence.
 - v. If his or her name has been entered on the adult abuse and/or child abuse registry.
- e] Shall answer all correspondence from the College in which a reply is requested or directed, within thirty (30) days or by the deadline specified in the correspondence, whichever is earliest, unless an extension is granted by the College;
- f] Shall accurately complete and submit the required student practical nurse registration and registration renewal applications by providing such information as may be requested and required in the manner prescribed by the College and pay such fees as determined in accordance with these By-Laws.
- g] Shall adhere to any signed undertaking agreement as it constitutes a binding commitment, a breach of which constitutes professional misconduct.

3.4 Honorary Members

The Board may confer honorary memberships upon any individual, in accordance with Board policies. An honorary member is not entitled to practice as a licensed practical nurse in Manitoba in any capacity.

3.5 Applications to Registers

Recognizing the changing dynamics and complexities of health care, the practice environment and the resulting need for flexibility in establishing minimum registration standards that are in the public interest, the Board shall establish, in policies that shall have the same effect as By-Law, the period of time a person may be absent from nursing practice, beyond which he or she must complete an approved entry-level practical nursing education program and pass the approved registration exam in order to be eligible to apply for registration. The amount of time reflected in policy shall not be less than four consecutive years.

3.6 Appeals

A person who has not submitted a complete application in the manner and within the timeline prescribed by the College, and along with the fees, and the documentation, evidence, and information required to demonstrate eligibility for registration with the College, is not entitled to a registration decision, and under section 10(1) of the Act, has no standing to appeal.

3.7 General Rights

Any person not addressed specifically in these By-Laws, including any former member, honorary member or member of the public, is entitled to voice at an annual or special general meeting, but does not have voting rights or privileges.

3.8 Notice

Whenever, under these By-Laws, notice or other documents are required to be given by the College, such notice or other documents shall be held to be given at the time when the same are either published online, sent electronically, served in person, or five days after being posted by mail. In the event that notice or other documents are sent both electronically and by mail, the earliest date is considered the date the notice was given. For the purpose of sending any notice or other documents by any means, the address utilized shall be as recorded on the registers or books of the College.

Article 4 – Board of Directors

4.1 Board Size

The affairs of the College shall be governed by a Board of not more than 12 people.

4.2 Composition

- b] 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.
- c] The Board shall elect the President from the elected licensed practical nurse Board members referred to in clause [a] [i]. Filling the vacancy left by the President shall be handled in the manner outlined in Article 8 of these By-Laws.
- d] A Vice-President may be appointed by the Board any time that the Board considers the appointment of a Vice-President appropriate. The Vice-President shall be appointed from the elected licensed practical nurse Board members referred to in clause [a][i]. The appointment of a Vice-President will not give rise to a by-election, an increase in the total number of Board members, or any other alteration to the composition of the Board.
- e] Two public representatives shall be appointed by the Board in accordance with these By-Laws and policies approved by the Board for the appointment of public representatives.
- f] Three public representatives shall be appointed by the Minister of Health.

4.3 Failure to Appoint

If the Minister of Health fails to appoint a public representative within three months of the date the College provides notification of a vacancy, the Board shall appoint a public representative to fill the vacancy.

4.4 Term of Office

- a] Subject to subsection 4.5, the term of office of all Board members, including the President, shall be two years; however, an incumbent Board member may continue to hold office upon completion of a term until a successor is elected, or if required and subject to Article 8, until a successor is appointed by the Board.
- b] All Board members, including the President, may serve more than one term but not more than three consecutive terms.
- c] A Board member who has served three consecutive terms may once again seek election or appointment after at least one year has elapsed since the expiry of their last term.
- d] Before the end of the two-year term, and before the spring meeting, the incumbent President shall provide written notice of his/her intent to seek re-election or intent to resign.
- e] The Vice-President's term of office will be determined by the Board upon appointment but shall not exceed the member's elected term.

4.5 Elected Director Eligibility Requirements

- a] Subject to these By-Laws, members of the College on the register of practising licensed practical nurses who are in good standing are eligible for nomination, election, appointment and/or to hold office on the Board, except:
 - i. employees of the College; or
 - ii. individuals with any union affiliation, other than that required for employment; or
 - iii. individuals who hold employment positions as managers of LPNs and who are responsible for employee hiring, evaluations, discipline or terminations; or
 - iv. individuals who are members of a regulated health profession, other than the legislated membership required for licensed practical nurses in Canada; or
 - v. members who are the subject of an ongoing CLPNM investigation or disciplinary proceeding and/or who have been the subject of a finding under the Act; or
 - vi. members who have been convicted of an indictable offence.
- b] To be eligible to be an elected Board member, the member's primary location of practice as an LPN must fall within the electoral district in which he or she is seeking election.
- c] If a member of the College on the register of practising licensed practical nurses ceases to meet the eligibility criteria for Board membership, he or she shall cease to be a member of the Board.

