



College of  
Registered Nurses  
of Manitoba

# Defining a Path Forward

## 2023 ANNUAL REPORT





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*Details of this report are reflective of our activities and data as of Dec. 31, 2023.*

# Leadership Corner

## Chair's Message

In my second year as Chair for the College of Registered Nurses of Manitoba (College), we embraced the challenges in the healthcare system in Manitoba and worked towards paving the way forward to a future where the College continues to be a leader in the regulatory space.

This future revolves around the strategic vision crafted in partnership between College staff and Council. Four strategic imperatives underpin this vision and lay the groundwork for the future of the College. Starting in March, Council and College leadership participated in a series of planning sessions that facilitated the development of our new strategic plan. Throughout 2023, I relied on the significant commitment of our Council members to bring this plan to approval by the end of the year.

We also went through our Council selection process to ensure the College appoints people who have the right skills to move Council



proceedings forward. At the June Council meeting, we approved the appointment of five new council members, and one who returned for a second term. These included three RNs, two public representatives, and an RN(NP). Their diversity and experience are important to the growth of our Council and the College.

It was an exciting year at the College as CEO Deb Elias was appointed as Board President at the Canadian Council of Registered Nurse Regulators. This organization is made up of representatives from Canada's 12 provincial/territorial registered nursing regulatory bodies.

As we reflect on the success of the outgoing strategic plan, the 'Public Benefit Policy', it brings me great excitement to usher the College into its new era.

**Noah Gatzke RN(NP)**  
CHAIR

## CEO/Registrar's Message

2023 was a productive year for the College staff as we set the stage for a new era at the College. Since 2019, our staff worked diligently to ensure we met the goals of our Public Benefit Policy and in the end, it was a success. With the completion of this era, we focused on the development of our strategic imperatives for the future of the College. Significant consultation was done with our stakeholders to ensure this process met our mandate of serving and protecting the public's interest.

The strategic outlines were approved by the College Council in December, and we are so excited to launch this strategy in 2024. Our goal, by 2028, is for the College to be recognized by registrants, government, partners, and the media as more strategic, approachable, collaborative, and forward-looking in a dynamic and transforming healthcare system.

Early in 2023, we were met with the challenge of streamlining our registration processes to ensure internationally educated nurses could become licensed quicker while also ensuring patient safety. This modernization led to more nurses being ready to enter the health system throughout the year. It was a part of our efforts to address the significant health human resource challenges we saw here in Manitoba.

We have an ongoing commitment to leaning out the regulatory processes at the College and we made great progress this year. We remain flexible and adaptable as the healthcare situation in Manitoba continues to change.

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



# 2023 Council

## KEY TAKEAWAYS

**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

Noah Gatzke RN(NP), Chair  
Oluwatosin Daso RN  
Brenda Janz RN  
Kristen McGregor RN  
Martha Ross RN(NP)  
Cynthia Taylor RN

### Public Representatives

Joanna Knowlton  
Cheryl Link  
Kenneth Molloy  
Jason Powell

### Ex-Officio

Deb Elias, RN, CEO/Registrar  
(non-voting)

List of Council members as of December 31, 2023

**Pictured group from left to right:**

**Top row:** Joanna Knowlton, Brenda Janz, Martha Ross, and Kenneth Molloy (Chair-Elect)

**Bottom row:** Cheryl Link, Noah Gatzke, Deb Elias, and Kristen McGregor

**Absent:** Oluwatosin Daso, Cynthia Taylor, and Jason Powell.



## A MAJOR FOCUS

- A) Setting the foundation for effective strategic planning by engaging and gathering input from the community and stakeholders to better understand current and future needs**
- B) Recruiting and onboarding five new Council members**
- C) Approving a new 5-year strategic plan in December 2023**

A major focus of Council's work over the course of 2023 was establishing a new strategic vision to guide the College's work into the future. The College's outgoing strategic plan – the 'Public Benefit Policy' – was developed in 2018 and drew to a close at the end of 2023.

## A few highlights of the 2023 year include:

Council invested a great deal of time in studying and understanding the operating environment to ensure the College's strategic outlook is reflective of, and responsive to, existing and future needs. To this end, Council sought feedback from a wide variety of stakeholders and community partners, including: government officials, employers, RNs, Indigenous nursing leaders, other health regulators, nursing educators, members of the College's public advisory committee ('the Community Reference Group') and many others.

In alignment with this strategy refresh, Council moved forward with plans to refine its governance framework, enabling Council to dedicate more time and energy to strategy development and oversight, while also centering matters of public interest.

