

# Leading Through Challenge

2022 Annual Report



College of  
Registered Nurses  
of Manitoba

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College of  
Registered Nurses  
of Manitoba

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*Details of this report are reflective of our activities and data as of Dec. 31, 2022.*



# Leadership Corner

## Chair's Message

As the governing body for the College of Registered Nurses of Manitoba (College), the Council remains very aware and sensitive to the challenges facing Manitoba's health system, especially as they relate to the health workforce. Much of the College's work in 2022 has focused on working, in conjunction with leaders within the health system, to address these challenges.

In addition to responding to today's pressing needs, the Council has also been focused on laying a foundation that will allow us to continue to be responsive to the needs of the public and health system, while leading us into the future. The blueprints for the future will undoubtedly be marked by the significant transition Council has undergone over the course of the last year.

In the spring, Council concluded a national search for the next CEO/Registrar of the College, following the retirement of

Katherine Stansfield. Council was pleased to welcome Deb Elias to the CEO/Registrar role in September.

Council also welcomed three new Council members in August, the first selected as a part of a skills-based selection process. I was a part of this process, stepping into the role of Chair, and Council elected Lindsay Forest as the new Chair-Elect. Council continues to prioritize governance excellence and we look forward to continuing to build a Council that has a wide range of skills, diversity of thought, and enthusiasm for serving the public interest.

In 2023 Council will enter a new strategic planning phase, which will involve crafting a new strategic vision that will guide the work of the College in the years to come. Council is looking forward to hearing from the public, registrants, and other stakeholders, as a part of this process.

Council has also taken strides in its journey to learn and reflect on how registered nursing regulation can support reconciliation in Manitoba. The Council and College adopted a statement of commitment to our journey of learning and reconciliation. Council has established a *Calls to Action Committee* that, together with Indigenous peoples, will explore how best to incorporate Indigenous cultural safety into the College's work.

I would like to thank my colleagues on Council for the privilege of serving as Chair and for all their thoughtful contributions this year.

**Noah Gatzke RN(NP)**  
Chair





# Leadership Corner

## CEO/Registrar's Message

Nursing is a complex profession. Being an RN requires the ability to integrate knowledge, skills, and judgment to possess the competence to deliver safe, quality care to the public. Over the course of this year, I have heard from registrants, the public, and our partners within the health system the challenges RNs are facing in today's reality. Difficulties around lack of health human resources that is impacting the entire Canadian health system is a real issue that is affecting everyone in the health system. These are not simple issues and there is no easy solution. However, what I do know for certain as the leader of the College, is how important it is to maintain standards so that when Manitobans access and receive health care from RNs, they are receiving that care from a practitioner who has met the requirements we set forth in our registration processes.

The College's registration processes have been a core regulatory function that we have diligently been improving on throughout this year, working in tandem with our health partners. We expedited the application process for internationally educated applicants; worked with employers to expand an unregulated job classification for former RNs and internationally educated nurses who are completing remedial education; we participated in a national consortium of nursing regulators in reviewing and revising language testing scores to align with the current nature and requirements of registered nursing practice in Canada; and continue to evolve our work, with transparency and accountability to our government partners, RNs, applicants, and the public.

As the regulator, it is the public who remains our focus in serving and protecting their interest. The regulatory decisions we made

throughout 2022 leveraged right-touch principles that helped us mitigate risk in our decision-making and make an impact within an intricately connected health system.

Looking to the future, we are committed to continuing to listen to the public and the many partners we work with to be innovative, agile, and flexible to meet the demands of the Manitoba health system, but as well, the public. This year was about leading through that challenge, balancing the need for public protection while acknowledging applicants' experiences working through our processes. We will continue to do the work, without compromising on that commitment.

**Deb Elias** RN MN FRE  
CEO / Registrar

From the desk of the CEO }>

# From the Desk of the CEO

**After a nationwide search process, in June you were officially announced as the College's new CEO. Can you speak to your experience working at the College?**

In my time at the College, I've had the opportunity to work in several departments to establish relationships and work collaboratively with our partners in the health system. This has contributed to my knowledge of how regulation works and how all the parts of regulation fit together whether it's from a quality practice perspective and looking at scope of practice or managing complaints through professional conduct or overseeing the review of education programs. All aspects of our regulatory work contribute to our mandate of protecting and serving the public interest.

**This annual report theme is about **Leading through Challenge**. What does this mean to you as the leader for the College?**

Firstly, we understand the significant challenges facing the health system. Our role as a regulator is to help alleviate some of those challenges through regulation of the nursing profession in Manitoba. This meant reviewing our registration processes, aligning communications to be clear and transparent, leading collaborative projects with many of our health care partners, continuing to strengthen our organization at the Council level, and build upon our learning journey through the College's *Indigenous Cultural Safety and Humility Interest Group*. You will read about this work throughout this annual report.

**What do you think the biggest challenges were that the College encountered in 2022?**

The biggest challenge we are all facing as health care partners is the need for more RNs in the workforce. Since the pandemic, the pressures on the health system have increased immensely. Over the past year, we have been challenged to become more innovative and open to changing our registration processes so that all applicants who are seeking to work in Manitoba have the opportunity to meet the requirements in the most effective and efficient manner while ensuring they provide safe and competent care.

We also led through challenges with a collaborative lens. The decisions we make as a regulator affect employers, RNs, government, other health regulators and the public. Finding solutions to address these challenges will take all of us working collaboratively towards the same goal of providing safe health care to Manitobans.

**We speak about the strategic work we have led around regulation working within the health system, what do you think the College's role is in the health system?**

Our role is to protect and serve the public interest. We are the organization that provides RNs with their certificate of practice. Without a certificate of practice an RN cannot work in Manitoba.

Therefore, we exist to ensure that the RNs who do practice in Manitoba have the competence to deliver safe, quality, and ethical care. We do this by setting standards and practice expectations, supporting RNs to meet these expectations, and acting when standards are not met.

**What are the biggest lessons for the College that came out of 2022?**

One of the biggest lessons is recognizing and acting upon the importance of building trust amongst our partners. It is imperative we work together to help solve the challenges all of us are facing in the health system. We are all working towards the same goal—establishing a healthy health system that is appropriately staffed and where Manitobans can access and receive safe care in a timely, efficient manner.

We also understand the importance of communication. Being open and transparent to the public, our government partners, RNs, and employers in sharing how the regulatory decisions we implement are focused on meeting our mandate.

Lastly, a strong focus on continuous improvement is needed. We must be forward thinking and solution-orientated to leverage regulation to meet challenges head-on. This will ensure the access to safe, competent, and quality care is never compromised.

**For the public, what do you think are the biggest takeaways over this past year?**

As a regulator, the College is here to help. We are doing all we can to register applicants who have completed the registration process and demonstrated that they are qualified to deliver safe, competent, and ethical care to the public. This is our central focus and drives all the work we do at the College.



# 2022 Council

The Council sets policy and governs the College in the interest of the public. The Council:

- sets the direction of the College including developing strategic priorities, mission, vision, and values
- anticipates and plans for trends in society, health care, and registered nursing practice
- understands and leads change in health regulation governance

## Council members featured in group photo: (from left to right)

Top Row:

**Dawn Harris** Public Representative     **Martha Ross** RN(NP)     **Kenneth Molloy** Public Representative     **Shakerah Jones Hall** RN     **Cheryl Link** Public Representative

Bottom Row:

**Cynthia Taylor** RN     **Deb Elias** RN, CEO/Registrar (non-voting) Ex-Officio     **Noah Gatzke** RN(NP), Chair     **Irene Hamilton** Public Representative

## Council members not featured in group photo:



**Lindsay Forest** Chair-Elect Public Representative



**Anish Panicker** RN



**Rachel Ingels Bergman** RN(NP)

*Photo represents Council membership as of December 31, 2022.*





# Who We Are

The College was established in 1913 and is governed under The *Regulated Health Professions Act* which sets out our responsibilities.

- We regulate registered nursing practice in Manitoba
- We support RNs to provide safe, competent, and ethical care
- We set standards for education, registration, and practice
- We take action when the standards are not met



## Our Vision

Leadership and innovation in registered nursing regulation.



## Our Mission

To protect and serve the public interest through quality registered nursing regulation.



## Our Values

Leadership

We will have the courage and confidence to shape a better future for health regulation.

Integrity

We will be honest, trustworthy, approachable, and fair.

Accountability

We follow through on our commitments and own our actions.

Collaboration

We achieve more when we use our strengths to work together.

Excellence

We are committed to quality and continuous improvement.