4.6 Public Appointment Eligibility

- a] Subject to these By-Laws, members of the public are eligible for appointment and/or to hold office on the Board, except:
 - i. employees of the College; or
 - ii. individuals with any union affiliation, other than that required for employment; or

- iii. individuals who hold employment positions as managers of LPNs and who are responsible for employee hiring, evaluations, discipline or terminations; or
 - iv. individuals who are members of a regulated health profession; or
 - v. individuals who have been convicted of an indictable offence.
- b] If an appointed Board member ceases to meet the eligibility criteria outlined in College By-Laws and policy, he or she shall cease to be a member of the Board.

Article 5 - Elections to the Board

5.1 Electoral Districts

The following electoral districts are established for the election of members of the College to the Board:

- a] District 1: The area within the Winnipeg City Limits
- b] District 2: The area outside the Winnipeg City Limits

5.2 Election of Directors

- a] Election of the Board of Directors shall be held by May 1 of each year for elected Directors in the second year of their two-year term.
- b] The nomination of a candidate for election requires the signatures of at least three other members of the College who are on the register of practising licensed practical nurses, who are in good standing with the College, and whose primary location of practice falls within the electoral district in which the candidate is nominated.
- c] The nomination requires, from the nominee, a written declaration of eligibility and a signed consent.
- d] Nominations received for election to the Board of Directors shall be on the prescribed form and submitted in the manner prescribed and approved by the Board.
- e] The Board shall establish, in policy, rules regarding the nomination of candidates for election and the manner of voting.
- f] The College, following receipt of the election results, shall provide written notice to the nominated candidates of the results.
- g] The elected Board member shall be announced at the annual meeting of the College.
- h] All Board members must sign an Oath of Office upon election, acclamation and/or appointment and annually thereafter.

5.3 Eligibility to Vote

- a] Each member on the register of practising licensed practical nurses, whose primary location of practice falls within the electoral district in which an election of Board members is being held, is entitled to vote for Board members in that district.

5.4 Election by Acclamation

Where the number of eligible candidate nominations equals the number of vacancies, the candidate(s) shall be declared duly elected.

5.5 Insufficient Number of Nomination Candidates

If the number of eligible nomination candidates is less than the number of vacancies, the Board shall appoint an eligible person to the Board in the manner outlined in these By-Laws.

Article 6 - Election of President

6.1 Board members seeking election to the position of President shall:

- i. submit to the Board by the spring meeting, a written declaration of their intention to run for the office;
- ii. submit a resume to the Board; and
- iii. provide evidence that their nomination has been supported by at least three other Board members.

Article 7 - Board of Directors Quorum

7.1 A majority of the Board, at least one of whom is a public representative and at least two of whom are licensed practical nurses, constitutes a quorum for the transaction of business.

Article 8 - Vacancies on the Board

8.1 If a Board member resigns, dies, is removed from the Board or otherwise ceases to be an eligible Board member, the Board shall declare the office vacated and may appoint a successor, in the manner hereinafter set out, to hold office until the end of the current term of office.

8.2 Vacancies on the Board, so long as a quorum of Board members remains in office, shall be filled in the manner hereinafter set out:

- a] A vacancy among officers of the Board including the President, prior to the end of a term, shall be filled by appointment by the Board of a then incumbent Board member.
- b] A vacancy among the directors in the first year of the vacating director's term shall be filled by calling a by-election.
- c] A vacancy among the directors in the second year of the vacating director's term shall be filled by appointment, for the remainder of the term, by the Board. Appointments are subject to eligibility requirements as described in these By-Laws.
- d] If a director is elected to the office of President, the Board shall declare the director's position vacant. If the resulting vacancy occurs during the first year of the vacating director's term a by-election shall be called. If the resulting vacancy occurs during the second year of the vacating director's term, the Board shall appoint a licensed practical nurse from the membership to the remainder of the term. Appointments are subject to eligibility requirements as described in these By-Laws.

