



College of Licensed Practical
Nurses of Manitoba



ANNUAL REPORT 2018



www.clpnm.ca

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College of Licensed Practical
Nurses of Manitoba

April 2019

Honourable Cameron Friesen
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 2018 Annual Report in accordance with the provisions of *The Licensed Practical Nurses Act* (the Act).

This report covers the period from January 1, 2018 to December 31, 2018 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 or competence of practical nurses through the CLPNM's investigation and discipline processes.

CLPNM continuously strives to maintain, and grow, its competence as a professional regulator. It does so through a variety of activities such as:

- monitoring trends and best practices in professional regulation in Canada and across the world
- regularly reviewing its policies and processes
- holding education days, for members of the Board of Directors, committees and staff
- providing staff with access to professional development opportunities to enhance their knowledge of regulation and related disciplines, and
- participating in conferences and learning events where regulators have the opportunity to share knowledge, experiences and ideas for improvement. As an example, the CLPNM participated in an International Nurse Regulator Collaborative Symposium in 2018, which included regulatory experts and professionals from diverse sectors and from around the world.

In all of its work, the CLPNM is guided by its duty to serve and protect the public interest, which is set out in Manitoba's *Licensed Practical Nurses Act*. However, the CLPNM operates within a broader, balanced framework of legislation and principles, which provide for regulation that is in the public interest, but which is also fair, reasonable and justified.

In 2018, the Board of Directors reviewed, and formally endorsed, the principles of Right-touch Regulation¹, advanced by the Professional Standards Authority in the United Kingdom. Right-touch Regulation calls for an approach to regulation that is proportionate, consistent, targeted, transparent, accountable and agile.

The Board of Directors also reviewed, and formally endorsed, the competencies for interprofessional collaboration advanced by the Canadian Interprofessional Health Collaborative, in its *National Interprofessional Competency Framework*². The six competency domains are: 1) interprofessional communication 2) patient/client/family /community-centred care 3) role clarification 4) team functioning 5) collaborative leadership 6) interprofessional conflict resolution. These competencies will inform the practice guidance that the CLPNM develops for its registrants, as well as the CLPNM's own approach to collaborating internally, and externally with its own stakeholders.

Throughout 2018, the CLPNM continued to engage and collaborate with a variety of stakeholders, including health system leaders and other regulators 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 2018 the CCPNR carried out a practice analysis to inform revisions to the entry-level competencies for the practical nursing profession across Canada, which will inform changes to the pan-Canadian entry-to-practice examination for the profession.
- The CLPNM participated in the Canadian Nurse Regulator Collaborative (CNRC), a consortium of LPN, RPN and RN regulators across Canada. The CLPNM participated in planning meetings throughout 2018, with the goal of identifying priorities common to Canada's nursing regulators, and to develop collaborative work plans for advancing those priorities.

- The CLPNM participated in a task force, established through CNRC, to examine the current language proficiency requirements for nurses in Canada. Common language proficiency requirements were last approved by all three nursing regulatory groups in 2010. This work continued into 2019.
- 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 2018 included updated guidance for Manitoba's nurses on legislation affecting the administration of medical cannabis, medical assistance in dying, and a nurse's role in relation to controlled substances outside of health care facilities.
- The CLPNM collaborated with health system leaders, and the Office of the Chief Medical Examiner (OCME), to address limitations that prevented LPNs from completing portions of death report forms related to viewing the body.
- The CLPNM also continued to meet with employers and health system leaders 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.

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.

¹ Professional Standards Authority (2015). *Right-touch Regulation*, Revised.

² Canadian Interprofessional Health Collaborative (2010). *A National Interprofessional Competency Framework*.