At the same time, Council put plans in place to manage significant turnover in its membership. On August 1, 2023, Council welcomed five new members and one returning member, including three RNs, one RN(NP), and two public representatives. Actively engaging in succession planning, including managing Council's composition to ensure a mix of perspectives and skills, is a critical aspect of Council's work that helps ensure that it remains effective over the long term.





# 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 was the College's strategic plan from 2019 to 2023. It was based on three pillars that define outcomes the College committed to achieving. In addition, a fourth pillar related to Information Technology (IT) infrastructure was added from 2020-2023 to reflect the significant IT modernization requirements at the College and its connection to strategic achievement.

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

Over the last four years, the College and Council worked hard to ensure these four pillars were achieved. As we move into a new era at the College, it is important we look back at the achievements from the Public Benefit Policy era.

## STRATEGIC OUTCOME #1 Public Confidence in Excellent Regulation

Since the inception of the Public Benefit Policy, the College has worked to identify measures that mitigate potential risk in RN practice, including pinpointing risk indicators in registration and professional conduct.

Throughout 2023, the College noted a sharp increase in the number of individuals being registered through endorsement under the Canadian Free Trade Agreement. In response, we took action to identify and track key risk factors and impacts associated with an increase in labour mobility applicants in Manitoba. We noted that many of these applicants had spent considerable time away from nursing practice and were joining the registered nursing workforce without the benefit of a refresher program or other supports that have historically worked to ensure a successful re-entry to nursing practice.

Given the potential risk to public confidence in registered nursing regulation, the College aggregated and shared key insights with nursing leaders, employers, and the government.



## STRATEGIC OUTCOME #2

### Accountable Quality Professional Practice

We carefully reviewed our regulatory processes to make sure they effectively protected the public. This included education reviews, establishment and maintenance of practice expectations, and continuing competence work. The College focused on using a right-touch regulation approach in our practice audits and evaluations to minimize unnecessary burdens.

We paid special attention to the risks associated with independent practice and opioid prescribing, working to address these challenges. We successfully implemented the RN Authorized Prescriber (AP) project, meeting both the health system's needs and the regulatory requirements for RN prescribing in Manitoba. The authorized prescriber notation expands the scope of practice for RNs in healthcare settings where there is limited access to health professionals with prescribing authority.

Timely access to care and treatment is expected particularly in rural, remote, and underserved populations.

Through a collaborative approach to the implementation of the AP role, we worked with the College of Psychiatric Nurses of Manitoba, educational and health system partners, highlighting the College's adaptability and creative problem-solving to participate in quality improvement and maintain quality nursing practice and public safety.

Work aligned with this strategic outcome also identified the need to better address risks inherent in opioid prescribing.

The College employed a nursing practice specialist who worked with RN(NP)s to identify and analyze potential barriers and facilitators to safe opioid prescribing, built out a prescribing self-reflection tool, and provided resources to support safe prescribing practices and ensure public protection.

Self-employed practice saw a substantial increase throughout the pandemic, and work done under this strategic outcome sought to measure, analyze, and mitigate potential risks to the public associated with self-employed practice, as well as an overall modernization of our self-employed program supports. Some of these developments were linked to increased nursing agency employment and the impacts of the health system transformation and nurses leaving employment within the public system. Work completed included updates to the self-employed handbook, implementation of a self-employed practice direction, and the development of a scoring rubric to assess risk in self-employed practice.



### STRATEGIC OUTCOME #3

## Collaboration for Health System Impact

The College relies on our relationships with stakeholders to successfully collaborate on projects to help improve patient safety in Manitoba. Early in the lifecycle of the Public Benefit Policy, we performed an assessment of the range and extent of collaborative processes and engagement between the College and other stakeholders to develop key process indicators for successful collaborations. This resulted in the development of a wider measurement framework that accurately reflects the College's output and performance.

In 2020, a data strategist joined the College in support of further development of data science capabilities and to further enhance our capacity to interpret regulatory impact and outcomes not only in quality practice, but across the entire organization. We created dashboards for ease of tracking data and key performance indicators for the quality of our programs and services in the areas of registration, quality practice, and professional conduct.



In response to the Philippines Recruitment Initiative launched in February 2023, data was collected to track the progress of applicants and provide updates to the government.

Some collaborative projects launched under this strategic outcome included the Authorized Prescriber (AP) project, implementation of the Undergraduate Nurse Employee (UNE) role, and collaborative approaches to addressing international recruitment, health human resource challenges, and right-touch approaches.

### STRATEGIC OUTCOME #4

## IT Infrastructure Improvements and Modernization

After adding this outcome in 2020, the College implemented a longer-term IT strategy to support the strategic objectives of the College. We also aimed to effect a more secure, sustainable long-term model for IT infrastructure and device evergreening, and implement a hybrid working model. The College transitioned to a new IT Managed Services Provider while also modernizing and enhancing the utilization of SharePoint and Microsoft 365. We updated our phone system, and implemented a new registrant management system (Alinity) that operationalized online applications, case management, and other department-needed functionality within the new database.