8.3 Vacancies that Cannot be Filled

When a vacancy cannot be filled by election, the Board shall fill that vacancy by appointment. Appointments are subject to eligibility requirements described in these By-Laws.

8.4 Vacancies and Quorum

If vacancies on the Board number such that there is not a quorum of Directors remaining, the remaining Board Directors shall forthwith call an election to fill the vacancies. If the election does not result in a sufficient number of Directors to achieve quorum, quorum will be suspended for the purposes of filling the remaining vacancies by appointment, in accordance with these By-Laws.

8.5 Vacancy of President Position

In the event that the President position becomes vacant before the end of a term, if there is a Vice-President appointed, the Vice-President shall assume the role of President until such time as the Board convenes a meeting to appoint a new President. Any vacancies arising out of this appointment shall be dealt with as described in these By-Laws.

Article 9 - Removal from the Board

9.1 A Director may be removed from the Board if the Director:

- i. is absent from more than two regular meetings in any one year in which case he/she will be considered to have resigned unless an exception is granted by the Board, or
- ii. fails or refuses to adhere to the By-Laws, Regulations, Policies of the College, the Oath of Office, or fails to fulfill Board duties.

9.2 If, while holding office, an elected or appointed Board member does not meet all of the eligibility requirements described in these By-Laws, they shall immediately cease to be a member of the Board.

9.3 Any Board member under investigation or charged with and indictable offence must immediately provide notice to the Executive Director.

Article 10 – Board Meetings

10.1 Regular, special and emergency Board meetings may be called by the President and shall be held in accordance with these By-Laws and Board policy.

10.2 A minimum of four (4) regular meetings of the Board shall be held per year at a time, location and in a manner as determined by the Board.

10.3 The President may convene a special meeting of the Board at any time. Such business as is stated in the notice of the meeting shall only be considered.

10.4 A meeting of the Board shall be held, following the annual general meeting, at a time, location and in a manner as determined by the Board.

10.5 Written notice of meetings of the Board, stating the business to be transacted, shall be given to each Director not less than fourteen (14) calendar days before the meeting. Notice of any meeting or any irregularity in any meeting notice may be waived by any Director.

10.6 A resolution in writing signed by all Directors shall be as valid and effectual as if it had been passed at a meeting of the Board duly called and constituted.

Article 11 – Annual and Special General Meetings

11.1 Annual General Meeting

The College shall hold an annual general meeting in each calendar year. The meeting shall be held at such a date, time and place as may be determined by the Board and the agenda shall be set by the Board.

11.2 Special General Meeting

A special general meeting may be called in accordance with provisions stated in Part 3, section 4(5) Meetings in the Act.

11.3 Notice of General Meetings

Notice setting out the business for an annual general or special general meeting shall be published not less than thirty (30) days before the meeting is to take place.

11.4 Quorum at General Meetings

- a] A majority of those College members who are present and eligible to vote at the meeting shall be needed for the adoption of any business, unless otherwise stated in these By-Laws.
- b] A quorum for any annual general meeting or special general meeting of the College shall be the number of members on the register of practising licensed practical nurses who attend the meeting.

11.5 Scrutineers at General Meetings

- a] Before any vote is taken at a general meeting, the meeting Chair shall appoint three (3) scrutineers, who are not voting members of the College.
- b] The Chair shall name a head scrutineer and provide them with the total number of eligible voters at the meeting.
- c] In the event of a ballot vote, the scrutineers shall distribute, collect and count the ballots and report the results in writing to the Chair. In the event of a vote by voting flag, the scrutineers will assist the Chair with the count of votes for and against the motion, if the Chair directs them to do so.

11.6 Voting at Annual General Meetings and Special General Meetings

- a] Voting at annual and special meetings of the College shall be in accordance with Part 3, section 4(7) Entitlement to Vote in the Act.
- b] As evidence of entitlement to vote, College members are required to present photo identification and state their College registration number at the meeting, for verification by the College.
- c] Voting shall be by voting flag, provided that at any time before a vote is taken, the Chair may order that a ballot vote be held. At any time before a vote is taken any eligible member present at the meeting may move that a ballot vote be held.
- d] In any voting by voting flag, the Chair, with the assistance of the scrutineers if necessary, shall count the votes for and against the motion and shall decide the results. The Chair's decision shall be final.
- e] In the event of a tie vote, either by voting flag or ballot vote, the Chair of the meeting shall cast the deciding vote.