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

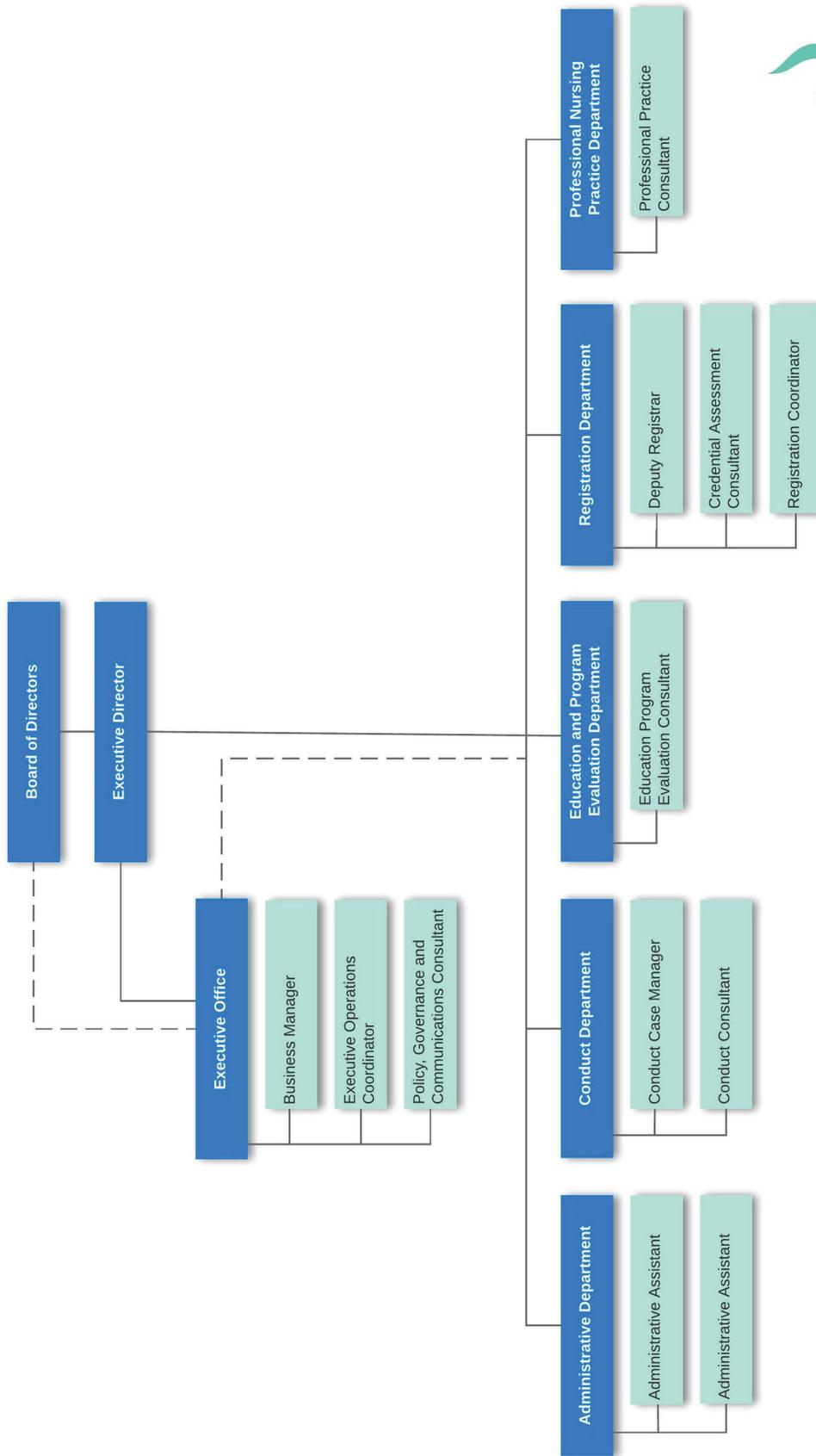
Promoting excellence through the integration of emerging public policy and the consistent application of professional nursing regulation.

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.

Organizational Chart

College of Licensed Practical Nurses of Manitoba Organization Chart



Board of Directors, 2018

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 Members Until June 2018	Board Members June to October 2018	Board Members After October 2018
President	Cheryl Geisel LPN	Cheryl Geisel LPN	Cheryl Geisel LPN
District 1	Jodi La France LPN Jacqueline Hornsby LPN	Vida Faustino LPN Fiona Mervyn LPN	Vida Faustino LPN Fiona Mervyn LPN
District 2	Rodney Hintz LPN Camille Martyniw LPN Kristi Cantelo LPN Elisa Wiebe LPN	Rochelle Molino LPN Camille Martyniw LPN Kristi Cantelo LPN, Vice President Jo Williams LPN	Rochelle Molino LPN Camille Martyniw LPN Kristi Cantelo LPN, Vice President Jo Williams LPN
Public Representatives	Gary McPherson Tricia Conroy Robert Young Darlene Barbe Diwa Marcelino	Gary McPherson Sonia Kowalewich Robert Young Anna Maria Magnifico Brian Flynn	Gary McPherson Sonia Kowalewich Cynthia Rempel Patrick Vacant Vacant

CLPNM Committees

Governance Committee

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

Before June 2018	After June 2018
Camille Martyniw LPN, Chair	Camille Martyniw LPN, Chair
Gary McPherson, Public Representative	Gary McPherson, Public Representative
Darlene Barbe, Public Representative	Sonia Kowalewich, Public Representative

Public Representatives Committee

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

Before June, 2018	June to October 2018	After October 2018
Robert Young, Chair, Public Representative	Robert Young, Chair, Public Representative	Sonia Kowalewich, Interim Chair, Public Representative
Jodi La France LPN	Vida Faustino LPN	Vida Faustino LPN
Rodney Hintz LPN	Kristi Cantelo LPN	Kristi Cantelo LPN

Education Approval Committee

Reviews, evaluates and makes recommendations to the Board of Directors on all matters related to practical nursing education programs in Manitoba. There were no changes to this committee's membership in 2018.

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*.

Before June 2018	After June 2018
Lynn Marks LPN, Chair	Lynn Marks LPN, Chair
Richard Rivard LPN	Richard Rivard LPN
Meagen Gunn LPN	Erika Gronenschild LPN
May Schultz LPN	Lisa Romanow LPN
Sandra Horsman, Public Representative	Kay Stewart, Public Representative
Gary McPherson, Public Representative	Gary McPherson, Public Representative
Susan Swan, 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*.