## Who are MB RNs?

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

The total number of RNs and RN(NP)s who hold a valid certificate of practice in Manitoba remained stable over the past five years.

Subregister Categories	2019	2020	2021	2022	2023
Registered Nurses*	13,346	13,147	13,283	13,460	13,890
Graduate Nurses	10	65	56	27	12
Extended Practice (Nurse Practitioners)	261	275	306	313	338
Graduate Extended Practice (Graduate Nurse Practitioners)	0	2	0	3	1
Temporary Registered Nurses**	0	66	90	46	4
<b>Total</b>	<b>13,617</b>	<b>13,555</b>	<b>13,735</b>	<b>13,849</b>	<b>14,245</b>

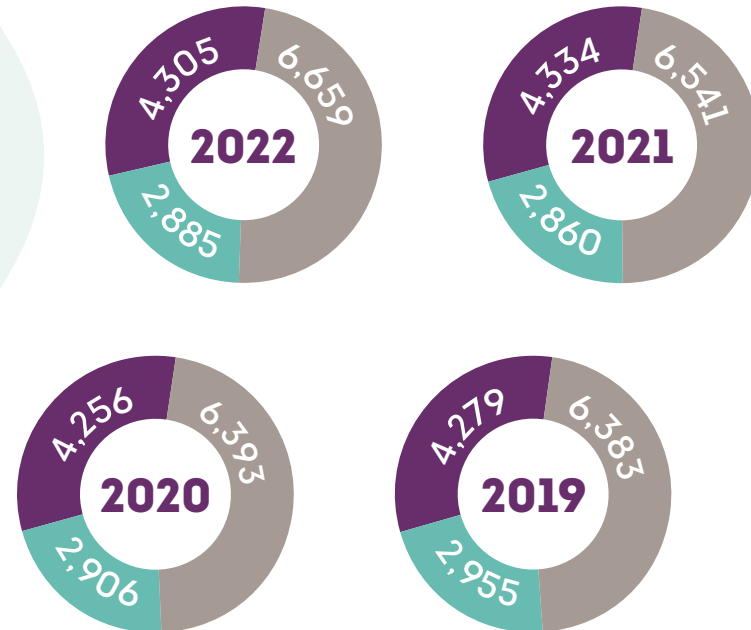
\* There were 61 registered nurses included in the Registered Nurse subregister through education or a prescriber continuing an authorized prescriber notation. RNs who want the designation registered nurse (authorized prescriber) or RN(AP) must meet the RN(AP) competencies through a Prescriber Clinical Competency 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 2023 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:

Manitoba

**11,192**  
79%

Canada

**1,197**  
8.5%

International

**1,787**  
12.6%

The top three countries registrants are from outside of Canada, are Philippines with 1,205, India with 318, and the United States with 64.

## 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.

# 997

54%

### New graduates from Manitoba

- 847 Registered nurse applications
- 128 Graduate nurse applications
- 12 Nurse practitioner applications
- 10 Graduate nurse practitioner applications

# 540

29.3%

### Other Canadian jurisdictions

- 522 Registered nurse applications
- 3 Graduate nurse applications
- 9 Nurse practitioner applications
- 2 Graduate nurse practitioner applications
- 4 Temporary registered nurse applications\*

# 154

8.3%

### Reinstatements

- 139 Registered nurse applications
- 5 Nurse Practitioner applications
- 10 Temporary registered nurse applications\*\*

# 154

8.3%

### Internationally educated nurses

- 152 Registered nurse applications
- 1 Nurse practitioner applications
- 1 Graduate 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 1,845 applications we received:

**1,017** were approved for RN registration

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

**111** were approved for GN registration

**12** were approved for GNP registration

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

**15** were not approved (9 were applications under special ministerial order due to 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 Valid Certificate of Practice in 2023

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 2023 renewed for 2024**, this suggests their desire to stay and practice in Manitoba.





# Ongoing Learning

## KEY TAKEAWAYS

- In response to inquiries about the Continuing Competency Program, more resources were created to connect to registrants that made a positive impact in their learning plans.
- Registrants who identify as self-employed continue to rise. As the reported number of self-employed registrants increases, the College continues to work with registrants to identify additional needed resources and supports.
- Self-employed practice was the major consultation theme for our quality practice consultations in 2023.
- The Quality Practice team is seeing a return of requests for presentations. Topics are varied but one particular area of interest is related to quality documentation.