Article 12 – Parliamentary Authority

12.1 The most recent edition of Robert's Rules of Order Newly Revised shall apply on all questions of procedure and parliamentary law not specified in these By-Laws.

Article 13 – Duties of Officers

13.1 The President

- a] The President shall preside at all meetings of the Board and the annual or special meetings, within the term elected. The President shall see that all orders and resolutions of the Board are carried into effect.

- b] The President shall submit a report for the year to the College members at the annual meeting, and report to the Board, matters which in the interest of the College may be required to be brought to the Board's attention.
- c] An elected Director could fulfill the President's duties in his/her absence.

13.2 The Vice-President

- a] The Vice-President is voted by and from the Board when required by the Board.
- b] The Vice-President works under the direction of the President.
- c] The Vice-President performs the duties in the absence or inability of the President.
- d] The Vice-President performs such duties as may be assigned by the President or the Board.

13.3 The Executive Director

- a] The Executive Director shall be a licensed practical nurse appointed by and responsible to the Board.
- b] The Executive Director shall:
 - i. Be an ex officio, non-voting member of the Board.
 - ii. Be an ex officio, non-voting member of the College.
 - iii. Be an ex officio, non-voting member of all committees of the College with the exception of the Investigation Committee and the Discipline Committee.
- c] The Executive Director shall act as treasurer of the College, including:
 - i. Keeping all records of the College, including a record of all meetings of the College and of the Board.
 - ii. Issuing all notices required by statute, by the By-Laws, or by resolution of the Board.
 - iii. Having custody of the seal of the College.
- e] The Executive Director is authorized to prescribe such forms, certificates or other documents as may be required for the purposes of the Act, Regulations, or the By-Laws.
- f] In accordance with 6(6) of the Act, the Executive Director may appoint any other staff necessary to perform the work of the College. The Executive Director shall set out the duties and remuneration for these staff in accordance with the policies and guidelines set by the Board.

Article 14 – Fees

14.1 Initial Fees

- a] Candidates applying for the registration examination approved by the College shall pay an examination fee as determined by the Board.
- b] Candidates applying for initial enrollment and registration on one of the registers of the College shall pay a fee in such amounts as may be determined by the Board.
- c] Initial enrollment fees shall be paid in advance, upon filing the application for enrollment and registration to the College.
- d] The College from the initial enrollment fee paid by an individual whose application is refused or withdrawn shall retain a processing fee as determined by the Board.

14.2 Registration Fees

- a] The Board shall determine annual registration fees for student, graduate, practising, and temporary practising registrants; and such fees shall be ratified by voting registrants at an annual or special meeting of the College.
- b] Fees shall be accompanied by the prescribed renewal form, duly completed, and must be received by the College before the 1st day of December in each year.
- c] A registrant who fails, refuses or neglects to apply on the prescribed form and pay such fees prescribed for the ensuing year before December 1st, shall be notified of his or her default pursuant to Regulation 22 (1) and shall be advised of such penalty fees as determined by the Board.
- d] If the default is not remedied pursuant to Regulation 22(1), the registration of the member shall be cancelled pursuant to Regulation 22(1) and 22(2) until such time as the registrant makes application for reinstatement and pays such fees as determined by the Board.
- e] The Executive Director shall notify College registrants of the fees payable for the ensuing year at least two months prior to the day upon which such fees are due.

14.3 Reinstatement

- a] All applicants for renewal of registration received after December 1 of each year shall pay such administrative and late fees as prescribed by the Board.
- b] Pursuant to Regulation 23, applicants applying for reinstatement shall pay such administrative and late fees as prescribed by the Board.

14.4 Other Fees

Processing, administrative and other fees shall be determined by the Board.

14.5 Interest

All costs and fines ordered by the Investigation Committee, Discipline Committee, or the Board may be subject to interest, at a rate determined by the Board.

Article 15 - Committees

15.1 Board Established Committees

The Board shall establish Public Representatives, Education Approval, Governance, Investigation and Discipline committees. Terms of reference, membership, terms of appointment, chairperson, policies and budget allocation shall be established and reviewed by the Board.