Before June 2018	After June 2018
Patricia Smythe LPN, Co-Chair	Lindsay Maryniuk LPN, Co-Chair
Pat Knowles LPN	Patricia Smythe LPN, Co-Chair
Janice McDonald LPN	Pat Knowles LPN
Eranio Baldonada LPN	Janice McDonald LPN
Monique Friesen LPN	Eranio Baldonada LPN
Shelby Marks LPN	Monique Friesen LPN
Melanie Lavallee LPN	Shelby Marks LPN
Janice Cournoyer LPN	Melanie Lavallee LPN
Rhonda Neufeld LPN	Janice Cournoyer LPN
Betty Plett, Public Representative	Rhonda Neufeld LPN
Rene Perreault, Public Representative	Betty Plett, Public Representative
Ryan Muirhead, Public Representative	Rene Perreault, Public Representative
Ingrid Piper, Public Representative	Ryan Muirhead, Public Representative
Eveline Beriault, Public Representative	Ingrid Piper, Public Representative
Anna Maria Magnifico, Public Representative	Eveline Beriault, Public Representative
Rod Chipping, Public Representative	Anna Maria Magnifico, Public Representative
	Rod Chipping, Public Representative
	Elisa Wiebe LPN
	Rodney Hintz LPN
	Jodi La France LPN
	Darlene Barbe, Public Representative
	Diwa Marcelino, Public Representative
	Robert Young, Public Representative

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 confirming 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.

The public can confirm the registration status of a practical nurse through the CLPNM's Public Register. Employers also have access to the CLPNM's Employer Verification System. Both systems are accessible on the CLPNM website.

CLPNM Registrants by Type 2016-2018

	2016	2017	2018
Licensed Practical Nurses*	3401	3504	3616
Graduate Practical Nurses [↔]	217	211	229
Student Practical Nurses [↔]	406	426	450

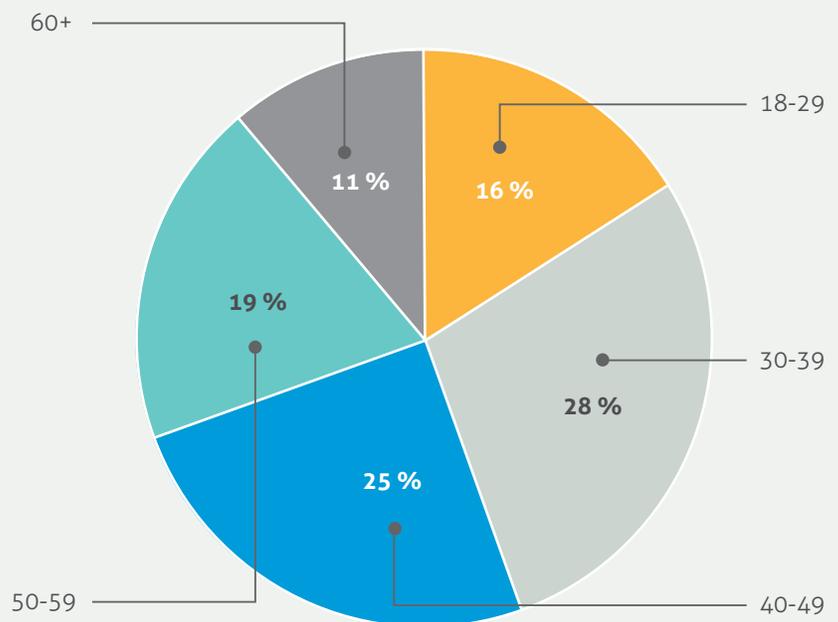
* This data represents the number as of November 30th, the last day of the registration year.

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

Overview of LPN Demographics, 2018

	Number of LPNs	Percentage of LPNs
Female	3222	89%
Male	394	11%
Total	3616	100%

Age	Number of LPNs	Percentage of LPNs
18-29	596	16%
30-39	1017	28%
40-49	910	25%
50-59	696	19%
60+	397	11%
Total	3616	100%