# We're Accountable to You



The Public Benefit Policy (PBP) is the College's strategic plan. It is based on three pillars that define outcomes the College is committed to achieving:

- 1 Public Confidence in Excellent Regulation
- 2 Accountable, Quality Professional Practice
- 3 Collaboration for Health System Impact

Each PBP statement requires the College to demonstrate its impact in achieving our mandate – to serve and protect the public interest. Within the PBP, the College has created *Wildly Important Goals* (WIGs). These goals are our roadmap to putting actions into place to show how we go about achieving each outcome. Each goal is then reported on through lag measures. A lag measure is what we expect to achieve from the actions we put into place.

The table shows our status at the end of 2022. Each *Wildly Important Goal* is graded on a performance level of green (on track), yellow (experiencing setback) or red (not on track).

Wildly Important Goal (WIG)	1	2	3	4
Lag Measure	The College will report on the categories of applicant/registrant risk mitigated in Registration and Professional Conduct processes.	Evaluate effectiveness of quality practice regulatory processes to mitigate risk to the public.	The College will implement and deploy a College wide measurement framework.	The College will develop a plan to deliver the appropriate information technology infrastructure to operationalize the College's PBP.
Quarter 4	The College will report the tracked and tabulated key risks mitigated through Registration and Professional Conduct.	The College will implement and measure effectiveness of regulatory processes to proactively mitigate risks in the areas of self-employed and opioid prescribing practices.	The College will make information publicly available that accurately reflects the College's output and performance.	The College will complete the following projects that support the implementation of data requirements for WIGs 1, 2 & 3: <ul style="list-style-type: none"> <li>• Integrated Member Management Decision (Registrant Database)</li> <li>• Case Management Module Research and Improvement</li> <li>• Online Application Process</li> <li>• Website Phase 2</li> <li>• Document Management Research</li> </ul>

**The strategic outcomes driven by the Public Benefit Policy focused on these key areas:**

- Self-Employed Practice
- Opioid Prescribing
- Authorized Prescriber (AP) project
- Undergraduate Nurse Employee
- English Language Proficiency Requirements
- Nursing Education Program Reviews
- Standards for Nursing Education
- Information Technology Infrastructure



## Self-Employed Practice

Self-employed Registered Nurses (RNs) and Registered Nurse (Nurse Practitioner)s, improve access to health care services in Manitoba by practicing within their scope and using their expertise in the practice environment. Self-employed practitioners apply their knowledge, skills, and judgment in many roles that enable individuals, families, groups, communities, and populations to achieve optimum levels of health. These practice environments may be individual, collaborative, or administrative.

Registrants identify if they engage in self-employed practice during their certificate of practice renewal. Information obtained through the registration renewal period and Quality Practice consultation help identify if existing College documents provide sufficient support for this area of practice or if additional resources need to be developed.

In 2022, the *Practice Direction: Self-Employed Practice* received approval from Council and was published on the College's website. Further updates and improvements are also being made to the *Self-Employed Practice Handbook*.

The handbook will include template options for registrant use and a user-friendly checklist that will guide registrants through self-employed practice requirements.



We continue to work towards an assessment of risk and mitigation strategies to determine which areas may pose a greater risk to the public and require further intervention and support.

## Opioid Prescribing

The opioid crisis has brought to light the devastating effects opioids have on individuals, families, and communities across Canada. The drivers of this crisis are multi-faceted, with opioid prescribing being just one contributor. The increasing complexity of clients' health and social needs along with challenges in the health system impacts the necessity for the College to continue to improve processes and resources to support safe prescribing practices.

RN(NP)s identified the need for resources and supports to assist them as they endeavor to work with clients for better health outcomes. An external consultant conducted focus groups and working sessions with RN(NP)s and College staff to develop a draft *Guided Self-Reflection Tool*; a set of questions that will assist with identifying risks, protective factors, and opportunities for improvement when working with clients who are prescribing opioids. Work will occur in early 2023 to test this tool.



## Authorized Prescriber

Collaboration with stakeholders on the Authorized Prescriber (AP) project continued in 2022. The goal is to have sufficient number of nurses -RNs and registered psychiatric nurses (RPN)s-in Manitoba with the AP notation in 2023 to maintain service delivery requirements for specific patient populations. In order to receive the AP notation, an RN must meet the RN(AP) competencies through a Prescriber Clinical Competence Assessment and/or required course work including a clinical component to receive a notation from the College to practise as an RN(AP).

### A) Authorized Prescriber Clinical Competency Assessment (CCA)

The Authorized Prescriber CCA was developed by the University of Manitoba to assess competency of nurses currently working in clinical practice environments that support authorized prescribing. The Authorized Prescriber CCA provides nurses with the opportunity to demonstrate their prescribing knowledge, skills, and judgement in practice. It is used to assess gaps in practice and a nurse's ability to meet the *Competencies for RN(AP)s*. These competencies describe the integrated knowledge, skills, and attributes that guide the nurse in order to incorporate

prescriptive authority safely, competently, and ethically into their practice. Several nurses completed the Authorized Prescriber CCA in the last quarter of 2022 with several more scheduled for early 2023. The Authorized Prescriber CCA consists of a written diagnostic exam and *Objective-Structured Clinical Examination (OSCE)*; performance assessments conducted in a simulated clinical practice setting. The OSCE is used to evaluate a nurse's skills and ability to critically think in a variety of clinical situations.

### B) Authorized Prescriber Continuing Education Program

The education for authorized prescriber notation is made up of three courses of instruction including prescribing, theory, and clinical practicum experience of 160 hours. The prescribing course is offered at Red River College Polytechnic (RRCP) and Athabasca University (online), and the theory and clinical practicum are offered at RRCP. Courses at RRCP had full enrollment for the Summer and Fall 2022 sessions.

## English Language Proficiency Requirements

Over the course of the year, the College worked extensively with nursing professions across Canada to simplify how applicants demonstrate they meet language proficiency requirements for safe registered nursing practice.

Communicating effectively in English or French is critical to providing safe nursing practice in Canada. The *Canadian Nurse Regulators Collaborative (CNRC)*, consisting of regulatory organizations that are responsible for ensuring nurses provide safe and ethical care in Canada, reviewed the language proficiency requirements originally established in 2011 for the regulated nursing professions. This included participation from the *College of Licensed Practical Nurses of Manitoba*, *College of Registered Nurses of Manitoba*, and *College of Registered Psychiatric Nurses of Manitoba*.

## English Language Proficiency Requirements (Continued)

The project was led by Dr. Eunice Eunhee Jang, PhD, IntelliEval who was retained to work with a Steering Committee consisting of subject matter experts from regulatory authorities across Canada to complete the research and provide recommendations to the CNRC. This included hosting three independent standard-setting workshops involving 44 panelists representing various professional designations, roles, and regions who were knowledgeable of, familiar with, and confident about the candidate population, test materials, and standard-setting methods. The recommended cutscores result from the panelists' dedicated work to ensure appropriate standards for English and French language proficiency.

Based on the research, CNRC unanimously approved the updated cutscores for the currently accepted tests, *Canadian English Language Benchmark Assessment for Nurses (CELBAN)*, *International English Language Testing System (IELTS) Academic*, and *Test d'évaluation de français (TEF) Canada*. The updated cutscores took effect in November 2022.

This project continues. Research exploring alternative approaches to assess language proficiency is being made with expected outcomes from this research to be made in Spring 2023.



## Nursing Education Program Reviews

Nursing Education Program review is an in-depth process to determine whether a nursing education program meets the *Standards for Nursing Education Programs*. There must be evidence that students achieve the necessary knowledge to gain the *Entry-Level Competencies* of a graduate registered nurse to carry out safe practice. In 2022, the Brandon University Bachelor of Nursing program received a five (5) year approval to January 1, 2027.

## Standards for Nursing Education

In December 2022 Council approved a change to the *Standards for Nursing Education Programs* (2018) regarding the minimum number of clinical hours required. More specifically approval to replace indicators e) and f) of *Standard II, Curriculum in the Standards for Nursing Education Programs* with the following:

- e) The curriculum provides students with clinical learning activities in order to meet the designated program outcomes and each of the applicable standards and competencies. Competencies standards are systematically introduced in nursing courses so that theory and practice learning in one level are built upon in other levels/courses.



