



REVISED CENSURE – JULY 10, 2025

In The Matter of: **The Regulated Health Professions Act, S.M.2009, c. 15**

And in The Matter of: Kristen Hall, a Registrant of the College of Registered Nurses of Manitoba
(CRNM# 142537)

To: Kristen Hall CRNM# 142537

TAKE NOTICE that the Complaints Investigation Committee (the “Committee”) of the College of Registered Nurses of Manitoba resolves and hereby censures you with respect to:

1. You had a reasonable suspicion that a Registered Nurse (RN) who presented to work at the Grace General Hospital may be unfit to engage in RN practice.
2. You failed to appropriately intervene, resulting in the RN remaining in the workplace.
3. You failed to immediately notify Grace General Hospital leadership of your concerns.
4. You failed to report to the CEO/Registrar that you reasonably believed the RN was unfit to practice.

On January 31, 2025, in accordance with section 102(1)(d) of *The Regulated Health Professions Act* (the “RHPA”), the Committee decided to censure you as a record of its disapproval of the deficiencies in your conduct.

Censure creates a disciplinary record which may be considered in the future by the Committee or an Inquiry Committee when determining the action to be taken following an investigation or hearing.

I. The Relevant Facts Are:

On March 14, 2024, at roughly 0655 hours, in your role as Clinical Resource Nurse (CRN) at the Grace Hospital Operating Room (OR), you interacted with another CRN colleague in the Grace Hospital OR change room.

During this interaction you noted the CRN colleague was not displaying typical behaviour. You noted that the CRN colleague was not dressed appropriately, was in slippers and appeared to be in their pajamas. You stated that the CRN colleague's voice sounded different and that they were speaking in a loud tone. You stated that the CRN colleague did not look "put together" and "just seemed off".

You had direct knowledge that the CRN colleague was unfit to engage in RN practice.

You did not discuss your concerns with the CRN colleague before they left the OR change room.

You stated the more you thought about your interaction with the CRN colleague, the more concerned you became. Despite having reasonable suspicion that the CRN may be unfit to engage in RN practice, you did not immediately inform your manager or Grace Hospital leadership of your concerns.

Instead, you chose to go to the CRN's OR theatre in an attempt to locate them. The CRN was not present in their assigned OR. You stated this was unusual.

You then approached another RN in the OR, informed them that you had concerns that the CRN may be unfit to engage in RN practice and requested that the RN "keep an eye on" the CRN. You then left the room and went to your assigned OR. You remained in your OR for several hours.

You were informed at 0715 hours that the CRN had left the Grace Hospital OR and had gone home. You did not report your concerns that the CRN may be unfit to engage in RN practice to your manager until 1200 hours.

II. Practice Directions and Code of Ethics

The Committee is reasonably satisfied that the facts support that the Registrant did not meet the following standards of practice for Registered Nurses:

Practice Direction: Practice Expectations for RNs

Professional Practice

Registered nurses are accountable and responsible to demonstrate professional behaviours, attributes and values that uphold trust in the profession of registered nursing. As an RN, you must:

1. Demonstrate understanding of legislation governing registered nursing practice and your practice of registered nursing including but not limited to the Regulated Health Professions Act (RHPA), the College's General Regulations, Practice of Nursing Regulation, and any/all other applicable legislation (e.g. The Personal Health Information Act).

2. Promote a practice environment that supports responsibility, accountability, professional development, and respect for others by:
 - a. Acting as a mentor, coach, preceptor and/or resource to students, nursing colleagues and other members of the health-care team.
 - c. Identifying issues which could have an injurious effect on clients or others.
 - d. Participating in resolving professional practice issues that interfere with your ability to practice according to the College regulations, practice expectations, practice directions, Code of Ethics, and other provincial and federal legislation.
 - e. Demonstrating an understanding of and adherence to your duty to report, including reporting of unsafe practice, professional incompetence, professional misconduct and incapacity or unfitness to practice.