## Continuing Competency Program (CCP)

*The Regulated Health Professions Act (RHPA)* requires the College to have a Continuing Competency Program (CCP) for Registered Nurses (RNs) and Nurse Practitioners (RN(NPs)) practicing 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

48 presentations were provided in 2023 with 111 registrants attending.

The presentations were created in response to the many inquiries related to the Continuing Competency Program and 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 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, registrants are randomly selected for the CCP review. The review typically consists of three components: completion of a learning plan, participation in a peer review process referred to as Multi-Source Feedback (MSF), and for a portion of registrants, a competency-based interview.

Registrants selected to participate in the CCP review must submit their learning plan to renew their certificate of practice. A learning plan consists of a self-directed learning goal, one learning activity, and a statement describing how their new learning impacted their practice. The review is a quality check and indicates whether an RN or RN(NP) demonstrates that they have met the minimum requirements of the program. Here is a breakdown of the results over the last six years:

## Learning Plan

	Exceeded Requirements	Met Requirements	Did Not Meet Requirements	Did Not Complete/Renew
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%
2023	8.5%	78%	8%	5.5%

The College also published examples of exemplary learning 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 nearly 9,000 page views with over 43,000 page views for CCP overall.

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

In 2023, 200 Registrants were randomly selected to participate in this year's review. Additionally, 25 registrants who requested a deferral from the 2022 review were added.

*\*Deferrals occur when a registrant is not currently practicing/not renewing. The deferral number reflected in the table below reflects the percentage of the 200 participants selected for the 2023 year only.*

## Multi-Source Feedback (MSF)

All registrants 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 the 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.

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

	Complete Above/ Partial Complete Above Benchmark	Complete Below/ Partial Complete Below Benchmark	Incomplete	Deferral*
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%
2023	70.5%	8%	1%	20.5%

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

The threshold score or benchmark is determined by the cumulative average score of all registrants who have participated in the multi-source feedback portion of the review. The average score is the benchmark that determines if further follow up is required. Registrants who score below the threshold are required to participate in a competency-based interview.

## Competency-Based Interview

A competency-based interview helps assess registrants' 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. The conversation within the interview allows the registrant another venue to demonstrate the provision of safe, competent, and ethical nursing care.

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

	Complete Remedial Activities	No Remediation Required	Deferral*
2019	67%	33%	0%
2020	43%	38%	19%
2021	Suspended due to COVID-19		
2022	Suspended due to COVID-19		
2023	100%	0%	0%



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.

## Jurisprudence Learning Module

Each year, registrants complete a jurisprudence module in order to demonstrate Continuing Competency requirements as outlined in the College of Registered Nurses of Manitoba General Regulation. Jurisprudence, by definition, is the study of the law. The College is committed to selecting topics which have the most potential to maximize benefit for the public.

The 2023 module was developed in collaboration with 16 provincial health regulatory colleges that are part of the Manitoba Alliance of Health Regulatory Colleges to support awareness and knowledge of health inequity. The participating colleges sourced subject matter experts to develop the content for the module. A working group was formed that consisted of both regulators and a panel of subject matter experts including an equity, diversity, and inclusion specialist and an Indigenous elder, health care professional, and cultural safety trainer.

The College is committed to working together with Indigenous Knowledge Keepers, Elders, and community members to advance reconciliation, cultural safety and humility in registered nursing regulation and practice. While we are early in this journey, we dedicate ourselves to engaging respectfully and in a spirit of partnership.



## Self-Employed Practice

Registrants **self-identify** as engaging in self-employed practice during the annual certificate of practice renewal period, which takes place from October 1–December 1.

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

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* gives registrants of the College the ability to carry on the practice of the profession of registered nursing, as a Health Profession Corporation.

	Registrants that identified as Self-employed	Health Profession Corporation Permits
DEC. 1, 2020	169	3
DEC. 1, 2021	286	11
DEC. 1, 2022	427	19
DEC. 1, 2023	483	30

## 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 inquiries and consultations to better understand and address the needs 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 telepractice 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 develops 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, and social media content).

## CONSULTATION DATA

### Top 5 Topics



Self-employed

**102**



Standards of Practice

**83**



Telepractice

**42**



Technical

**31**



Social Media

**1**

### Top 5 Sources



Registrant

**1163**



Members of the Public

**146**



Other

**48**



Other Health Professionals

**40**



Employers

**31**

**1412** TOTAL NUMBER OF CONSULTS (ALL TOPICS)

**98.02%** MEETING SERVICE DELIVERY TIME



## Quality Practice Themes

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

### Practice Reviews and Audits

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

In 2023, the Quality Practice team completed three practice reviews and one practice audit.