## Standards of Nursing Education (Continued)

- f) Students complete a sufficient number of clinical hours to meet the competency requirements set out by the College.
- Programs preparing a graduate for initial entry to practice as a registered nurse must include a consolidated experience at the conclusion of the program with a minimum of 450 clinical hours.
  - Programs preparing a graduate for initial entry to practice as a registered nurse, extended practice or registered nurse, nurse practitioner must include at minimum 300 clinical practice hours prior to the senior practicum. The program must also provide a consolidated experience at the conclusion of the program with a minimum of 400 clinical hours.
  - Programs preparing a graduate from a registered nurse authorized prescriber program must include a minimum of 160 hours of clinical practice.
  - Programs preparing a graduate from a re-entry program leading to reinstatement on the practicing register must include at minimum 150 clinical practice hours

This change supports the Manitoba Nursing Education Programs to more effectively use their resources to support the specific needs of all nursing students and will enable them to continue to include clinical practice for students to achieve learning outcomes that demonstrate the *Entry-level Competencies for RNs* in Manitoba.



## Undergraduate Nurse Employee

The expansion of the Undergraduate Nurse Employee (UNE) to include internationally educated nurse applicants and former registered nurses seeking registration required an update to the *Practice Direction: Supervision of the Undergraduate Nurse Employee*. The criteria to determine eligibility for this expansion to the UNE required collaboration with the universities and colleges and communication with health care facilities who will employ them.

## Information Technology Infrastructure

To facilitate the work of the College, Information Technology must be reliable and meet the needs of our teams. It was determined that the current registrant management system was no longer going to reliably meet the needs of the College. The College undertook a project to determine our requirements and select an option for our next registrant management system. The decision to move to the Alinity system was made in 2022 along with a plan to convert to the new system in 2023.





# Regulatory Excellence

The College is dedicated to achieving effective regulatory governance grounded in an unwavering commitment to serve and protect the public interest. Within this resolve was also the acknowledgement that the strength of the health system is dependent on meeting Manitobans needs to have access to quality health care within a stressed health system. The work the College embarked on throughout the year, met this challenge. We did an extensive review of our registration processes for internationally educated nurse (IEN) applicants so they could enter the workforce as quickly and efficiently as possible. We also did a lot of work around policy achievement, ensuring the College was operating under right-touch regulatory decision-making, the Council Selection Process, and continued our learning around Truth and Reconciliation.

## **Internationally educated nurse (IEN) applicants**

Labour shortages in the health system was predominantly a system-wide challenge all health partners faced in 2022 and continue to tackle today. As the regulator, we worked diligently to expediate and modernize our registration process for internationally educated nurse (IEN) applicants as well as their capacity to contribute effectively to the health system while working towards registration.

These changes involved updating when applicants must demonstrate they have met certain registration requirements and aligned with process review work that we undertook working with other nursing colleges in the province. The changes were further informed by consultations with employers and internationally educated applicants and nurses.

## Internationally educated nurse (IEN) applicants (Continued)

Specifically, the College implemented the following registration changes:

- Applicants no longer need to prove immigration status in the application process with the College. We did this to allow prospective applicants to start their applications sooner while completing the necessary immigration processes to be able to work in Canada.
- Documents, such as verifications of registration history, are no longer needed to be updated/re-validated (if necessary) until an applicant is ready to write the NCLEX-RN exam or to register as an RN. Proof of identity documents do not need to be resubmitted once received.
- Applicants only need to meet the English language proficiency requirements either prior to becoming eligible to write the NCLEX-RN exam, or for RN registration. Furthermore, as a result of the language proficiency requirements of the Nurse Re-Entry Program (NREP) at RRC Polytech, applicants who complete the NREP are deemed proficient for two years after the date of completion of their studies.
- The College continues to work on implementing a change in the future to give applicants the option to complete a second clinical competence assessment (CCA) in the event that the results of their first attempt did not align with their expectations.

*We also focused on creating a framework for IEN applicants and former registered nurses seeking registration in Manitoba a pathway to provide much needed support in the health system.*

The College partnered with employers to expand an unregulated job classification to internationally educated nurse applicants and former registered nurses (RNs) who are completing remedial education required to become registered. At the time, only third- and fourth-year nursing students were eligible to work in this role.

This allowed qualified applicants to work in the health system while under the supervision of an RN. The College used its existing assessment process to refer applicants to employers when they met eligibility criteria that are being determined in collaboration with employers. This change created opportunities for more people in the process of becoming an RN to contribute to the health workforce while also growing and refining their knowledge and skills in a safe way.

## Policy Achievement

Delivering on our commitment to continuous improvement, accountability, and transparency, in 2022, an external review of the *Executive Expectations EE-12 Development of Standards or Practice Directions for Governing the Practice of Registered Nursing* was completed. The development or revision of *Standards or Practice Directions* must comply with the following:

- Practice Standards are used as the benchmarks for registered nursing practice and are the foundation for guiding regulatory practices.
- Standards are developed to be consistent with achievement of the Council's strategic outcomes policy.

The Council approves practice directions which are written statements to enhance, explain, add or guide RNs with respect to matters described in the *College of Registered Nurses General Regulations* or any other matter relevant to registered nursing practice. Compliance with practice directions is required; these expectations also serve as a legal reference to describe reasonable and prudent nursing practice.

Issues for development of practice directions are chosen when the issue is of at least provincial significance, and an issue about which registered nursing professionals can speak knowledgeably. One (1) draft and thirteen (13) practice directions were reviewed by an external consultant. The development of practice directions was found to be compliant with the principle of objectivity, fairness, accountability, and collaboration as well as used as benchmarks for registered nursing practice. Action plans to respond to the recommendations for improvement will include a clearly defined purpose for the practice direction and make the public interest rationale the focus of the purpose. The frequency of compulsory review of practice directions will change from three (3) to five (5) years.

## Right-Touch Regulation

Regulatory excellence requires an approach to regulatory decision-making that is based on a thorough evaluation of risk, with a focus on outcomes and public safety, known as right-touch regulation. It assists in determining the minimum amount of regulatory force to achieve a desired effect. All departments within the College use right-touch regulation in decision-making.

The key strength of risk-based regulation is that when used well, it provides a clear, transparent, and rational basis for determining what and how to regulate. Risk-based decision making occurs when risks are both quantified and qualified. The College created *Right-Touch Regulation Guidelines* that includes the six principles of right-touch regulation and the eight elements involved when using it to make regulatory decisions.

The guidelines will be published on the College website in early 2023 for public and registrant awareness of the process used by the College in regulatory decision-making.

## Council Selection Process

A key element underpinning all of what the College does in its pursuit of regulatory excellence is good governance. Council is committed to continually improving its capacity to govern and to ensure that the Council is set up to continue to fulfill its mandate in a sustainable way.

This year was a milestone year in Council's governance excellence journey. After several years of careful research and planning, Council introduced a new skills-based selection process for new Council members with the goal of promoting a diversity of skills and perspectives, while also facilitating effective succession planning.



This came on the heels of many months of consultation with registrants, members of the public and stakeholders. We heard about the importance of ensuring that the selection process be skills-based and rooted in the principles of fairness and transparency. This is a perspective that Council shares and has

acted upon by clearly outlining the process and selection criteria, as well as taking steps to make sure interested applicants are aware and have sufficient opportunity to apply.

Council is committed to continually evaluating and improving this process to ensure it is achieving the desired outcomes.

## Calls to Action Committee

*The Truth and Reconciliation Commission* defines reconciliation as an ongoing process of establishing and maintaining respectful relationships, underpinned by repairing damaged trust and following through on concrete actions that demonstrate real societal change. We understand that the College has a role to play in building and repairing trust, and that we can and must take significant and meaningful steps, guided by respectful engagement with Indigenous communities, Elders, Knowledge Keepers, and leaders to advance reconciliation, respond to the *Calls to Action and Calls for Justice*, and to integrate these learnings into our regulatory work and the essential expectations of registered nursing practice in Manitoba.

The College created a **statement of commitment** - a concrete step to advancing cultural safety and humility in registered nursing regulation and among registered nurses involved in the delivery and administration of health services for Indigenous peoples in Manitoba. We see this as a core aspect of our public interest mandate.



We are committed to a journey of learning and reconciliation, together with Indigenous Knowledge Keepers, Elders and community members. While we are early in this journey, we dedicate ourselves to engaging respectfully and in a spirit of partnership to:

- understand the impact of residential schools and colonization on the health of Indigenous peoples of Canada,
- participate in developing meaningful actions to address the gaps in equity of health and social outcomes for Indigenous peoples,
- recognize the value of the healing practices of Indigenous peoples through collaboration with Elders, Healers and Knowledge Keepers, and
- assure current, and future registered nurses have education in intercultural competency, conflict resolution, human rights and anti-racism.

