



Annual Report 2021





April 29, 2022

The Honourable Audrey Gordon
Minister of Health and Seniors Care
Legislative Building
450 Broadway
WINNIPEG, MB R3C 0V8

VIA E-MAIL: minhsal@leg.gov.mb.ca

Dear Minister:

The College of Registered Psychiatric Nurses of Manitoba is pleased to present our 2021 Annual Report in accordance with the provisions of the *Registered Psychiatric Nurses Act*.

This report covers the period from January 1, 2021 to December 31, 2021 and includes statistical information and a financial statement of accounts of the College as required by the *Act*.

Respectfully submitted,

T. Thiele

Tracy Thiele, RPN
President

Table of Contents

About the College.....	3
Message from the President and Executive Director	4
Organizational Structure.....	6
Board of Directors	7
Committees	8
Setting Standards for Psychiatric Nursing Education and Practice	9
Promoting Good Practice and Preventing Poor Practice.....	10
Making Registration Decisions that are Transparent, Objective, Impartial and Fair	12
Ensuring the Continuing Competence of Its Registrants.....	19
Receiving Complaints, Conducting Investigations and Appeals, and Taking Appropriate Disciplinary Action	20
Finance Committee Report	23
Auditor’s Report	25

About the College



THE COLLEGE OF
REGISTERED PSYCHIATRIC NURSES OF MANITOBA

2021 - 2026

Strategic Priorities

Our Mission

The College of Registered Psychiatric Nurses of Manitoba regulates the psychiatric nursing profession to protect the public by ensuring safe, competent, and ethical practice.

Our Core Functions

The College of Registered Psychiatric Nurses of Manitoba achieves its mission through its core functions of:

- *setting standards for psychiatric nursing education and practice*
- *making registration decisions that are transparent, objective, impartial and fair*
- *ensuring the continuing competence of its registrants*
- *receiving complaints, conducting investigations and appeals, and taking appropriate disciplinary action*

1

Align and improve the regulatory framework to better protect the public

- Complete the transition and implementation of regulations under the Regulated Health Professions Act
- Prepare the governance structure to incorporate the board's governance vision in response to changing legislation & regulatory reform
- Continued awareness of external trends (changing population needs, changing health delivery systems, regulatory trends, workforce trends) & prioritize regulatory practices to action.

2

Support professional practice in a manner that protects and serves the public interest

- Ensure an effective continuing competence program and auditing processes.
- Ensure standards, competencies and practice resources are current for RPNs, including for RPN (AP)

3

Ensure cultural safety and humility

- Establish an anti-racism policy.
- Enshrine cultural safety expectations into entry level competencies, education approval, Standards and Code of Ethics, quality assurance programs, practice directions, existing policies, and practices.
- Implement relevant TRC recommendations and culturally safe and humble practices

4

Strengthen engagement and collaboration with the public, registrants, and other stakeholders

- Evaluate current engagement and develop a plan to improve and/or expand based on resources
- Collaborate with relevant stakeholders to educate and clarify roles, relationships, and responsibilities
- Continue involvement on provincial and national committees and engage with other regulatory and employer stakeholders, locally, provincially, and nationally

Message from the President and Executive Director

It is not possible to reflect on 2021, without recognizing the profound impact that COVID-19 has had on the physical and mental health of Manitobans.

The past two years have presented both opportunities and challenges for the CRPNM. The constantly changing landscape during the second year of the pandemic required that the College be agile and responsive to the needs of Manitobans, the system, students, Graduate and Registered Psychiatric Nurses, and their employers.

The CRPNM was pleased to support and contribute to Manitoba's pandemic response by expediting registration for former RPNs, supporting and guiding RPNs when they had to deliver psychiatric nursing care in new places or in new ways, and by ensuring psychiatric nursing graduates could enter or stay in the workforce when the registration exam had to be delayed. We also collaborated with our regulatory colleagues in the Manitoba Alliance for Health Regulatory Colleges (MAHRC), Manitoba Health, and Shared Health/SDO's to support Manitoba's pandemic response.