### Unauthorized Practice

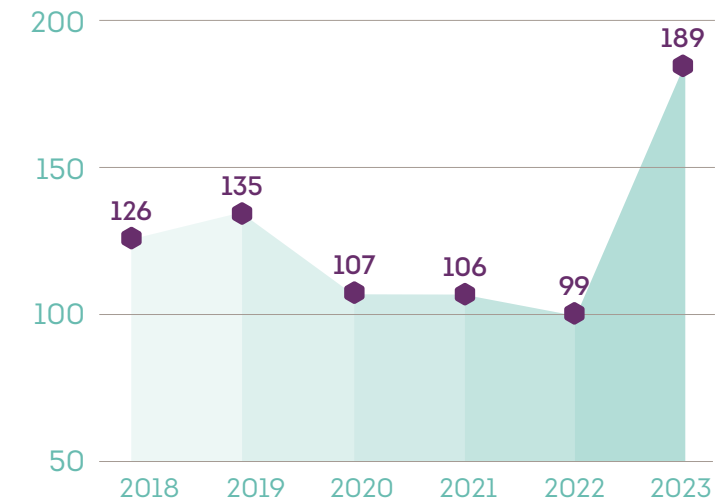
When a person's name fails to appear on a register of regulated members and the person represents themselves as a regulated member or uses the title and/or designation of a regulated member, the person is engaging in unauthorized practice. In 2023, there were two cases of unauthorized practice in Manitoba. These individuals were educated on legislative requirements.



# 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:



## KEY TAKEAWAYS

- This year has shown a shift in trends typically investigated by Professional Conduct. Increases pertaining to inappropriate action, communication, fitness to practice and documentation have led the forefront of investigations in 2023.
- An increase in delayed reporting by registrants as required by the College Practice Direction: Self-disclosure, was experienced.
- Delays in employer reporting as required under the *RHPA s. 168 (1) & (2)* has also been noted.
- Registrants' failure to report criminal charges, substance misuse/abuse and unbecoming behaviour has continued to trend upward.
- The Inquiry Panel heard several cases in 2023. The majority of registrants coming before the Inquiry Panel were related to matters involving criminal charges, substance misuse/abuse, mishandling of narcotics and/or controlled substances, and unbecoming behaviour.

In 2023, we received 189 complaints, employer reports or information about RN practice and conduct. Of the 189, 17 were not RNs. Of these, 172 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.

### Referrals to the Complaints Investigation Committee (CIC) 105 Referred; 67 Not Referred = Total 172

Action	Total
CEO/Registrar referred the received information to the Complaints Investigation Committee.	105
CEO/Registrar did not refer the received information as the matter did not support taking regulatory action.	54
Not an RN	17
CEO/Registrar did not refer the received information as the matter was deemed trivial, vexatious, or obviously unsustainable	6
CEO/Registrar did not refer the received information but rather encouraged the complainant and the registrant to communicate to resolve the matter	6
The matters were forwarded to another department within the College for consultation and follow-up (i.e., professional conduct, quality practice, registration)	1
<b>TOTAL</b>	<b>189</b>



As of December 31, 2023, the status of all 105 matters referred to the CIC by the CEO/Registrar are as follows:

Action	Total
Investigation ongoing	45
Matters carried forward to 2024	18
Registrant voluntarily surrendered their certificate of practice	16
No further action required	8
Registrant entered into an undertaking	5
Conditions on registrant's certificate of practice	4
Registrant received a letter of guidance	2
Interim suspension of registrant	2
Matter put into abeyance	2
Registrant referred to Inquiry Committee	1
Censure registrant	1
Registrant's matters closed	1
<b>TOTAL</b>	<b>105</b>

## Of the 105

Source (complaint or information received from)	Total
Public	30
Employer Suspension	21
Registrar Referral	17
Employer Complaint/Report	14
Employer Termination	14
Anonymous	4
Other Health Care Provider	4
Duty To Report	1
<b>TOTAL</b>	<b>105</b>

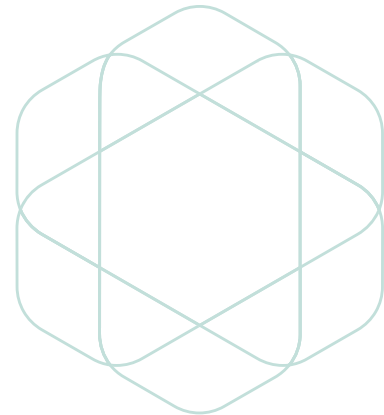
## Of the 105

Practice Setting of the RN	Total
Tertiary Care Hospital	29
Community Hospital	21
PCH LTC	17
Rural Hospital	10
Primary Care	8
Agency	4
Home Care	3
Nursing Station	3
Public Health	3
Self Employed	3
Corrections	1
Medical Clinic	1
Cancer Care	1
Education	1
Other	0
<b>TOTAL</b>	<b>105</b>



Top allegations in 2023 are as follows:

- 1 Inappropriate Action**  
 Doing something you ought not to. 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 Communication**  
 RNs are accountable and responsible to effectively communicate with the client, other health care providers, and the public, integrating the nursing perspective into professional communication.
- 3 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.
- 4 Documentation**  
 Any written or electronically generated information about a client that describes the status, care or services provided to that client. Through documentation, RNs communication observations, decisions, actions and outcomes of these actions for clients, demonstrating the nursing process.