We pledge to enact the mandate of the College to serve and protect the interests of Indigenous peoples through equitable, fair and transparent practices and policies.



As we move forward in this journey, the College is working to establish a steering committee that includes Indigenous voices and perspectives that will guide our work and engagement efforts. We will provide regular updates on our work, what we've heard, and how Indigenous community members, members of the public, and members of the registered nursing profession can contribute to advancing our understanding and capacity to enable, implement, and sustain change.





# Who are Manitoba RNs



**13,849**

Total Number of Registrants who Hold a Certificate of Practice in Manitoba



**1,450**

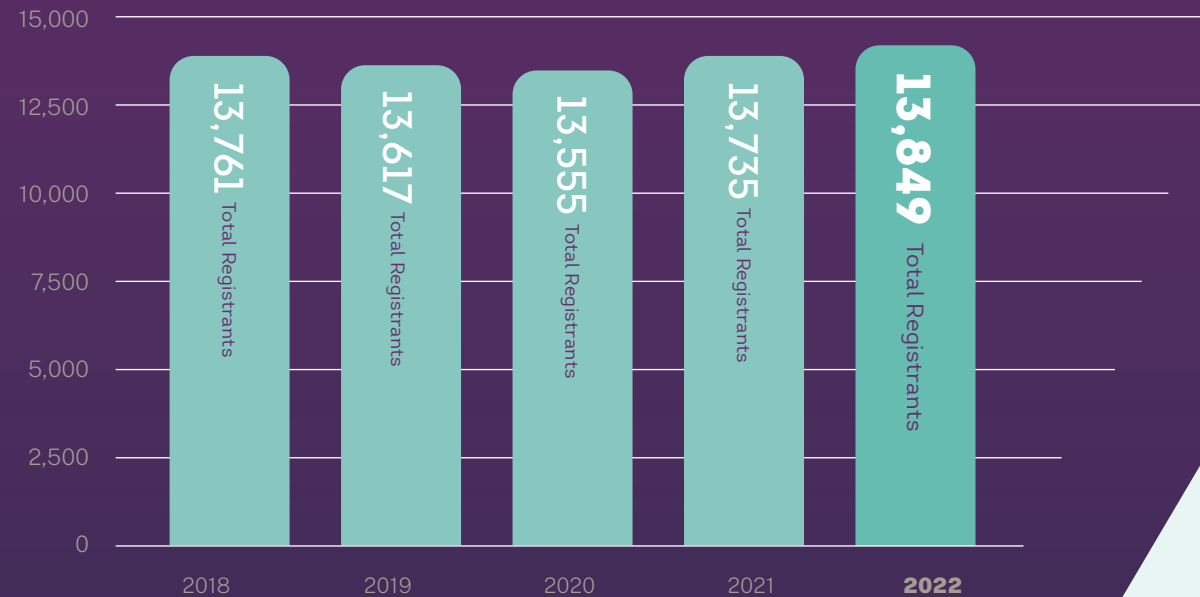
Total Number of Applications Received for Registration with a Certificate of Practice



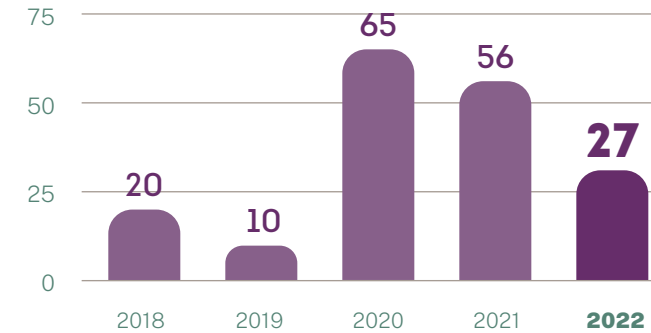
**4,305** 35 and under  
**6,659** 36 - 55 years  
**2,885** Over 55

Age of Registrants who Hold a Certificate of Practice in Manitoba

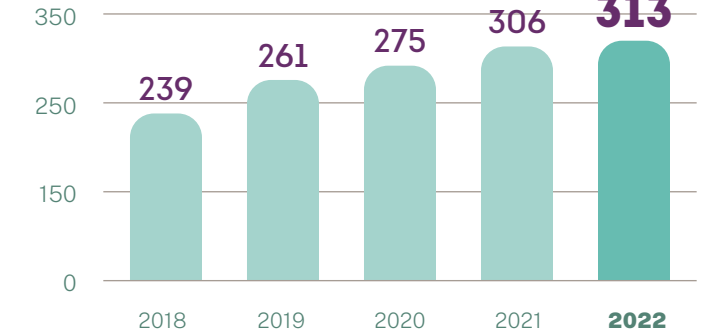
## The Total Number of Registrants who Hold a Certificate of Practice in Manitoba.



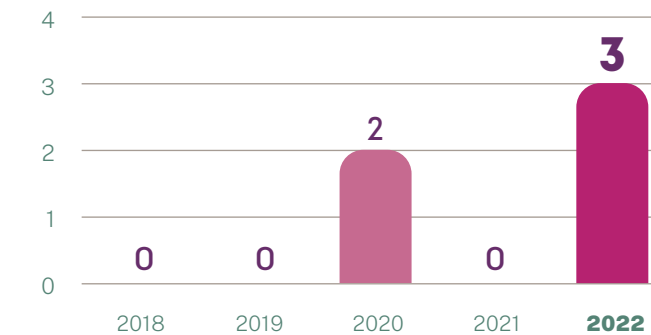
### Graduate Nurses



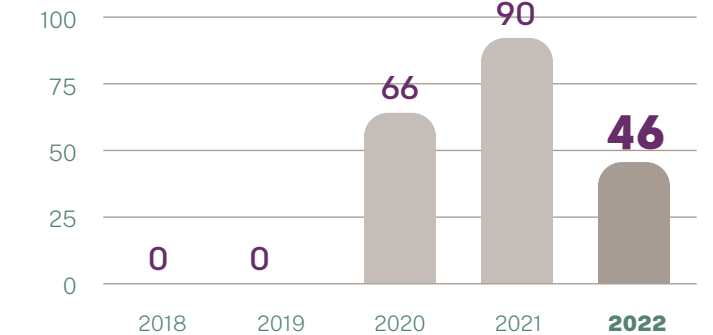
### Extended Practice (nurse practitioners)



### Graduate Extended Practice (graduate nurse practitioners)



### Temporary Registered Nurses\*\*



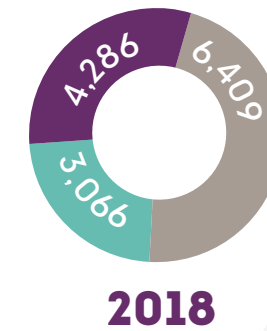
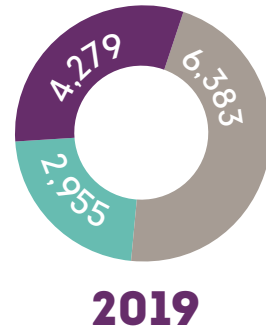
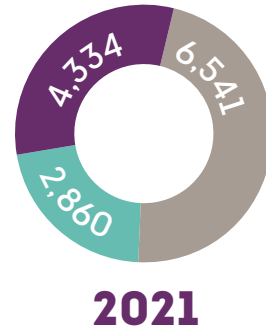
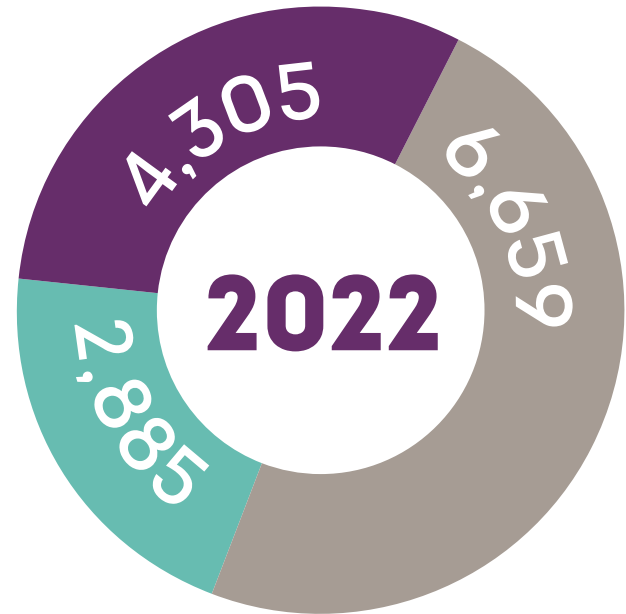
\* There were 37 registered nurses included in the Registered Nurse subregister with an authorized prescriber notation. RNs who want the designation registered nurse (authorized prescriber) or RN(AP) must meet the RN(AP) competencies through a Prescriber Clinical Competence Assessment and/or required course work including a clinical component to obtain a notation from the College to practise as an RN(AP). More information about RN(AP)s is available on our website.