Our Board and Committee members adapted to new ways of meeting and proceeding with the work of the College when the public health orders prohibited us from meeting in person. We thank them for their commitment to our mandate and for their flexibility and responsiveness.

We are adapting and changing, but one of the things that has not changed is our commitment to regulate the registered psychiatric nursing profession in Manitoba in a manner that serves and protects the public interest. We are pleased to present our annual report and share some highlights of the activities the College has undertaken, or completed, in 2021.

Governing in the Public Interest

Planning for the future and preparing the College's governance structure for when the registered psychiatric nurse profession transitions to regulation under *The Regulated Health Professions Act* (RHPA) was a priority for the Board in 2021.

Framed in the context of our mandate to govern in a manner that serves and protects the public interest, the Board used its results-based strategic governance philosophy and the College's community engagement policy to support a systematic approach to data collection, consultation, and the development of our 2021-2026 strategic plan. We consulted with Registered Psychiatric Nurses (RPNs); current and former public Board and Committee members; education and practice leaders; and 4th year Bachelor of Science in Psychiatric Nursing (BScPN) students and examined our internal and external environments. The Board imagined its governance future and approved a 5-year strategic plan which can be found on page 3.

The Board immediately set to work to prepare our governance structure to incorporate the board's governance vision, the upcoming changes to our legislation and best regulatory practice. The Board size was decreased to eleven, as is required under the RHPA, and we implemented the President Elect role to ensure Board leadership succession in 2021.

The regulations that will transition the RPN profession to regulation under the RHPA were posted for public consultation on the Manitoba Regulatory Accountability portal and the CRPNM website from February 11 to April 11, 2022. In anticipation of their final approval, the Board will be consulting on new proposed by-laws in early May 2022. The proposed by-laws incorporate several changes that will take place due to the College's becoming governed under RHPA and will further advance a governance vision that is consistent with best regulatory practice.

Once the regulations have been approved, a document outlining the proposed by-law changes and the rationale will be posted on the [CRPNM website here](#).

Preparing for the Regulated Health Professions Act (RHPA)

The CRPNM continues to be actively engaged in the work required to transition the Registered Psychiatric Nursing profession to regulation under the Regulated Health Professions Act (RHPA). Some of the highlights of our work in 2021 include:

- Reviewing the final legal drafts of the CRPNM's General Regulation and the Practice of Registered Psychiatric Nursing regulation.
- Approval of the consultation draft of the CRPNM's General Regulation for public consultation.
- The introduction and ongoing development of jurisprudence learning modules as a requirement of the Continuing Competency Program once the RPN profession is regulated under the RHPA.
- Ensuring the College has the appropriate structures and fiscal and human resources in place for the transition to the RHPA, including updating the College's by-laws (as above) and the development of policies and practice directions.
- The development of the practice directions *RPN Scope of Practice in Manitoba- Reserved Acts, Limits and Conditions for Practice*, the *Reserved Acts that Require Additional Education and Using a Clinical Decision Tool*.
- A collaboration with the College of Registered Nurses of Manitoba (CRNM) and Shared Health on the RN and RPN Authorized Prescriber role. More information about this project can be found on page 11.
- The development of *Competencies, Scope of Practice and Practice Expectations* for the RPN Authorized Prescriber.

The College is fortunate to be able to rely on a committed group of staff and volunteers to accomplish its work. We wish to acknowledge the hard work and exceptional commitment of the board, staff, and committee members in supporting the CRPNM to achieve its mission, core functions, and strategic priorities. A complete list of Board members can be found on page 7. A list of the committees and their members can be found on page 8. A list of the staff can also be found on page 7.

We welcome any questions or comments on any of the items we have presented in this report.