## Inquiry Committee Decisions

Full summaries of these decisions are available on our website.

Background	Hearing date(s)	Outcome
A case from 2019 was referred to Inquiry in 2021 following an investigation into the matter.	<b>Jan 11, 2022</b> — Jurisdiction hearing. <b>January 16, 2023</b> — Hearing into professional conduct occurred.	<b>Guilty of Professional Misconduct</b> Suspension of 8 months upon return to practice. Fine of \$5,000.00 Costs of \$8,000.00 to be paid within six months of completion of the suspension
A case from 2021 was referred to Inquiry in 2022 following an investigation into the matter.	<b>January 24, 2023</b>	<b>Guilty of Professional Misconduct</b> Suspension of 3-weeks Costs of \$4,000.00
A case from 2022 was referred to Inquiry in 2023 following an investigation into the matter.	<b>June 28, 2023</b>	<b>Guilty of Professional Misconduct</b> Reprimanded Costs of \$3,500.00
A case from 2020 was referred to Inquiry in 2021 following an investigation into the matter.	<b>October 30, 2023</b>	<b>Guilty of Professional Misconduct</b> Cancellation under s. 126 (1)(i) of the RHPA Costs of \$ 15,000.00
A case from 2022 was referred to Inquiry in 2023	<b>January 22, 2024</b> — Hearing planned	<b>Pending</b>
A case from 2022 was referred to Inquiry in 2023	<b>April 5, 2024</b> — Hearing planned	<b>Pending</b>
Two cases concerning the same matter were investigated in 2021. These cases were referred to Inquiry in 2023.	<b>April 10, 2024</b> — Hearing planned	<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 2023 was referred to Inquiry 2023	Adjourned to no fixed date	<b>Pending</b>





# 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.

## Financial goals

Capital Reserve	Legal and Sustainability Fund
Current total assets	Current total assets
<b>2,327,743</b>	<b>1,680,229</b>

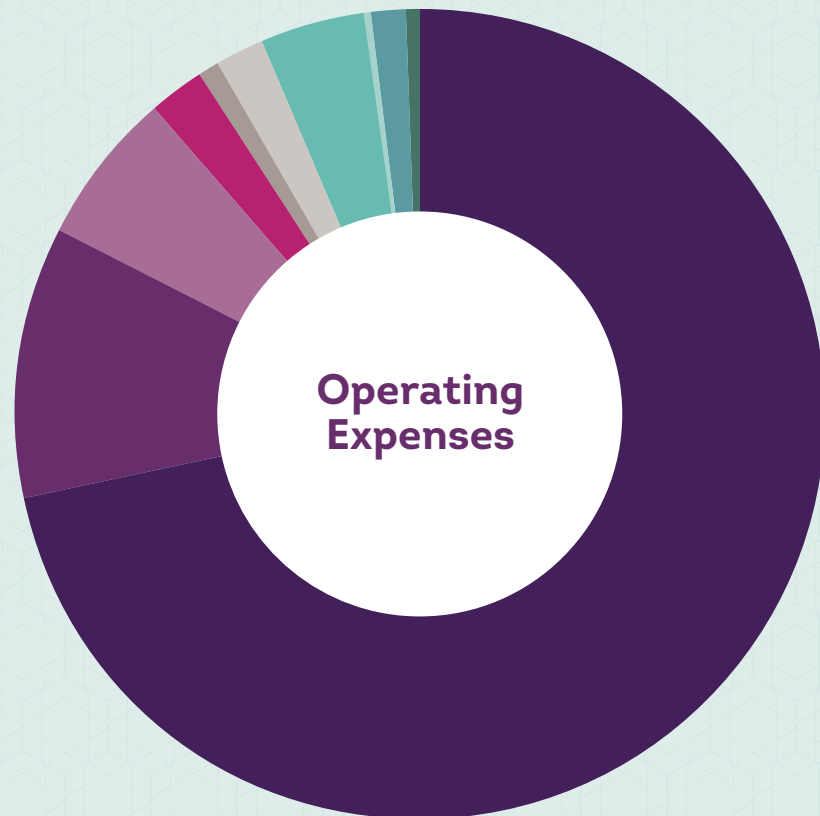
## 2023 Financial Results

In 2023, the College reported revenue in excess of expenses of \$1,216,665. Record numbers of applications and new registrants were a significant factor leading to the 2023 surplus. The increased volumes of applications and registrants combined with prudent management of expenses resulted in the College's unrestricted surplus on December 31, 2023, increasing to \$2,496,027 or 4.5 months of expenditures.