\*\* All but one obtained the temporary certificate of practice under the special ministerial order due to the COVID-19 pandemic.

## Age of Registrants who Hold a Certificate of Practice in Manitoba

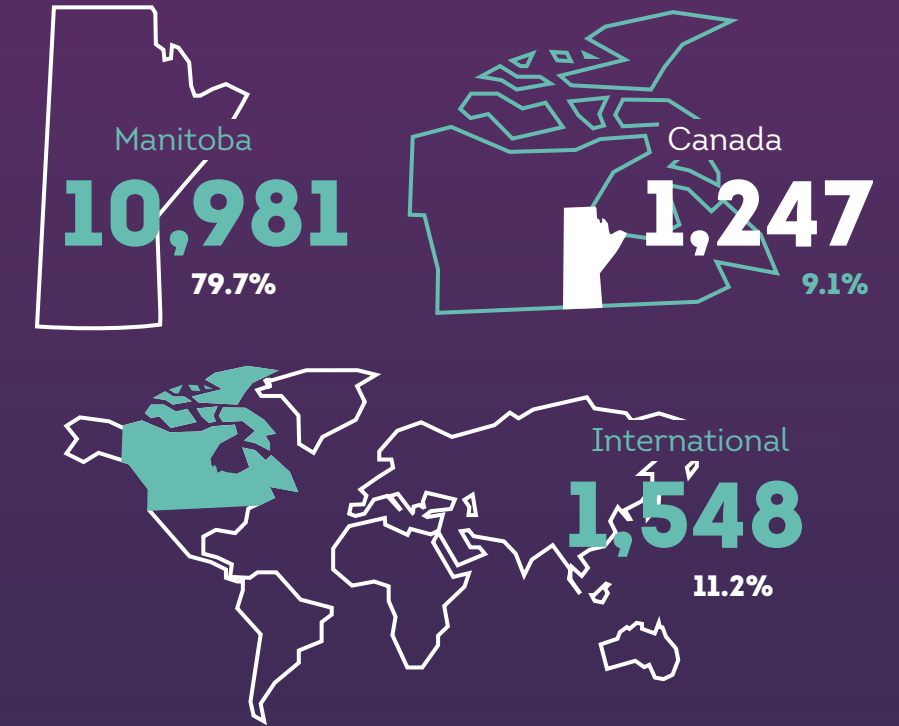
Year over year, the age of registrants in 2022 has remained steady.

■ 35 and under
 ■ 36-55 years
 ■ Over 55



## RNs, GNP's and RN(NP)'s who Hold a Certificate of Practice Received Their Initial Nursing Education in the Following Jurisdictions:

The top three countries outside of Canada where registrants are from are the Philippines, India, and United States. These figures include those who may have established registration elsewhere in Canada prior to applying in Manitoba.



## Total Number of Applications Received for Registration with a Certificate of Practice with a Breakdown of Open, Approved, and Closed Applications

The total number of applications can include multiple applications for various registration categories from one applicant.



**680** 46.9%

### New graduates from Manitoba

- 450 Registered nurse applications
- 213 Graduate nurse applications
- 11 Nurse practitioner applications
- 6 Graduate nurse practitioner applications



**24** 1.7%

### Internationally educated nurses

- 18 Registered nurse applications
- 6 Graduate nurse applications\*\*



**433** 29.9%

### Other Canadian jurisdictions

- 302 Registered nurse applications
- 4 Graduate nurse applications
- 18 Nurse practitioner applications
- 6 Graduate nurse practitioner applications
- 103 Temporary registered nurse applications\*



**313** 21.5%

### Reinstatements

- 199 Registered nurse applications
- 2 Nurse Practitioner applications
- 112 Temporary registered nurse applications\*\*

\* All are applications for consideration under the special ministerial order due to the COVID-19 pandemic.

\*\* All applications received for consideration under the special ministerial order due to the COVID-19 pandemic.



Of the **1,450** applications we received:

**762** were approved for RN registration

**25**  
were approved for  
RN(NP) registration

**207**  
were approved for  
GN registration

**12**  
were approved for  
GNP registration

**45**  
were not approved  
(9 were applications under special  
ministerial order due to COVID-19 pandemic)

**200**  
were approved for temporary registration  
(199 approved as applications under special  
ministerial order due to the COVID-19 pandemic)

**199** remain in progress



### Why are Applications Closed?

Applications are closed when an applicant indicates to the College that they have changed their mind about pursuing registration or they were eligible to be registered in another registration membership class and so the original application is closed.

### The Impact of New Manitoba Educated Registrants Who Were Issued\* a Certificate of Practice in 2022

We approve nursing education programs in Manitoba. The nursing education programs are designed to provide graduates with the entry-level competencies needed to practice as a registered nurse in Manitoba. The impact of our work, by collaborating with educational institutions, means that we were able to register 443 Manitoba grads who were ready to practice as an RN. This is significant as **97.3% of Manitoba grads registered in 2022 renewed for 2023** suggests their desire to stay and practice in Manitoba.

\* This section looks at all registered new grads in 2022 regardless of when they applied whereas the numbers reported in this annual report looks at applications received in 2022 and their approval outcome including those approved in December that were put on a future registrations Jan. 1, 2023





# Ongoing Learning

- In response to inquiries around the **Continuing Competency Program**, more resources were created to connect to registrants that made a positive impact in their self-development plans.
- Registrants who identify as self-employed continue to rise. As the reported number of self-employed registrants increase, the College continues to work with registrants to identify additional needed resources and supports.
- Scope of practice was the major consultation theme for our Quality Practice Consultations in 2022.

## Continuing Competency Program (CCP)

The *Regulated Health Professions Act* (RHPA) requires the College to have a continuing competency program (CCP) for registered nurses practising in Manitoba. This program promotes high standards of knowledge and skill through self-directed learning. It is RNs commitment to life-long learning that ensures RNs deliver safe, competent, and ethical care to Manitobans. The college ensures the continued competency of all active registrants through its quality assurance processes. Each year, registrants confirm their participation in the annual continuing competency program with their certificate of practice renewal. The college has processes and policies in place that:

- outline how registrant practice will be evaluated
- outline how registrants will be identified for further assessment and,
- outline remediation activities that a registrant may undergo based on their quality assurance assessment

## CCP Presentations

**30 presentations were provided in 2022 with 129 registrants attending.**

The presentations were created in response to the many inquiries related to the Continuing Competency Program and CCP Review. Presentations were advertised on the College's website, monthly e-newsletter, #CCPTip, and within the CCP selection notification email. The presentations provided an overview of both the annual program and the CCP review, and allowed time for registrant questions and/or feedback. Registrants who were selected to participate in the CCP review and attended a presentation were successful in their **self-development submissions**.

Registrants were also invited to participate in a presentation feedback survey and overall were satisfied with the presentations and the information provided.

## CCP Review

Each year, RNs and RN(NP)s are randomly selected for the CCP review. The review typically consists of three components: completion of a self-development plan, participation in a peer review process referred to as Multi-source Feedback(MSF) and for a portion of registrants, a Competency-Based Interview.

RNs selected to participate in the CCP review must submit their self-development plan to renew their certificate of practice. A self-development plan consists of a self-directed learning goal, one learning activity, and a statement describing how their new learning impacted their practice.

Learn more about the CCP program at [Continuing Competency Program \(CCP\) - College of Registered Nurses of Manitoba | College of Registered Nurses of Manitoba \(crnm.mb.ca\)](#).

The review is a quality check and indicates whether an RN or RN(NP) demonstrates that they've met the minimum requirements of the program. Here is a breakdown of the results over the last five years:

## Self-Development Plan

	Exceeded Requirements	Met Requirements	Did Not Meet Requirements	Did Not Complete
2018	6%	76%	11%	7%
2019	3%	74%	6%	17%
2020	7%	78%	10%	5%
2021	6%	73%	14%	7%
2022	8.5%	81%	6%	4.5%

The College also published examples of exemplary self-development plans as a resource on our website for registrants to access. It has proven to be one of the College's top viewed pages, receiving almost **10,000** page views with **39,124** page views for CCP overall.

Registrants with self-development plans that are exemplary and those that are not met are reviewed by two Quality Practice team members.