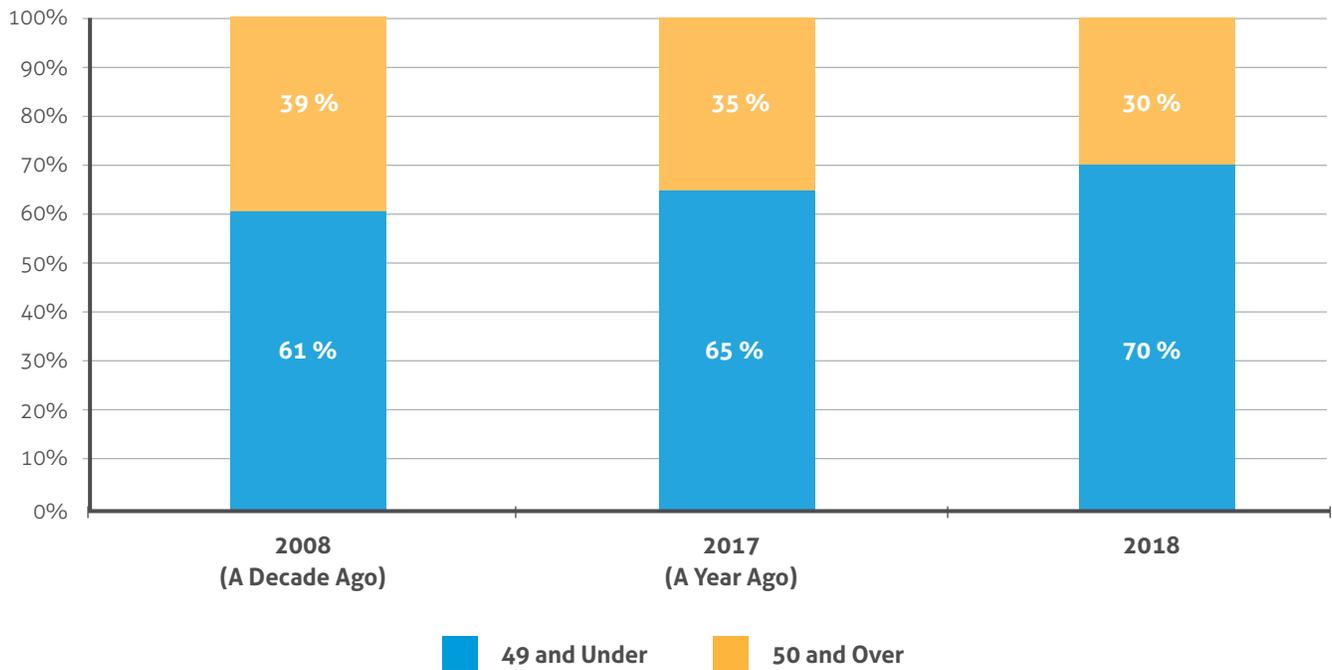


As noted in recent annual reports, Manitoba's LPN population continues to get younger, overall.

Age	Number of LPNs, 2008	% of LPNs, 2008	Number of LPNs, 2018	% of LPNs, 2018
18-29	325	11%	596	16%
30-39	665	23%	1017	28%
40-49	783	27%	910	25%
50-59	855	29%	696	19%
60+	302	10%	397	11%
Total	2930	100%	3616	100%

LPNs by Age Group, Percentage of Total	2008 (A Decade Ago)	2017 (A Year Ago)	2018
49 and Under	61%	65%	70%
50 and Over	39%	35%	30%

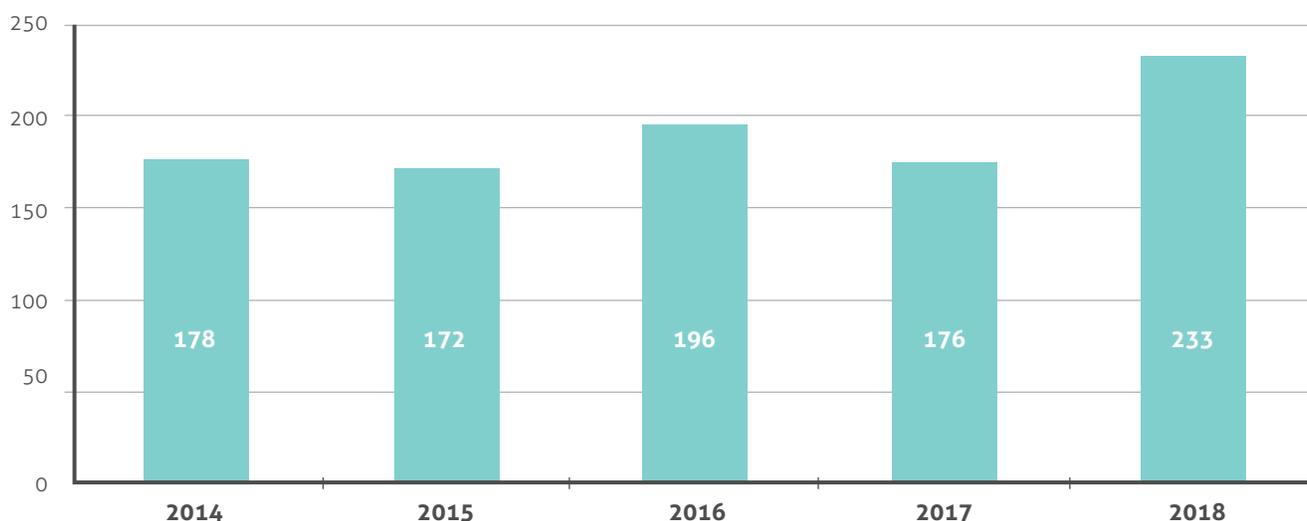
LPNs by Age Group, Percentage of Total



LPNs Who Left the Register, 2018

In 2018, 233 LPNs left the CLPNM active practising register. This is the greatest number of LPNs the profession has lost in recent years.

Number of LPNs Who Left the CLPNM Register, by Year*



* The data above refers to LPNs who left the register for reasons other than a suspension or voluntary surrender.

We know that LPNs who choose to leave the profession in Manitoba do so for a variety of reasons. Some retire. Others complete additional education and go on to become registered in another health profession. Others move to different jurisdictions.

In 2018, as in recent years, many of those who left the CLPNM register were not yet of retirement age (52%).