- a] Public Representatives Committee:
The Board shall establish a standing committee for the purpose of recruiting and selecting public representatives to serve on the Board and committees of the College.
- b] Education Approval Committee:
The Board shall establish a standing committee for the purpose of approving and reviewing practical nursing education programs.

c] Governance Committee

The Board shall establish a standing committee for the purpose of monitoring and advising the Board on financial matters and the achievement of end statements.

d] Investigation Committee:

The Board shall establish a standing committee for the purposes of administering the statutory provisions of Part 6 [17.1 to 31 inclusive] of the Act.

e] Discipline Committee:

The Board shall establish a standing committee for the purposes of administering the statutory provisions of Part 6 [32.1 to 49 inclusive] of the Act.

15.2 Committee Meetings

The procedures to be followed at committee meetings and voting rights shall be in accordance with such policies as determined by the Board.

15.3 Term of Office

The term of office of committee members, the revocation of committee membership and appointment of members to fill vacancies on committees shall be in accordance with such policies as determined by the Board.

15.4 Duties and Functions

All committees shall perform duties and functions in accordance with the Act, the Regulations and the terms of reference set by the Board.

15.5 Special Committees and Ad Hoc Committees

- a] Special Committees may be appointed by the Board at any time to carry out the objectives of the College and may be dissolved by a motion of the Board.
- b] Ad Hoc Committees may be appointed by the Board for a specific purpose on precise terms of reference which state that the committee shall cease to function upon completion of the specific task.
- c] The Board shall for all Special Committees or Ad Hoc Committees establish:
 - i. terms of reference,
 - ii. membership and term of appointment,
 - iii. chairperson, and
 - iv. budget allocation.

Article 16 – Amendment

16.1 These By-Laws may be amended under the terms set forth in the provision of the Act.

**COLLEGE OF LICENSED
PRACTICAL NURSES OF
MANITOBA**

Financial Statements
For the year ended December 31, 2017

COLLEGE OF LICENSED PRACTICAL NURSES OF MANITOBA

Financial Statements

For the year ended December 31, 2017

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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, 2017, 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, 2017, 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 9, 2018

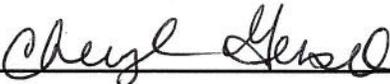
COLLEGE OF LICENSED PRACTICAL NURSES OF MANITOBA
Statement of Financial Position

As at December 31	2017	2016
Assets		
Current Assets		
Cash and bank	\$ 1,235,476	\$ 1,331,677
Receivables	16,740	-
Prepays	31,054	6,793
	<u>1,283,270</u>	<u>1,338,470</u>
Investments (Note 2)	1,341,603	1,097,208
Capital and intangible assets (Note 3)	636,848	602,432
	<u>\$ 3,261,721</u>	<u>\$ 3,038,110</u>

Liabilities and Net Assets

Current Liabilities		
Payables and accruals (Note 4)	\$ 184,378	\$ 190,381
Mortgage payable	-	10,065
Deferred revenue	1,232,729	1,207,206
	<u>1,417,107</u>	<u>1,407,652</u>
Commitment (Note 5)		
Net Assets		
Invested in capital and intangible assets	636,848	592,367
Unrestricted	1,207,766	1,038,091
	<u>1,844,614</u>	<u>1,630,458</u>
	<u>\$ 3,261,721</u>	<u>\$ 3,038,110</u>

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	2017	2016
Revenue		
Registration fees	\$ 1,379,321	\$ 1,350,750
Program income	149,764	165,344
Administrative income	48,661	49,211
Investment (Note 6)	66,128	75,270
Other	2,793	7,469
	<u>1,646,667</u>	<u>1,648,044</u>
Expenses		
Personnel	936,573	891,446
Administration	95,195	91,808
Program	84,512	84,674
Committee	53,953	42,419
Board of Directors	48,184	45,149
Legal	36,435	46,916
Insurance	32,914	32,533
Interest and bank charges	31,034	31,229
Repairs and maintenance	20,532	22,728
Utilities	19,038	18,454
Property taxes	16,474	16,275
Investment management fees	15,293	14,054
Equipment	8,631	8,789
	<u>1,398,768</u>	<u>1,346,474</u>
Excess of revenue over expenses for the year before other item	247,899	301,570
Other Item		
Amortization of capital assets	33,743	29,568
Excess of revenue over expenses for the year	\$ 214,156	\$ 272,002