Competent Practice

Registered nurses are accountable and responsible to demonstrate competence in registered nursing practice. As an RN, you must:

3. Apply the entry-level competencies for registered nurses in your practice.
6. Demonstrate critical inquiry in planning for client care needs and evaluating care provided.

Professional Communication

Registered nurses are accountable and responsible to effectively communicate with the client, other health care providers, and the public, integrating the nursing perspective into professional communication. As an RN, you must:

11. Communicate effectively in complex and changing situations to promote care continuity and delivery of safe, competent and ethical care. Demonstrate willingness to answer clients' questions about their health care.

Ethical Practice

Registered Nurses recognize, promote, and uphold the ethical standards of the nursing profession. As an RN, you must:

14. Practice in accordance with the values outlined in the Code of Ethics.

*Client-centered Practice

The practice of registered nursing encompasses several domains such as clinical practice, education, administration, and research. Your client may be an individual, a family, a group of people, a community, or a population. Depending on your domain(s) of practice, a client may be a patient, a nursing student, a research participant, another member or other health-care provider. As an RN:

22. You must acknowledge your limitations in skill, knowledge and judgment and must ensure that you practice registered nursing within those limitations.

*Collaborative care

As an RN, you must:

26. When involved in providing for the health care of a client:
 - a. Work collaboratively and cooperatively with clients, families and other health-care providers in providing for the health care of the client and communicate effectively and appropriately with them;

- b. Ensure that you understand your role and the role of other health-care providers in providing for the health care of the client;
- g. Recognize the skill, knowledge, judgment, and roles of others involved in the client's care.

The Committee is reasonably satisfied that the information before them supports that the following values from the Code of Ethics apply in the circumstance.

CNA CODE OF ETHICS 2017

A. Providing Safe, Compassionate, Competent and Ethical Care

Nurses provide safe, compassionate, competent and ethical care.

Ethical responsibilities:

- 4. Nurses question, intervene, report and address unsafe, non-compassionate, unethical or incompetent practice or conditions that interfere with their ability to provide safe, compassionate, competent and ethical care; and they support those who do the same.
- 12. Nurses foster a safe, quality practice environment (CNA & Canadian Federation of Nurses Unions [CFNIJI, 2015).

G. Being Accountable

Nurses are accountable for their actions and answerable for their practice.

Ethical responsibilities:

- 1. Nurses, as members of a self-regulating profession, practise according to the values and responsibilities in the Code and in keeping with the professional standards, laws and regulations supporting ethical practice.
- 6. Nurses are attentive to signs that a colleague is unable, for whatever reason, to perform their duties. In such a case, nurses will take the necessary steps to protect the safety of persons receiving care.

The Committee is reasonably satisfied that the information before them supports that the following Entry Level Competencies apply in the circumstance.

1. Clinician

Registered nurses are clinicians who provide safe, competent, ethical, compassionate, and evidence-informed care across the lifespan in response to client needs. Registered nurses integrate knowledge, skills, judgment and professional values from nursing and other diverse sources into their practice.

- 1.1* Provides safe, ethical, competent, compassionate, client-centred and evidence-informed nursing care across the lifespan in response to client needs.
- 1.8* Recognizes and responds immediately when client safety is affected.

2. Professional

Registered Nurses are professionals who are committed to the health and well-being of clients. Registered Nurses uphold the profession's practice standards and ethics and are accountable to the public and the profession.

- 2.1* Demonstrates accountability, accepts responsibility, and seeks assistance as necessary for decisions and actions within the legislated scope of practice.

- 2.3* Exercises professional judgment when using agency policies and procedures, or when practising in their absence.
- 2.5 Identifies the influence of personal values, beliefs, and positional power on clients and the health care team and acts to reduce bias and influences.
- 2.6* Establishes and maintains professional boundaries with clients and the health care team.
- 2.7 Identifies and addresses ethical (moral) issues using ethical reasoning, seeking support when necessary.
- 2.11 Adheres to the duty to report requirements.
- 2.13 Recognizes, acts on, and reports, harmful incidents, near misses, and no harm incidents.
- 2.14 Recognizes, acts on, and reports actual and potential workplace and occupational safety risks.