	2014	2015	2016	2017	2018
Median age of those who left the register	56	53	51	44	54
Average age of those who left the register	50	49	48	47	50
Number who were younger than age 55	86	90	105	107	120
Number who were aged 55+	92	82	91	69	113
Total number of LPNs who left the register	178	172	196	176	233
Percentage who left the register younger than age 55	48%	52%	54%	61%	52%
Percentage who left the register aged 55+	52%	48%	46%	39%	48%

LPNs New to the Register, 2018

While a greater number of LPNs left the register in 2018, compared to recent years, the number of LPNs on the register still grew in 2018, as noted on page 12.

The following table shows that this net increase was due, in large part, to an increase in the migration of LPNs from other Canadian jurisdictions.

It is important to note that the vast majority of the LPNs who moved to Manitoba from other Canadian jurisdictions in 2018 (100 out of 117, or 85%) required temporary conditions on their registration limiting their practice, pending the completion of additional education. These conditions were required because of material differences in the scope of practice of LPNs from other Canadian jurisdictions.

New Manitoba LPNs, by Origin*	2017	2018
Graduates of a Manitoba practical nursing diploma program [⇒]	161	177
Graduates of international nursing programs, who completed a CLPNM credential assessment	42	42
LPNs registered in other Canadian jurisdictions [‡]	63	117
Other graduates of nursing programs, not registered with another Canadian regulator	1	0
Total	267	336

* This data does not include former registrants who returned to the register.

⇒ This number will differ from the number of graduates noted elsewhere in this report. This number represents the number of practical nursing graduates who became LPNs during the registration year. It does not reflect the number who graduated in that year, or the total number of individuals on the register of graduate practical nurses in any given year.

‡ This number includes many internationally educated nurses, who became registered as LPNs in other Canadian jurisdictions before applying for LPN registration in Manitoba.

Suitability Checks

Each year, approximately 20% of Manitoba's licensed practical nurses (LPNs) are asked to submit updated criminal record checks, as well as child and adult abuse registry checks, to the CLPNM. The CLPNM refers to these three checks collectively as "suitability checks" because they help the CLPNM determine if its registrants are suitable for ongoing practise as members of the profession.

In 2018, 700 LPNs were selected for this process. After accounting for LPNs who left the CLPNM register for a variety of reasons, 675 LPNs were ultimately required to submit suitability checks. As of December 1, 2018, four LPNs had yet to submit their suitability checks and therefore, were not eligible for renewal.

None of the individuals selected for suitability checks in 2018 were found to have an adult or child abuse registry record. However, the process identified nine LPNs registered with the CLPNM who did have a positive criminal record or charge. Only two of the nine LPNs had previously disclosed their offence to the CLPNM.

Based on the initial results of the suitability checks, all nine LPNs were directed to undergo a registration assessment. Two LPNs did not participate in the process, as directed, and as a result, were not eligible to renew their registration for 2019.

Based on the outcomes of the remaining seven registration assessments, four LPNs were referred to the CLPNM's Board of Directors. Under section 14(2) of *The Licensed Practical Nurses Act*, the Board's role includes considering whether it is in the public interest for an LPN, with a criminal record, to remain authorized to practise the profession.

In these four cases, the offences occurred many years ago and each of the LPNs had taken positive steps to rehabilitate and address his/her prior behaviours. Ultimately, the Board determined that the LPNs' prior conduct did not pose a serious or immediate risk to the public today, and each of the four LPNs was authorized to continue practising the profession.

The results of the remaining three registration assessments were reviewed by the Executive Director, and for reasons similar to those noted above, the Executive Director determined that the LPNs' prior conduct did not pose a serious or immediate risk to the public today.

The seven LPNs who failed to disclose their prior offences to the CLPNM were formally cautioned, directed to undertake remedial jurisprudence education and required to pay unauthorized practice penalties. All seven were ultimately authorized to renew their registration for 2019.

Based on data noted above, it is clear that the vast majority of LPNs are ethical practitioners and are honest in their self-disclosures to the CLPNM.

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 22) 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	2016	2017	2018
Philippines	46	34	27
India	4	6	12
Other*	4	3	2
Total	54	43	41

Outcome of Applications ⇌	2016	2017	2018
Registered as an LPN	33	42	42
Not eligible for registration	11	3	8

Endorsement Applications

New Applications by Jurisdiction of Origin	2016	2017	2018
Ontario	75	62	71
Alberta	22	35	44
British Columbia	6	5	6
Saskatchewan	3	1	4
Nova Scotia	0	1	4
Newfoundland	0	1	3
Quebec	3	3	0
Other	1	0	1
Total	110	108	133

Outcome of Applications ⇌	2016	2017	2018
Registered as an LPN	72	63	117
Registered without conditions on practice	10	8	17
Registered with conditions on practice‡	62	55	100
Not eligible for registration	0	0	0

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

⇌ 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 by the applicant, 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 2018, ACC ran practical nursing diploma programs in Winnipeg, Brandon, Dauphin, Melita, Peguis First Nation and Southport. UCN continued to offer the program in Swan River and Flin Flon. USB continued to offer its French-language program in Winnipeg. Together, these three institutions had 184 diploma in practical nursing graduates in 2018.³

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 total, seven students were enrolled in the PNR program in 2018: three who began the program in previous years, and four who began the program in 2018. Five of these students remained in progress at the end of the year, and two 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 2018, there were two intakes into the PNQR program. A total of 40 new students were enrolled. Of those, 20 completed the program in 2018 and the remaining 20 were in progress at the end of the year. An additional 20 students, who started the program in 2017, completed the program in January, 2018.