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

For the year ended December 31, 2017

	Invested in Capital and Intangible Assets	Unrestricted	2017 Total	2016 Total
Net assets , beginning of year	\$ 592,367	\$ 1,038,091	\$ 1,630,458	\$ 1,358,456
Excess (deficiency) of revenue over expenses for the year	(33,743)	247,899	214,156	272,002
Interfund Transfers				
Capital assets acquired (\$16,455 in 2016)	68,159	(68,159)	-	-
Mortgage repayments (\$32,400 in 2016)	10,065	(10,065)	-	-
Net assets , end of year	\$ 636,848	\$ 1,207,766	\$ 1,844,614	\$ 1,630,458

COLLEGE OF LICENSED PRACTICAL NURSES OF MANITOBA Statement of Cash Flows

For the year ended December 31	2017	2016
Cash Flows from Operating Activities		
Excess of revenue over expenses for the year	\$ 214,156	\$ 272,002
Adjustments for items not affecting cash		
Amortization of capital and intangible assets	33,743	29,568
Unrealized gain on adjustment to fair value of investments	(38,465)	(28,244)
	<u>209,434</u>	273,326
Changes in non-cash operating working capital balances		
Accounts receivable	(16,740)	-
Prepays	(24,261)	19,197
Payables and accruals	(6,003)	12,961
Deferred revenue	25,523	14,999
	<u>187,953</u>	320,483
Cash Flows used in Financing and Investing Activities		
Investment acquisitions net of dispositions	(205,930)	(27,957)
Acquisition of capital assets	(68,159)	(16,455)
Mortgage payments	(10,065)	(32,400)
	<u>(284,154)</u>	(76,812)
Net increase (decrease) in cash and bank during the year	(96,201)	243,671
Cash and bank, beginning of year	1,331,677	1,088,006
Cash and bank, end of year	\$ 1,235,476	\$ 1,331,677

COLLEGE OF LICENSED PRACTICAL NURSES OF MANITOBA

Notes to Financial Statements

For the year ended December 31, 2017

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 revenue is 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, 2017

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>2017</u>	<u>2016</u>
Cash	\$ 49,195	\$ 19,024
Canadian equity	230,680	233,713
Fixed income fund	861,666	732,907
International equity	86,347	27,898
Real estate investment trust	-	5,859
U.S. equity	113,715	77,807
	<u>\$ 1,341,603</u>	<u>\$ 1,097,208</u>

COLLEGE OF LICENSED PRACTICAL NURSES OF MANITOBA Notes to Financial Statements

For the year ended December 31, 2017

3. Capital and Intangible Assets

	2017			2016		
	Cost	Accumulated Amortization	Net Book Value	Cost	Accumulated Amortization	Net Book Value
Land	\$ 135,455	\$ -	\$ 135,455	\$ 135,455	\$ -	\$ 135,455
Building	692,789	234,412	458,377	642,739	217,093	425,646
Computer equipment	120,731	107,106	13,625	117,126	99,143	17,983
Furniture	48,418	39,040	9,378	45,961	36,931	9,030
Office equipment	298,504	286,890	11,614	295,619	284,451	11,168
Telephone system	9,162	763	8,399	17,947	14,797	3,150
Registration system	128,525	128,525	-	128,525	128,525	-
	\$ 1,433,584	\$ 796,736	\$ 636,848	\$ 1,383,372	\$ 780,940	\$ 602,432

4. Payables and Accruals

	2017	2016
Trade payables and accrued liabilities	\$ 76,375	\$ 77,872
Salaries and vacation payable	27,868	34,239
Government remittances payable	80,135	78,270
	\$ 184,378	\$ 190,381

5. Commitment

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

6. Investment Revenue

Investment revenue for the year is comprised of the following:

	2017	2016
Unrealized gain on adjustment to fair value of investments	\$ 38,465	\$ 28,244
Gain on disposition of investments	14,170	6,341
Interest and dividends	13,493	40,685
	\$ 66,128	\$ 75,270

COLLEGE OF LICENSED PRACTICAL NURSES OF MANITOBA

Notes to Financial Statements

For the year ended December 31, 2017

7. 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, 2016 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 \$70,510 (\$62,455 in 2016) and are included as expenses in the statement of operations.

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 \$1,700 as at December 31, 2017 (\$1,400 at December 31, 2016). Since the amount is insignificant, the estimate of pre-retirement liability has not been recorded in these financial statements at year end.

8. 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.

COLLEGE OF LICENSED PRACTICAL NURSES OF MANITOBA

Notes to Financial Statements

For the year ended December 31, 2017

8. Financial Instrument Risk Management (continued)

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.





College of Licensed Practical
Nurses of Manitoba