## 2023 Expense Distribution

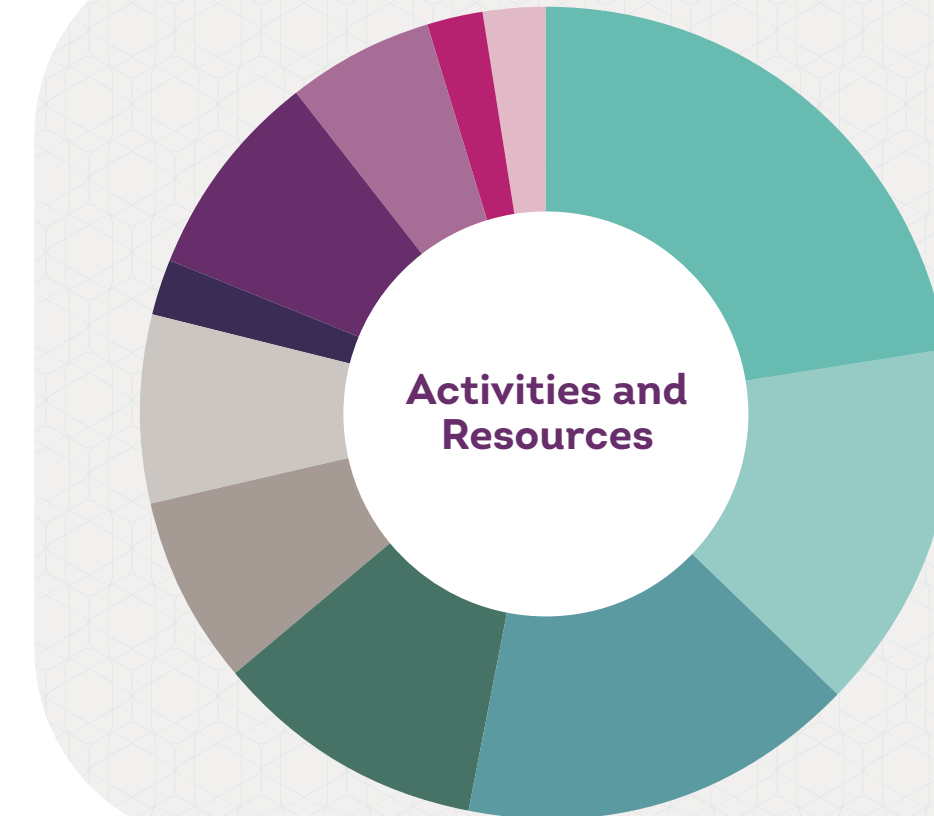
This pie chart shows the types of operating expenses that are required for us to deliver services. As you can see, our activities are knowledge and service based which means the majority of our expenses are related to staffing.

- 71.1%** Staffing
- 11.3%** Professional/consulting
- 6.1%** Occupancy
- 3.4%** Voice/data administration
- 2.3%** Financing
- 2.3%** Office administration
- 1.2%** Committee support costs
- 0.9%** Travel and meetings
- 0.6%** Training and development
- 0.6%** Risk management