In 2022, **194** RNs and **6** RN(NP)s were randomly selected to participate in this year's review. There were an additional **28** RNs who were randomly selected with the 2021 review, however they requested a deferral to participate in the 2022 review.

## Multi-Source Feedback (MSF)

All RNs and RN(NP)s selected for the CCP review also participate in MSF. This involves a 360-degree review of an RN or RN(NP)'s practice including a self-questionnaire and feedback from clients and colleagues.

When MSF is partnered with a jurisprudence learning module and creation of self-directed learning plans a more comprehensive program is created. This comprehensive approach supports registrants in achieving the delivery of safe, competent, and ethical care.

Between 2014 and 2020, **1601** registrants participated in the MSF review. Here is a breakdown of the results over the last three years (the MSF requirement in 2020/2021 was suspended due to COVID-19):

	Met Requirements	Did Not Meet Requirements	Did Not Complete	Deferral*
2018	80%	5%	7%	8%
2019	68%	12%	10%	10%
2020	Suspended due to COVID-19			
2021	Suspended due to COVID-19			
2022	69.5%	12.5%	4.5%	13.5%

\*Deferrals occur when an RN or RN(NP) is not currently practising.

## Competency-Based Interview

A competency-based interview helps assess an RN or RN(NP)'s knowledge, skill, and judgment and to identify areas of strength or practice improvement. In this interview, we ask an RN or RN(NP) to describe a recent situation or client case and discuss their actions and the results or client outcomes.

Here is a breakdown of the results over the last five years:

	Complete Remedial Activities	No Remediation Required	Deferral*
2018	62.5%	37.5%	0%
2019	67%	33%	0%
2020	43%	38%	19%
2021	Suspended due to COVID-19		
2022	Suspended due to COVID-19		

The Continuing Competency Program review occurs over a period of several months. Registrants are notified in July that they have been selected for the review. In September, registrants receive their MSF resources and then receive their results/reports in the New Year. Registrants going on to have a Competency-Based Interview typically do so in early Spring.

Registrants who are not working (i.e., unemployed, leave of absence) may request a deferral for their MSF review until the following certificate of practice year.

## Jurisprudence Learning Module

The jurisprudence module is a learning module for registrants, so they understand their legal obligations and accountability to deliver safe and effective practice. The topic for 2022 was *2022 Scope in Your Practice*.

Jurisprudence topic selection is determined by:

- review of prior years' MSF and competency-based interview reports, specifically looking at trends in areas of poor performance
- professional conduct inquiry decisions
- past jurisprudence scores
- themes in Quality Practice consultations and
- emerging knowledge

The identification of scope of practice as a learning need is supported with practice consultation data identifying “scope of practice” as the #1 consultation topic reported.

## Self-Employed Practice

Registrants self-identify as engaging in self-employed practice during the annual certificate of practice renewal period, which takes place from Oct. 1 - Dec. 1.

Self-employed registrants are asked to submit an *Opening Self-Employed Practice Notification & Declaration* form. The form included information related to the registrant's business name, summary of services provided, a declaration that the registrant understood how they were accountable to their practice, and what their professional responsibilities were.

There continues to be a wide range of practice environments/settings identified, the largest identified areas continue to be in the areas of foot care, aesthetics, and agency nursing.

## Health Profession Corporation (HPC)

The *Regulated Health Professions Act* (Manitoba) (the “RHPA”) gives registrants of the College the ability to carry on the practice of the profession of registered nursing, as a Health Profession Corporation [58].

	Registrants reporting as Self-employed	Health Profession Corporation Permits
December 1, 2020	169	3
December 1, 2021	286	11
December 1, 2022	427	19



## Quality Practice Consultation

The Quality Practice team is available to address incoming inquiries about regulatory processes and to provide consultation on registered nursing practice. We have differentiated between inquires and consultations to better understand and address the need of the individuals who contact us.

An inquiry is a request for information that can be answered with readily available information generated by the College. A practice consultation is a request to discuss a practice situation that involves the application of frameworks such as regulations, bylaws, policies, practice directions, scope of practice, and *Code of Ethics*.

## Consultation Themes

The scope of practice consultations included questions related to assignment and delegation, reserved acts in practice, and inter-professional collaborative practice.

The virtual care consultations included questions related to the risks and benefits of this type of care delivery. Registrants were interested in understanding responsibilities related to documentation, informed consent, and privacy.

Self-employed practice consultations include requests for guidance for registrants considering self-employment and information on obtaining a *Health Profession Corporation Permit* from the College. Registrants also requested assistance in determining if their practice is considered registered nursing practice.

The Quality Practice team develop up-to-date resources that are published on our website to help educate and support RN, RN(NP)s, and RN(AP)s in current practice. The data from inquiries and consultations helps the Quality Practice team determine which resources need to be provided (i.e., creation of a practice direction or guidance support document, webinars, presentations, social media blasts).

## Consultation Data

# Top 5 Topics



Technical Support  
**13**



Standards of Practice  
**59**



Virtual Care  
**61**



Self-employed Practice  
**95**



Scope of Practice  
**365**

# Top 5 Sources



Registrant  
**1056**



Members of the Public  
**152**



Employers  
**53**



Other Health Professionals  
**45**



Other  
**20**

TOTAL NUMBER OF CONSULTS (ALL TOPICS) **1333**

MEETING SERVICE DELIVERY TIME **96.7%**

## Quality Practice Inquiries

Inquiry Data
<b>Top Topics</b>
Continuing Competency Program Review
Registration Support
Self-employed Practice
Jurisprudence

## Practice Reviews and Audits

A practice review is completed when there is a need for further information from a Registrant to determine how the Registrant is meeting practice expectations. It is the Quality Practice team's collection and review/analysis of a Registrant's explanation of how they are meeting College Practice Directions. A Quality Practice team member will implement a Practice Review based on an assessment of the following:

- Information received indicates a need for further information from the Registrant to understand how the Registrant is meeting Practice Expectations; and

- Application of Right-Touch principles does not require a referral to the CEO/Registrar for a Practice Audit or consideration.

A practice audit assesses an RN's knowledge, skill, and judgment. The Complaints Investigation Committee, panel of the Inquiry Committee, Continuing Competency Committee, or the CEO/Registrar may refer an RN for a practice audit.

In 2021, there was one referral for practice audit directed by the Complaints Investigation Committee that was completed in 2022. However, the Quality Practice team completed 11 practice reviews.

## Unauthorized Practice

When a person's name fails to appear on a register of regulated members and the person represents themselves as a regulated member or uses the title and/or designation of a regulated member, the person is engaging in unauthorized practice. In 2022, there were three cases of unauthorized practice in Manitoba. These individuals were educated on legislative requirements.



# Financial Review

The College's *Financial Sustainability Principles* are in place to mitigate financial risks.

## Financial Sustainability Principles Model

The College's *Financial Sustainability Principles* are:

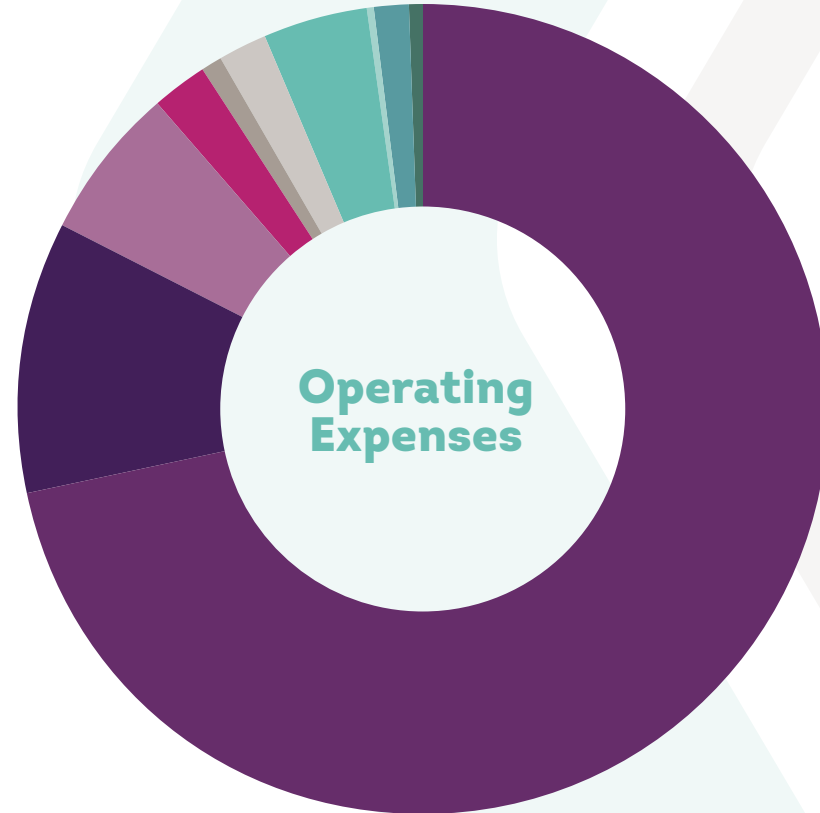
- Registration fees should consistently cover operating expenses.
- Occasionally there are unplanned unusual circumstances that increase expenses beyond expected operating costs.
- Separate funds should be raised for capital and strategic projects.