³ The number of new graduates noted here differs from the number of graduates on page 12, because page 12 identifies the total number of individuals who held graduate registration status at any point during the year, including some individuals who graduated in 2017.

Program Evaluation and Approval

The Education Approval Committee (EAC) of the CLPNM comprehensively evaluates each practical nursing education program every five years.

An evaluation of the diploma in practical nursing program offered by ACC began in 2017. In 2018, the diploma program and the PNR program offered by ACC were given conditional approval status. Evaluation of the programs remained ongoing at the end of the year.

The diploma in practical nursing program offered by USB began the 2018 year with conditional approval status; however, in light of USB's diligent compliance to a CLPNM Board-directed action plan and following a review of USB's thorough evaluation submission, USB was granted full program approval in December 2018.

The diploma program offered by UCN, which has full program approval status, began the regular evaluation process in 2018. UCN's evaluation continued into 2019.

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 – consistently do very well on the examination compared to internationally educated candidates across Canada.

In 2018, 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 interactive methods of testing. Once the review is complete, a new blueprint and examination may be developed.

CPNRE Success Rates 2012-2018*

Canadian Educated Candidates	2012	2013	2014	2015	2016	2017	2018
Manitoba results	92%	98%	93%	86%	94%	95%	94%
Results across Canada	83%	87%	87%	89%	89%	91%	89%

Internationally Educated Candidates	2012	2013	2014	2015	2016	2017	2018
Manitoba results	63%	72%	72%	90%	94%	100%	95%
Results across Canada	54%	57%	57%	48%	58%	74%	66%

* The data in these tables represents the percentage of CPNRE exams written, each year, that resulted in a pass. This data does not represent individual writers, as a single individual may write the exam more than once.

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 2018, two complaints were initiated by the Executive Director.

In 2018, complaints were lodged against a total of 22 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 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 2018, the Investigation Committee made one referral to the Discipline Committee. A panel of the Discipline Committee was appointed to hear the matter in early 2019.

New Complaints by Source 2016 - 2018

	2016	2017	2018
Employers	12	24	18
Public*	4	2	2
Colleagues [†]	5	1	0
Executive Director of the CLPNM	5	6	2
Total	26	33	22

* 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, 2018

The following table describes the nature of the complaints submitted to the CLPNM in 2018, 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 were the subject of additional decisions in following years.

Complaints are not listed in the order they were received.

	Nature of Complaint	Investigation Committee Decisions
1	Professional Misconduct and Incompetent Practice	Investigation Conditions on registration Voluntary surrender of registration accepted Temporary adjournment* Referral for a CLPNM fitness to practice assessment, following a request to reinstate registration
2	Professional Misconduct and Incompetent Practice	Investigation Conditions on registration Notice to appear before the Investigation Committee Multi-year voluntary undertaking agreement, including remedial education, employer practice reports and a CLPNM fitness to practice assessment Costs
3	Professional Misconduct and Incompetent Practice	Investigation Practice audit Conditions on registration Multi-year voluntary undertaking agreement, including remedial education, employer practice reports, and a CLPNM fitness to practice assessment Costs
4	Professional Misconduct and Incompetent Practice	Practice audit Conditions on registration Clinical competence assessment Multi-year voluntary undertaking agreement, including remedial education and employer practice reports Costs
5	Professional Misconduct and Incompetent Practice	Investigation Conditions on registration Notice to appear before the Investigation Committee Remedial education Costs Temporary adjournment*
6	Professional Misconduct and Incompetent Practice	Investigation Multi-year voluntary undertaking agreement, including remedial education and employer practice reports Costs Notice to appear before the Investigation Committee

	Nature of Complaint	Investigation Committee Decisions
7	Professional Misconduct and Incompetent Practice	Investigation Multi-year voluntary undertaking agreement, including remedial education and employer practice reports Costs Jurisprudence education
8	Professional Misconduct and Incompetent Practice	Investigation Conditions on registration Notice to appear before the Investigation Committee Suspension of registration, following the registrant's failure to appear and failure to respond to CLPNM communication Temporary adjournment*
9	Professional Misconduct	Investigation Remedial education Costs
10	Professional Misconduct and Incompetent Practice	Investigation Conditions on registration Clinical competence assessment Multi-year voluntary undertaking agreement, including remedial education and employer practice reports Costs
11	Professional Misconduct and Incompetent Practice	Investigation Conditions on registration Clinical competence assessment Multi-year voluntary undertaking agreement, including remedial education and employer practice reports Costs
12	Incompetent Practice	Investigation Remedial education Costs
13	Professional Misconduct and Incompetent Practice	Investigation Remedial education Costs
14	Professional Misconduct and Incompetent Practice	Investigation Conditions on registration Remedial education Costs
15	Incompetent Practice	Investigation Remedial education Employer practice reports Costs