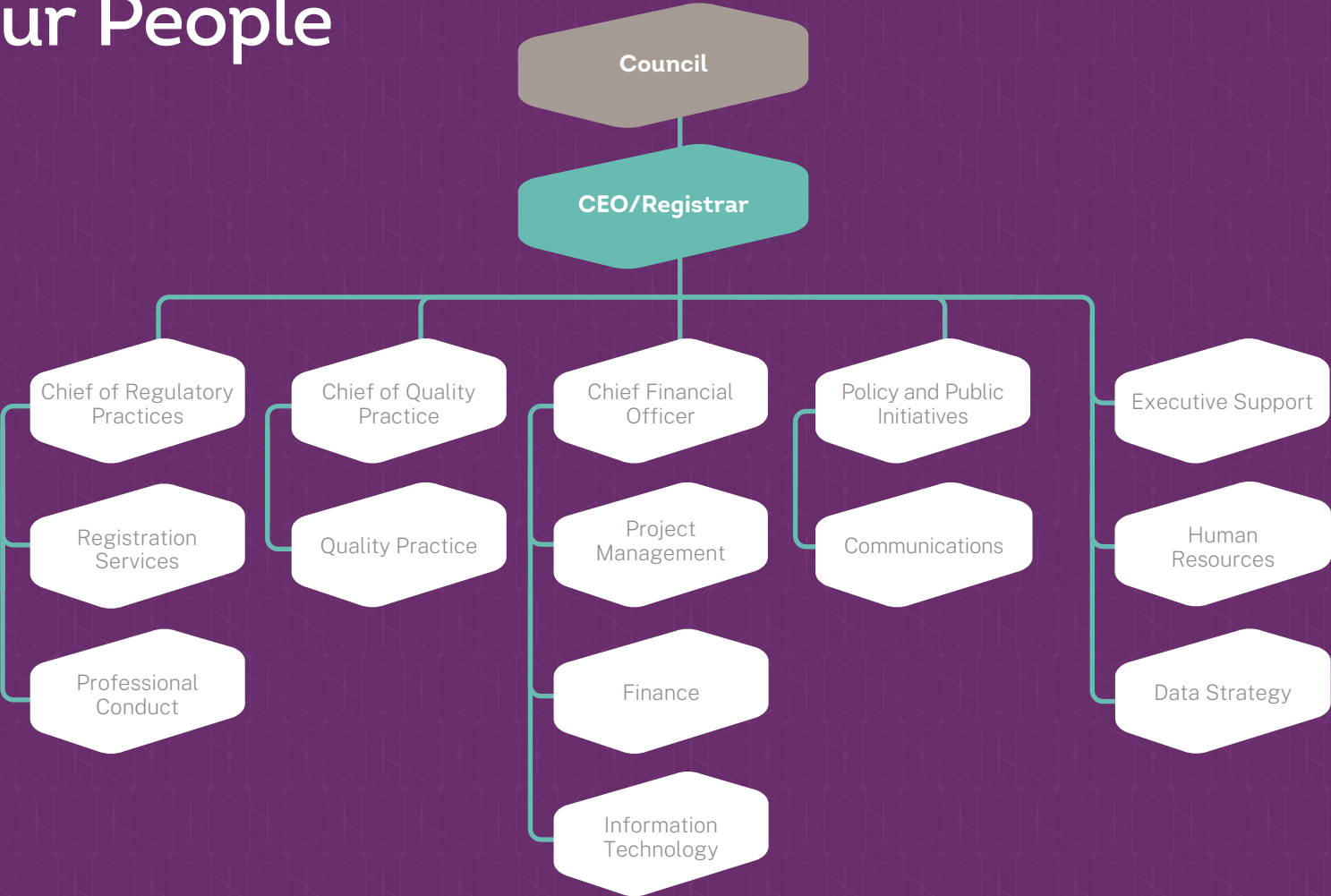


This pie chart shows the various activities we do at the College and the relative amount of resources used in each activity.

- 21.1%** Administration
- 15.6%** Practice
- 14.8%** Complaints and investigations
- 12.1%** Registration
- 7.9%** Information technology
- 7.7%** Building operations
- 6.9%** Financial services
- 6.5%** Communications
- 2.7%** Discipline
- 2.6%** Council
- 2.1%** Office services



# Our People





## Council Committees Continued

\* Denotes a public representative

### 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.

Cynthia Taylor RN	Joanna Knowlton*
Jason Powell*	Martha Ross RN(NP)

### 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.

Brenda Janz RN	Cheryl Link*
Kristen McGregor RN	Gary Hamilton*

## College Committees Continued

\*\* Reporting as of Dec 31, 2023

### Registration Committee

The Registration Committee makes recommendations on matters related to registration.

Carol Enns, RN	Taras Luchak*
Brenda Peters-Watral RN(NP)	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.

Allan Courchene*	Kasia Kieloch*
Salín Guttormsson*	Lori Darragh, Staff liaison
David Rondeau*	Martin Lussier, Staff liaison

## College Committees

### 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	Cecilia Nguyen RN
Patricia Garbutt RN	Liyang Qiao (Asuka) RN
Helen Zhu RN	Salina Fukumoto*
Karen Livingston RN	Diana Heywood, 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, Staff liaison
Erica Thompson	Robert Marshall	
Heather Kolowca RN	Samantha Cyr	

### Practice Auditors

Carol Puchailo RN(NP)	Gus Castaneda RN	Mandi Siddiqui RN
Cindy Boughen RN	Jennifer Ewatski RN	Belinda Herner RN, Staff liaison
Diana Heywood RN	Julia Kull RN(NP)	



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College of  
Registered Nurses  
of Manitoba