Capital Reserve	Legal and sustainability fund
Current total assets	Current total assets
<b>2,598,707</b>	<b>1,612,685</b>

## 2022 Expense Distribution

This pie chart shows the types of operating expenses that are required for us to deliver services. As you can see, our activities are knowledge and service based which means the majority of our expenses are related to staffing.

<b>71.9%</b>	Staffing
<b>10.7%</b>	Professional/consulting
<b>6.1%</b>	Occupancy
<b>2.2%</b>	Financing
<b>0.8%</b>	Office administration
<b>2.0%</b>	Commitments
<b>4.2%</b>	Voice/data administration
<b>0.4%</b>	Travel and meetings
<b>1.2%</b>	Training and development
<b>0.5%</b>	Risk management



This pie chart shows the various activities we do at the College and the relative amount of resources used in each activity.

<b>22.6%</b>	Administration
<b>14.7%</b>	Complaints and investigations
<b>16.0%</b>	Practice
<b>10.8%</b>	Registration
<b>7.5%</b>	Financial services
<b>7.4%</b>	Building operations
<b>2.3%</b>	Discipline
<b>8.2%</b>	Information technology
<b>5.9%</b>	Communications
<b>2.2%</b>	Office services
<b>2.4%</b>	Council

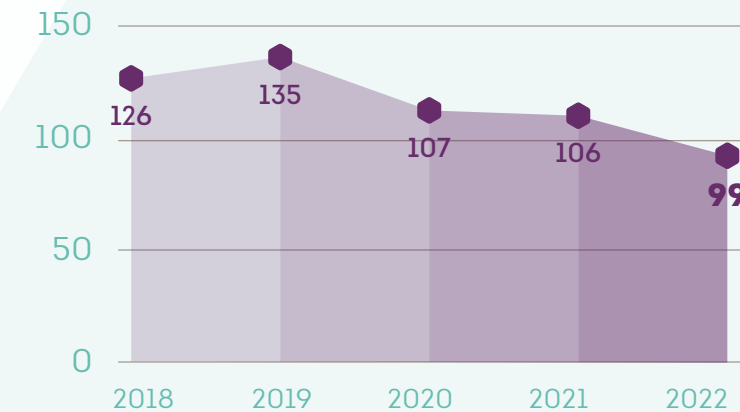




# Taking Action

As a member of the public, our priority is that you receive safe, competent and ethical care. The College uses the professional conduct review process to address allegations of unacceptable conduct or practice by RNs. This involves investigation, discipline, and appeal processes.

Number of Complaints, Reports and Information Received by Year:



- This year has shown a shift in trends typically investigated by Professional Conduct. Increases pertaining to inappropriate action, fitness to practice, and failure to intervene by RNs have led the forefront of investigations in 2022.
- Failure to report criminal charges, substance use/abuse and unbecoming conduct have also trended upward. An increase in delayed reporting as required by the College's *Practice Direction: Self-disclosure*, was also experienced.
- The Inquiry Panel saw a shift in trend as several registrants came before the panel for breaches of confidentiality after accessing medical records and disclosure of the information obtained.



In 2022, we received (99) complaints, employer reports or information about RN practice and conduct. The matters were triaged within the legislated 30-day time frame to determine the level of risk to the public and the course of action to address the alleged conduct.

### 61 Referred; 38 Not Referred

Action	Total
CEO/Registrar forwarded the matters to the Complaints Investigation Committee	61
CEO/Registrar received employer reports outlining the employer's plan with the registrant	26
CEO/Registrar deemed the matters trivial, vexatious or obviously unsustainable	7
CEO/Registrar encouraged the complainant and the registrant to communicate to resolve the matter	0
The matters were forwarded to another department within the College for follow-up (i.e., professional conduct, quality practice, registration)	4
Registrant was referred to our <i>Practitioner Remediation Enhancement Partnership</i> (PREP) program	0
Not an RN	1

Of the (61) matters that the CEO/Registrar forwarded to the Complaints Investigation Committee, these were the outcomes:

Action	Total
Investigation ongoing	25
No further action required	6
Registrant surrendered certificate of practice	4
Carried forward to 2023	12
Registrant received a letter of guidance	2
Conditions on practice/registrant suspended	6
Registrant entered into an agreement or undertaking	6

### Of the 61

Source (complaint or information received from)	Total
Anonymous	2
Employer Complaint/Report	6
Employer Suspension	14
Employer Termination	2
Other Health Care Provider	5
Public	16
Registrar Referral	10
Duty To Report	1
RN Peer	1
Self-Report	3
Other	1

### Of the 61

Practice Setting of the RN	Total
Corrections	3
Home Care	2
Community Hospital	12
Rural Hospital	3
Tertiary Care Hospital	11
Medical Clinic	3
Nursing Station	7
PCH LTC	12
Public Health	3
Other	3
Primary Care	2

## 2022: Majority were about:

### 1 Inappropriate Action

Doing something you ought not to. Essentially, the action or conduct is not the expected action of a reasonable and prudent nurse (e.g., not upholding aspects of the nursing process, not adhering to employer policies).

### 2 Fitness to Practice

All the qualities and capabilities of an individual relevant to their capacity to practise as an RN, including, but not limited to freedom from any cognitive, physical, psychological or emotional condition, and freedom from dependence on alcohol, drugs or other substances that impair their ability to practise nursing.

### 3 Failure to Intervene

When a registered nurse has a duty to perform a certain act but does not end up doing so.