Respectfully,

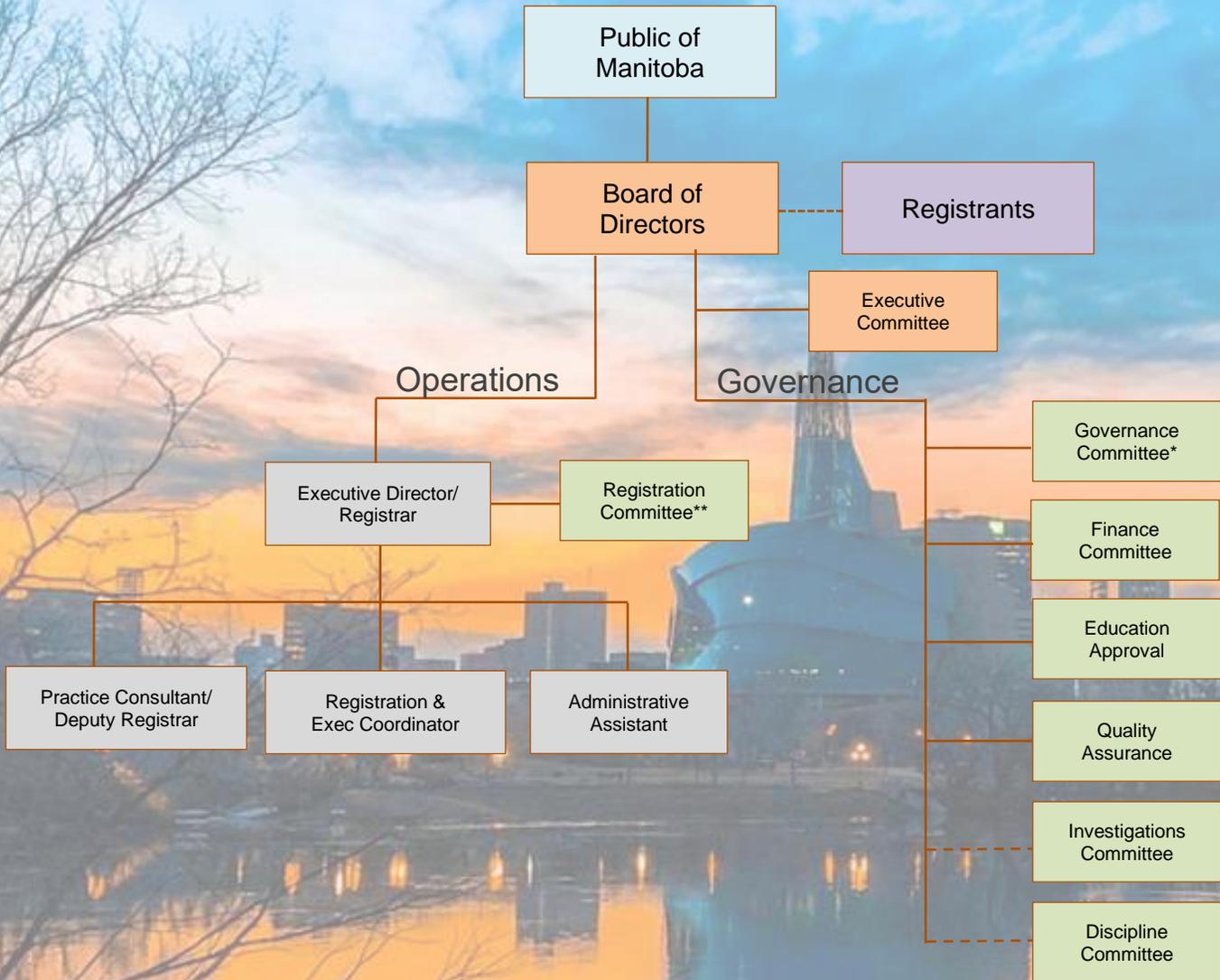


Tracy Thiele
President



Laura Panteluk
Executive Director

Organizational Structure



* The Governance Committee also acts as the College's Appointment/Nominations Committee