	Nature of Complaint	Investigation Committee Decisions
16	Professional Misconduct	Investigation Conditions on registration Referral for a CLPNM fitness to practice assessment Multi-year voluntary undertaking agreement, including remedial education and employer practice reports Costs
17	Professional Misconduct and Incompetent Practice	Investigation Multi-year voluntary undertaking agreement, including remedial education and employer practice reports Costs
18	Professional Misconduct and Incompetent Practice	Investigation Final decision not rendered in 2018
19	Professional Misconduct and Incompetent Practice	Investigation Final decision not rendered in 2018
20	Professional Misconduct	Investigation Final decision not rendered in 2018
21	Professional Misconduct and Incompetent Practice	Investigation Final decision not rendered in 2018
22	Professional Misconduct	Not seen by Committee in 2018; complaint was submitted at year end and referred to the Investigation Committee in 2019

* The Investigation Committee may temporarily adjourn a matter when the registrant is no longer on the active practising register, and will resume its consideration of the matter as soon as the former registrant requests to reinstate his or her registration.

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 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 2018 reviewed registrants' CCP participation in 2017.

In total, 320 registrants were audited, of whom 311 were found to meet the requirements of the program by the end of the audit. Nine registrants did not comply with the requirements of the audit, and consequently, had their provisional registrations revoked. These individuals were not found to have lacked competence, but rather, did not participate in the audit process as required.

	2016	2017	2018
Number of LPNs audited	322	319	320
Resigned mid-audit	0	1	0
Exempted mid-audit	0	2	0
Provisional registrations revoked for non-compliance	8	3	9
Failed to demonstrate competence	0	0	0
Number found to meet requirements by end of audit	314	313	311

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 2018, two practice audits were ordered. Both were ordered by the Investigation Committee, and both resulted in a recommendation for remedial education.

Two additional practice audits were conducted in 2018, both of which were ordered in 2017. One resulted in a recommendation of remedial education, and one resulted in no further action.

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.

There were no amendments to the By-Laws in 2018.

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

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.
- b] 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.
- c] 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.
- d] 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.
- e] 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 an 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, 2018

COLLEGE OF LICENSED PRACTICAL NURSES OF MANITOBA

Financial Statements

For the year ended December 31, 2018

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Independent Auditor's Report

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

Opinion

We have audited the financial statements of the College of Licensed Practical Nurses of Manitoba (the "College"), which comprise the statement of financial position as at December 31, 2018, and the statement of operations, changes in net assets, and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the College as at December 31, 2018, and its results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the College in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance 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.

In preparing the financial statements, management is responsible for assessing the College's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the College or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the College's financial reporting process.

BDO Canada LLP, a Canadian limited liability partnership, is a member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms.



Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 College's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the College's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the College to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

BDO Canada LLP

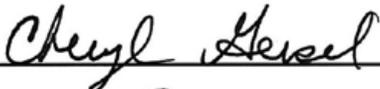
Chartered Professional Accountants

Winnipeg, Manitoba
April 8, 2019

COLLEGE OF LICENSED PRACTICAL NURSES OF MANITOBA Statement of Financial Position

As at December 31	2018	2017
Assets		
Current Assets		
Cash and bank	\$ 1,442,408	\$ 1,235,476
Receivables	23,036	16,740
Prepays	36,467	31,054
	1,501,911	1,283,270
Investments (Note 3)	1,334,821	1,341,603
Capital and intangible assets (Note 4)	634,121	636,848
	\$ 3,470,853	\$ 3,261,721
Liabilities and Net Assets		
Current Liabilities		
Payables and accruals (Note 5)	\$ 235,341	\$ 184,378
Deferred revenue	1,261,065	1,232,729
	1,496,406	1,417,107
Commitment (Note 6)		
Net Assets		
Invested in capital and intangible assets	634,121	636,848
Unrestricted	1,340,326	1,207,766
	1,974,447	1,844,614
	\$ 3,470,853	\$ 3,261,721

Approved on behalf of the Board of Directors:

 _____ President

 _____ Executive Director

The accompanying notes are an integral part of these financial statements.

COLLEGE OF LICENSED PRACTICAL NURSES OF MANITOBA Statement of Operations

For the year ended December 31	2018	2017
Revenue		
Registration fees	\$ 1,422,958	\$ 1,379,321
Program income	188,092	149,764
Administrative income	61,417	48,661
Investment (Note 7)	20,176	66,128
Other	-	2,793
	<u>1,692,643</u>	<u>1,646,667</u>
Expenses		
Personnel	1,004,273	936,573
Administration	125,214	95,195
Program	101,657	84,512
Committee	53,023	53,953
Legal	50,235	36,435
Board of Directors	42,066	48,184
Interest and bank charges	34,096	31,034
Insurance	33,937	32,914
Repairs and maintenance	23,763	20,532
Utilities	19,632	19,038
Property taxes	19,364	16,474
Investment management fees	16,733	15,293
Equipment	8,525	8,631
	<u>1,532,518</u>	<u>1,398,768</u>
Excess of revenue over expenses before other item	160,125	247,899
Other Item		
Amortization of capital assets	<u>30,292</u>	<u>33,743</u>
Excess of revenue over expenses for the year	\$ 129,833	\$ 214,156

The accompanying notes are an integral part of these financial statements.