3. Communicator

Registered Nurses are communicators who use a variety of strategies and relevant technologies to create and maintain professional relationships, share information, and foster therapeutic environments.

- 3.4 Uses conflict resolution strategies to promote healthy relationships and optimal client outcomes.
- 3.7* Communicates effectively in complex and rapidly changing situations.

4. Collaborator

Registered Nurses are collaborators who play an integral role in the health care team partnership.

- 4.1* Demonstrates collaborative professional relationships.
- 4.3 Determines their own professional and interprofessional role within the team by considering the roles, responsibilities, and the scope of practice of others.
- 4.5* Contributes to health care team functioning by applying group communication theory, principles, and group process skills

5. Coordinator

Registered Nurses coordinate point-of-care health service delivery with clients, the health care team, and other sectors to ensure continuous, safe care.

- 5.1* Consults with clients and health care team members to make ongoing adjustments required by changes in the availability of services or client health status.
- 5.3* Organizes own workload, assigns nursing care, sets priorities, and demonstrates effective time management skills

6. Leader

Registered Nurses are leaders who influence and inspire others to achieve optimal health outcomes for all.

- 6.11 Adapts practice to meet client care needs within a continually changing health care system.

7. Advocate

Registered Nurses are advocates who support clients to voice their needs to achieve optimal health outcomes. Registered Nurses also support clients who cannot advocate for themselves.

7.1* Recognizes and takes action in situations where client safety is actually or potentially compromised.

7.6* Advocates for safe, competent, compassionate and ethical care for clients.

9. Scholar

Registered Nurses are scholars who demonstrate a lifelong commitment to excellence in practice through critical inquiry, continuous learning, application of evidence to practice, and support of research activities

9.1* Uses best evidence to make informed decisions.

III. On these facts of the Complaints Investigation Committee records its disapproval of the Registrant's conduct.

RNs have a professional, ethical and legal obligation to report when they have information that another RN may be unfit to practice, and that they are not meeting Practice Expectations, the Code of Ethics and the Entry Level Competencies.

Through direct knowledge and interaction with a CRN colleague, you had reasonable suspicion that they may not be fit to practice. While this ought to have solicited an immediate reaction from you, you chose not to discuss your concerns with your CRN colleague and did not inform any member of your leadership team.

You permitted your CRN colleague to attend to her OR. You then attempted to find this CRN colleague. When you could not find her, you delegated the responsibility of taking action to another RN in the OR. This created a significant patient safety risk.

In addition, by delegating this responsibility to an RN, you failed to consider the power imbalance you created between yourself, the CRN, and the RN.

This staggering lapse in judgement failed your registered nursing colleagues, the patient slated to arrive in the OR and placed your employer at serious risk. With your level of experience and the leadership position you hold, there is no excuse for failing to intervene and immediately notifying leadership.

Registered nursing is a self-regulated profession in Manitoba. RNs must recognize that self-regulation is a privilege and that each RN has a continuing responsibility to meet the *Practice Expectations for Registered Nurses*, the *Code of Ethics for Registered Nurses*, the *Entry Level Competencies*, and all other requirements under the RHPA.

On these facts, the Committee records its disapproval of your lack of professionalism in failing to adhere to the ethical values and standards of nursing practice.

Although the conduct is sufficiently serious to refer to the Inquiry Committee, the Committee is mindful of the fact the Registrant does not have a disciplinary record.

The Censure will adequately protect the public while acting as a specific deterrence for you, the Registrant, and as a general deterrence for other RNs.

On these facts, the Committee believes that the Censure should be published in accordance with section 104(2) of the RHPA and orders that the Registrant to pay costs of \$1000 in accordance with section 104(4) of the RHPA.