** The Registration Committee is a Registrar's Committee.

Board of Directors

CRPNM Board of Directors 2021



Tracy Thiele, RPN
President



Wanda Brine, RPN
President Elect



Richard Zwiep, RPN



Annette McDougall, RPN



Andrea Thomson, RPN



Maija Majalahti, RPN



Melissa Ramharakh, RPN



Candice Holden-Piush,
Public Representative



Joanne Burns,
Ministerial Appointment



Carole Lupkowski,
Ministerial Appointment



Destiny Watt,
Ministerial Appointment

CRPNM Staff



Laura Panteluk, RPN
Executive Director/
Registrar



Ryan Shymko, RPN
Practice Consultant/
Deputy Registrar



Marigrace Licerio,
Registration and
Executive Coordinator



Sherry Leynes,
Administrative
Assistant



John Schmidt,
Contract Accountant

CRPNM Committees 2021-2022

Governance Committee

The Governance Committee ensures effective board governance and leadership through board and statutory committee succession planning and board member development. The Governance Committee also acts as the College's appointment and nominating committee.

Chair/RPN	Lynda Stiles
RPN	Tracy Thiele
RPN	Wanda Brine
RPN	Richard Zwiép
Public Rep	Barb Gemmell

Quality Assurance Committee

The Quality Assurance Committee ensures that Registered Psychiatric Nurses maintain their competence to practice by monitoring the *Code of Ethics and Standards of Psychiatric Nursing Practice* and by ensuring compliance in the CRPNM Continuing Competence Program.

Chair/RPN	Teri Stefanation
RPN	Isabelle Jarrin
RPN	Tina Curtis
RPN	Kyla Johnston
RPN	Kimberly Dawn Sawatsky
RPN	Iulia Macavei
RPN	Sharran Mullins
Public Rep	Kate Dubberley

Investigation Committee

The Investigation Committee's role is to review complaints made against members or former members and determine how to best deal with the matter. The Investigation Committee's options are identified in the *Registered Psychiatric Nurses Act*.

Chair/RPN	Christine Prociuk
RPN	Kris Lischynski
RPN	Arlene MacLennan
RPN	Val Mondor
Public Rep	Brian Bjorklund
Public Rep	Norman Schatz
Public Rep	Dale Oleschuk

Discipline Committee

The Discipline Committee's role is to hold a hearing into matters that are referred from the Investigation Committee.

RPN	Jacque Williams
RPN	Alexandria Taylor
RPN	John Jackson
RPN	Amudat (Nikky) Oladeji
RPN	Dixie Tomchuk
RPN	Lori Kemp
RPN	Jennifer McKelvey
Public Rep	Lee-Ann Dowsett
Public Rep	Gil Johnston
Public Rep	Patrick Desrochers

Finance Committee

The Finance Committee assists the Board of Directors to fulfill its fiduciary responsibilities for financial reporting, internal controls, auditing, and accountability for the use of the College's assets.

Chair	Joanne Burns
RPN	Sara Wikstrom
Public Rep	Kristen Kroeker

Psychiatric Nursing Education Approval Committee

The Psychiatric Nursing Education Approval Committee ensures that the program(s) for psychiatric nursing education leading to registration as a Registered Psychiatric Nurse in Manitoba meet the *Standards and Indicators for Approval of Psychiatric Nursing Education in Manitoba*, as referenced in the *Registered Psychiatric Nurse Regulation*.

Chair/Public Rep	Atlanta Sloane-Seale
RPN	Patrick Griffith
RPN	Isabelle Jarrin
RPN	Doreen Fey
RPN	Ashley Stewart
Ministerial Appointment	Anju Bajaj

Setting Standards for Psychiatric Nursing Education and Practice

Psychiatric Nursing Education Approval

The *Registered Psychiatric Nurses Act* gives the College of Registered Psychiatric Nurses of Manitoba (CRPNM) the legislated responsibility for the approval of psychiatric nursing education programs in Manitoba. The Psychiatric Nursing Education Approval Committee (PNEAC), a standing committee required by legislation, is responsible to ensure regular review and follow up with the psychiatric nursing education program.