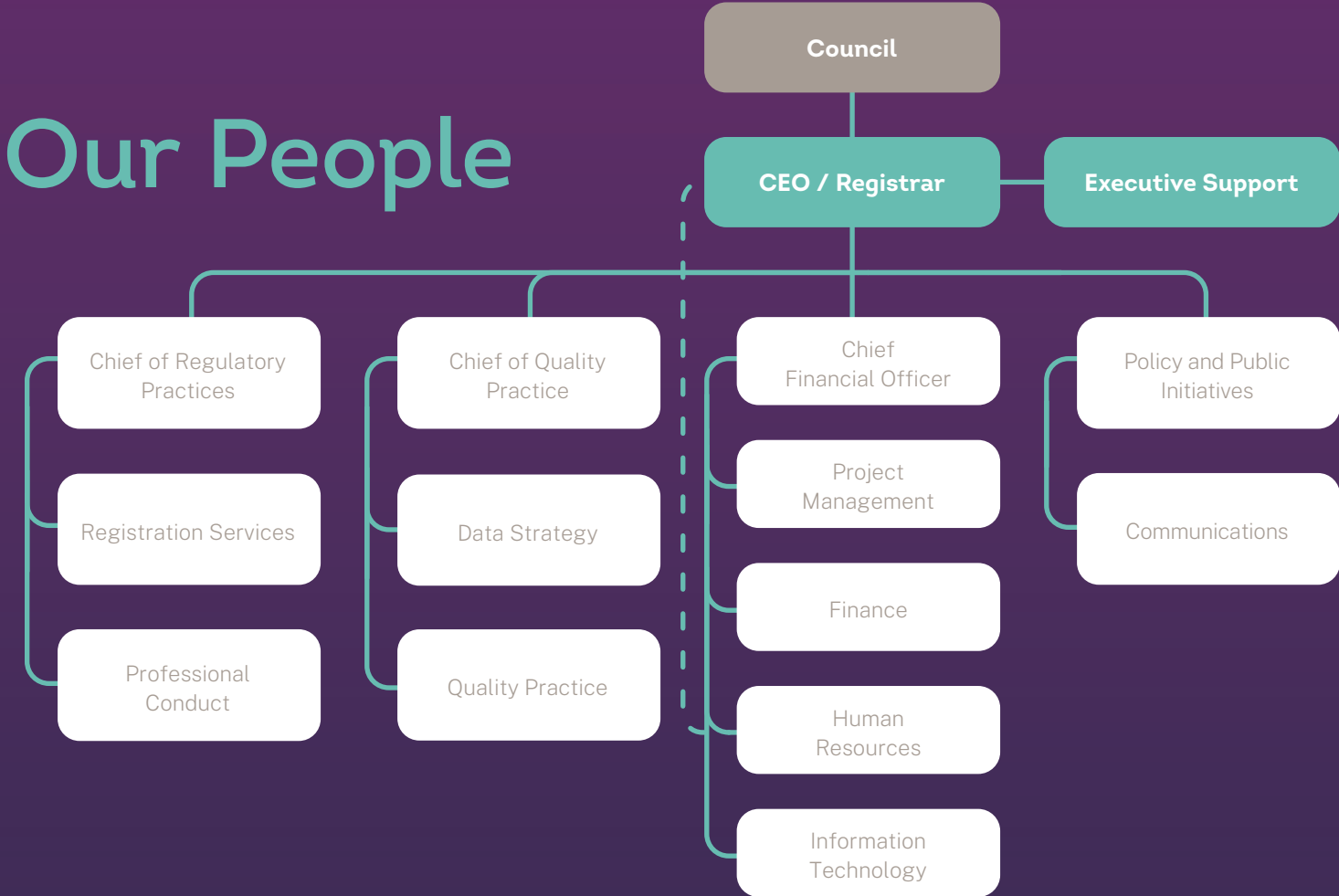


## Inquiry Committee Decisions

Full summaries of these decisions are available on our website.

Background	Hearing date(s)	Outcome
A case from 2020 was referred to Inquiry in 2021 following an investigation into the matter.	Adjourned to no fixed date	<b>Pending</b>
Three cases concerning the same matter were investigated in 2021. These cases were referred to Inquiry in 2021.	Adjourned to no fixed date	<b>Pending</b>
A case from 2021 was referred to Inquiry in 2022 following an investigation into the matter.	<b>October 24, 2022</b>	<b>Guilty of Professional Misconduct</b> Suspended for 3-weeks Costs of \$4000
A case from 2021 was referred to Inquiry in 2022 following an investigation into the matter.	<b>July 13, 2022</b> – Adjourned. <b>January 24, 2023</b> – Hearing planned.	<b>Pending</b>
Two cases concerning the same matter were investigated in 2021. These cases were referred to Inquiry in 2021.	<b>November 21, 2022</b>	<b>Guilty of Professional Misconduct</b> Suspension for 1 month Costs of \$4000
A case from 2019 was referred to Inquiry in 2021 following an investigation into the matter.	<b>June 2021</b> – Hearing planned. <b>June 18, 2021</b> – Adjournment of hearing. <b>January 11, 2022</b> – Hearing into jurisdiction. <b>January 11, 2022</b> – Adjournment. <b>January 16, 2023</b> – Hearing planned.	<b>Pending</b>

# Our People



# Committees

## Statutory Committees

\* Denotes a public representative

### Appointments Committee

The Appointments Committee makes recommendations for appointments to Council, Council committees and Statutory committees.

Anish Panicker RN      Martha Ross RN(NP)      Cheryl Link\*      Lori Darragh, staff liaison

### Complaints Investigation Committee

The Complaints Investigation Committee is responsible for investigating complaints and, when the committee considers it appropriate, attempting to resolve them informally

Sheresse Weekes RN      Tara Silvaggio\*  
 Krista Wilson RN      Robert Young\*  
 Carol Enns RN      Denise Nakonechny RN,  
 Heather Falk RN      Staff liaison  
 Ashley Yanchycki RN  
 Brenda Catchpole\*  
 Trish Conroy\*

### Inquiry Committee

The inquiry committee is responsible for holding hearings on matters referred to it by the complaints investigation committee and making disciplinary decisions about the conduct of investigated members.

Lydia Harris RN      Evelyn Mayor\*  
 Jennifer Colvine RN      Quinn Menec\*  
 Cheryl Bilawka RN      Carol Renner\*  
 Anne-Marie Brown RN      Donald Solar\*  
 Charity Reeves RN      Onyinye Anyaeji,  
 Brenda Sullivan RN      Former registrant  
 Tricia Tyerman RN      Suzanne Wowchuk RN,  
 Joseph Lovelace\*      staff liaison

## Council Committee

\* Denotes a public representative

### Finance Committee

The Finance Committee reviews CRNM's financial planning, budgeting, and financial condition and makes recommendations on financial policies and audits to Council.

Dawn Harris\*      Cynthia Taylor RN      David Loewen\*  
 Noah Gatzke RN(NP)      Jodi Walker-Tweed RN      Deb Elias RN, ex-officio  
 Rachel Ingels Bergman RN(NP)      Donna Frame\*      Diana Waterman, staff liaison

### Governance Committee

Governance Committee conducts strategic reviews of governance trends and makes recommendations on governance process and policy to Council.

Lindsay Forest\*      Lori Darragh,  
 Shakerah Jones Hall RN      staff liaison  
 Irene Hamilton\*      Deb Elias RN, ex-officio

### CEO/Registrar Performance Committee

CEO/Registrar Performance Committee conducts annual performance evaluation of the CEO/Registrar and keeps CEO/Registrar well informed regarding his/her overall performance.

Noah Gatzke RN(NP)      Kenneth Molloy\*  
 Lindsay Forest\*

## Appeal Panel Roster

The Appeal Panel hears appeals from applicants and registrants regarding appeals of registration decisions, investigated member and complainant appeals of Complaints Investigation Committee decisions, and Health Profession Corporation appeals.

Rachel Ingels Bergman RN(NP) Dawn Harris\*  
 Lindsay Forest\* Cheryl Link\*  
 Shakerah Jones Hall RN Martha Ross RN(NP)  
 Irene Hamilton\*

## Council Member Selection Panel

The Council Member Selection Panel is responsible for conducting a selection process in accordance with the processes and procedures set forth by Council and recommending individuals to serve on Council.

Anish Panicker RN Gary Hamilton\*  
 Cynthia Taylor RN Kenneth Molloy\*  
 Lindsay Forest\*

\* Denotes a public representative

## College Committee

### Continuing Competency Committee

The Continuing Competency Committee makes decisions regarding the continuing competency program, including follow-up from program reviews.

Michelle Marie Lagasse RN Stanley Siu\*  
 Alia Lagace RN Josh Watt\*  
 Nicholas Wedel RN(NP) Belinda Herner RN, Staff liaison  
 Anne Wolkenstein RN

### Education Program Committee

The Education Program Committee makes recommendations regarding matters pertaining to nursing education programs.

Josie Bolianatz RN Helen Zhu RN  
 Darrell Derksen RN(NP) Moni Fricke\*  
 Jennifer Fulcher RN Lorna McLarty\*  
 Patricia Garbutt RN Diana Heywood RN,  
 Karen Livingston RN Staff liaison

## Registration Committee

The Registration Committee makes recommendations on matters related to registration.

Carol Enns, RN Brenda Peters-Watral RN(NP) Taras Luchak\* Suzanne Wowchuk RN, Staff liaison

## Community Reference Group

The Community Reference group provides feedback, from the public perspective, on topics related to the regulation of registered nurses in Manitoba.

Gary Hamilton\* Loreen Hamilton\* Salin Guttormsson\* Kasia Kieloch\* Martin Lussier, Staff liaison  
 Allan Courchene\* Michael Hepples\* David Rondeau\* Lori Darragh, Staff liaison

## Investigators

Angie Ferreira\* Jason Trottier RN Samantha Psoch  
 Avon Giddings\* Julie Meier\* Sherry Loewen RN  
 Brenda Benard\* Lauren DeVriese\* Stefanie Blacker\*  
 Cathi Mietkiewicz Michael Sokolyk RN Valerie Henderson\*  
 Danielle Joy Yaffe RN Paul Nicholson\* Ziggy Bardel\*  
 Dean Benard\* Rebeca Garcia-Derwin Denise Nakonechny RN,  
 Erica Thompson Robert Marshall Staff liaison  
 Heather Kolowca RN Samantha Cyr

## Practice Auditors

Carol Puchailo RN(NP) Mandi Siddiqui RN  
 Cindy Boughen RN Marina Reinecke\*  
 Diana Heywood RN Paula Black, RN  
 Gus Castaneda RN Ruth Simkin\*  
 Jennifer Ewatski RN Belinda Herner RN,  
 Julia Kull RN(NP) Staff liaison  
 Kernjeet Sandhu\*

\*\* Reporting as of Dec 31, 2022