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

For the year ended December 31, 2018

	Invested in Capital and Intangible Assets	Unrestricted	2018 Total	2017 Total
Net assets, beginning of year	\$ 636,848	\$ 1,207,766	\$ 1,844,614	\$ 1,630,458
Excess (deficiency) of revenue over expenses for the year	(30,292)	160,125	129,833	214,156
Interfund Transfers				
Capital assets acquired (\$68,159 in 2017)	27,565	(27,565)	-	-
Net assets, end of year	\$ 634,121	\$ 1,340,326	\$ 1,974,447	\$ 1,844,614

The accompanying notes are an integral part of these financial statements.

COLLEGE OF LICENSED PRACTICAL NURSES OF MANITOBA Statement of Cash Flows

For the year ended December 31	2018	2017
Cash Flows from Operating Activities		
Excess of revenue over expenses for the year	\$ 129,833	\$ 214,156
Adjustments for items not affecting cash		
Amortization of capital and intangible assets	30,292	33,743
Unrealized loss (gain) on adjustment to fair value of investments	36,013	(38,465)
	<u>196,138</u>	209,434
Changes in non-cash operating working capital balances		
Accounts receivable	(6,296)	(16,740)
Prepays	(5,413)	(24,261)
Payables and accruals	50,963	(6,003)
Deferred revenue	28,336	25,523
	<u>263,728</u>	187,953
Cash Flows used in Financing and Investing Activities		
Investment acquisitions net of dispositions	(29,231)	(205,930)
Acquisition of capital assets	(27,565)	(68,159)
Mortgage payments	-	(10,065)
	<u>(56,796)</u>	(284,154)
Net increase (decrease) in cash and bank during the year	206,932	(96,201)
Cash and bank, beginning of year	1,235,476	1,331,677
Cash and bank, end of year	\$ 1,442,408	\$ 1,235,476

The accompanying notes are an integral part of these financial statements.

COLLEGE OF LICENSED PRACTICAL NURSES OF MANITOBA

Notes to Financial Statements

For the year ended December 31, 2018

1. Nature of Operations

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.

2. Summary of Significant Accounting Policies

a. Basis of Accounting

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

b. 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.

c. 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

d. 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, 2018

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

e. 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.

f. 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.

3. Investments

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

	<u>2018</u>	<u>2017</u>
Cash	\$ 42,670	\$ 49,195
Canadian equity	209,454	230,680
Fixed income fund	879,905	861,666
International equity	90,418	86,347
U.S. equity	112,374	113,715
	<u>\$ 1,334,821</u>	<u>\$ 1,341,603</u>

COLLEGE OF LICENSED PRACTICAL NURSES OF MANITOBA

Notes to Financial Statements

For the year ended December 31, 2018

4. Capital and Intangible Assets

	2018			2017		
	Cost	Accumulated Amortization	Net Book Value	Cost	Accumulated Amortization	Net Book Value
Land	\$ 135,455	\$ -	\$ 135,455	\$ 135,455	\$ -	\$ 135,455
Building	703,839	252,609	451,230	692,789	234,412	458,377
Computer equipment	135,250	113,013	22,237	120,731	107,106	13,625
Furniture	49,498	40,989	8,509	48,418	39,040	9,378
Office equipment	298,504	289,144	9,360	298,504	286,890	11,614
Telephone system	10,078	2,748	7,330	9,162	763	8,399
Registration system	128,525	128,525	-	128,525	128,525	-
	\$ 1,461,149	\$ 827,028	\$ 634,121	\$ 1,433,584	\$ 796,736	\$ 636,848

5. Payables and Accruals

	2018	2017
Trade payables and accrued liabilities	\$ 126,218	\$ 76,375
Salaries and vacation payable	23,228	27,868
Government remittances payable	85,895	80,135
	\$ 235,341	\$ 184,378

6. Commitment

A contractual obligation in respect of lease for office equipment requires payments totalling \$6,373 annually until September 2023.

7. Investment Revenue

Investment revenue for the year is comprised of the following:

	2018	2017
Unrealized gain (loss) on adjustment to fair value of investments	\$ (36,013)	\$ 38,465
Gain on disposition of investments	4,395	14,170
Interest and dividends	51,794	13,493
	\$ 20,176	\$ 66,128

COLLEGE OF LICENSED PRACTICAL NURSES OF MANITOBA

Notes to Financial Statements

For the year ended December 31, 2018

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, 2017 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 \$73,766 (\$70,510 in 2017) 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 \$2,000 as at December 31, 2018 (\$1,700 at December 31, 2017). Since the amount is insignificant, the estimate of pre-retirement liability has not been recorded in these financial statements at year end.

COLLEGE OF LICENSED PRACTICAL NURSES OF MANITOBA

Notes to Financial Statements

For the year ended December 31, 2018

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.





College of Licensed Practical
Nurses of Manitoba

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