The primary goals of the approval process are:

- to safeguard the public interest by ensuring that education programs that prepare Registered Psychiatric Nurses meet the *Standards and Indicators for Approval of Psychiatric Nursing Education in Manitoba* (the “Standards and Indicators”), as referenced in the Registered Psychiatric Nurse Regulation Amendment (2015); and,
- to improve the quality of the education programs that prepare Registered Psychiatric Nurses through the process of regular program evaluation using external review and follow up.

The Bachelor of Science in Psychiatric Nursing (BScPN) Program



The Bachelor Science in Psychiatric Nursing (BScPN) program at Brandon University was formally evaluated in 2020. The Board awarded the BScPN program a 4-year approval. The PNEAC follows up on any recommendations from the approval process. The critical recommendations provide a framework for quarterly and annual reporting and for ongoing communication, stakeholder engagement and program evaluation. The BScPN program will next be formally evaluated in 2024.

Psychiatric Nursing Refresher Program



The Douglas College Psychiatric Nursing Refresher Program in British Columbia is a unique Canadian program. This is the only psychiatric nursing refresher program in the country and the one that is used by all the Canadian jurisdictions for applicants who no longer meet the practice hour requirements. It is critical that the theoretical and clinical components of the refresher program are current and relevant and that the graduates are prepared to re-enter the profession with the competencies of expected of current graduates.

The refresher program is subject to an external evaluation process because it leads to entry onto the register/re-entry into the profession in Manitoba. The British Columbia College of Nurses and Midwives (BCCNM) assumes the responsibility of reviewing the Psychiatric Nursing Refresher Program.

The evaluators report and the BCCNM's approval recommendation were accepted, and the Board awarded the Psychiatric Nursing Refresher Program a 4-year approval.

Promoting Good Practice and Preventing Poor Practice

Quality Assurance Committee

The Quality Assurance Committee plays an instrumental role in assisting the College to prepare for the *Regulated Health Professions Act*. While the RHPA and the profession specific regulations will provide the overarching regulatory structure, there is much work to be done to operationalize this structure once it is in place.

The Quality Assurance Committee has developed the practice directions and interpretive documents that will guide Registered Psychiatric Nurses in their practice under this new regulatory framework. In 2021, this has included the documents that will define the scope of practice of the profession and the requirements for the reserved acts that require additional education.

Collaboration with Other Regulators

The CRPNM works collaboratively with other health regulators on a variety of common regulatory issues.

Reserved Acts Requiring Additional Education

Some of the reserved acts under the RHPA will require additional education, approved by the College. While each of the three nursing professions (LPNs, RNs and RPNs) will have different reserved acts that require additional education, the three nursing Colleges have been working together to identify common standards and processes for the recognition of the programs that will provide this additional education.

Joint Jurisprudence Modules

Sixteen (16) health regulatory bodies began work on a joint jurisprudence module entitled “Equity and Cultural Humility” in the fall of 2021. The content is intended to be an introduction to the concepts of equity, equality, cultural humility, cultural bias, and cultural safety. The regulatory bodies participating in this collaboration include:

College of Registered Nurses of Manitoba
College of Registered Psychiatric Nurses of Manitoba
College of Dietitians of Manitoba
Manitoba Association of Optometrists
Manitoba Naturopathic Association
Manitoba Dental Association
Manitoba Chiropractors Association
College of Medical Laboratory Technologists of Manitoba
Manitoba Association of Registered Respiratory Therapists

College of Dental Hygienists
College of Paramedics of Manitoba
College of Physiotherapists of Manitoba
Psychologists Association of Manitoba
College of Midwives of Manitoba
College of Pharmacists of Manitoba
Opticians of Manitoba

It is anticipated that the module will be completed in the Spring of 2022.

Authorized Prescriber *transition project*

This project is sponsored by the College of Registered Nurses of Manitoba (CRNM), the College of Registered Psychiatric Nurses of Manitoba (CRPNM) and Shared Health. The project seeks to improve services to populations within Manitoba by developing and implementing strategies to advance the provincial Registered Nurse (RN) and Registered Psychiatric Nurse (RPN) Authorized Prescriber (AP) roles. Shared Health became a partner on this project knowing there is clear alignment with the Provincial Clinical Services and Preventative Plan.

The goals of the project include:

- Supporting RNs and RPNs in Manitoba to develop and practice within the legislated scope of practice of the Authorized Prescriber (AP) role**
- Providing RNs and RPNs with access to appropriate resources, including educational modules, so that they can acquire the skills required for safe, competent, and ethical prescribing practice in the context of a specific practice population
- Ensuring the appropriate supply and utilization of Authorized Prescribers (APs); and,
- Developing programs, determining funding opportunities, and creating employment opportunities for APs

A steering committee consisting of leaders representing employers, regional health authorities/service delivery organizations, education, physicians, government, Indigenous health, and the public continue to provide oversight to the project with the final deliverables to be reported in the spring of 2022. A working group has also delivered on a final document that examines the role of the AP as well as providing guidance on education requirements and research opportunities.

[Learn more about the AP Toolkit](#)

**The RPN profession is not yet regulated under The Regulated Health Professions Act, but CRPNM has proposed regulations that would introduce a RPN (AP) in the areas of Sexual and Reproductive Health and Sexually Transmitted Infections and Blood-Borne Pathogens (STBBI) and Diabetes Health. These regulations are subject to final approval by government.

a collaboration of:



This collaboration has created opportunities examine and demonstrate how RN and RPN authorized prescribers might help to meet the population need, improve access, focus on early prevention and intervention, and decrease emergency room visits and hospitalizations.

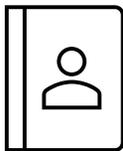
Participation in the Authorized Prescriber Transition project has allowed the CRPNM to proactively address any implementation issues with respect to the RPN (AP) and to prepare for the eventual approval of the regulations. In 2021, this work included the adoption and Board approval of the Practice Expectations, Competencies and Scope of Practice documents for the RPN (AP) and the identification of alternative pathways to achieve the AP notation.

The success of the project is a testament to the collaboration. Funding has been approved for the development of a clinical competence assessment at the University of Manitoba and the diabetes health education modules at Red River Polytechnic. The project, and the administration of the approved funding to facilitate registration for the required coursework and clinical competence assessment (CCA), will ultimately transition to Shared Health and employers for implementation.

A communication plan has been developed and will be implemented in 2022.

[Updates to the Registered Psychiatric Nurse \(Authorized Prescriber\) Role are posted here.](#)

Practice Consultation & Support



Providing practice consultation and support is one of the ways that the CRPNM supports RPNs in their practice. The College supports professional practice by assisting RPNs to understand the *Standards of Psychiatric Nursing Practice* and the CRPNM *Code of Ethics* and to apply them to their practice. In this way, the CRPNM meets its public protection mandate by promoting good practice and preventing poor practice.

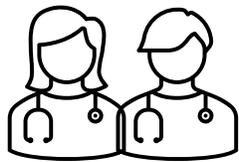
The CRPNM Practice Consultant provides presentations to workplaces and to students on a variety of professional practice issues and is available for consultation to individual RPNs and to employers. The Practice Consultant also participates in, or provides support to, various local, provincial, or interprovincial and national committees that address professional practice issues.

Making Registration Decisions that are Transparent, Objective, Impartial and Fair

The Fair Registration Practices in Regulated Professions Act

On an annual basis, the CRPNM submits registration data as required by the Fair Registration Practices Office (FRPO) on the status of internationally educated psychiatric nursing applicants. This data informs operational and strategic planning activities and highlights the need for continuous review of our website and application processes to ensure they are fair and accessible to our internationally educated applicants.

National Nursing Assessment Service (NNAS)



The National Nursing Assessment Service (NNAS) coordinates a consistent national approach for internationally educated nurses (IENs) seeking registration in Canada. Since 2014, all internationally educated nurse applicants, be they RN, RPN or LPN, wishing to come to Canada apply through the National Nursing Assessment Service.

Applicants apply through the NNAS web portal and submit all the supporting documents for initial assessment (steps 1-4) through the NNAS. Once the assessment is complete, the applicant is ready to apply to the nursing profession(s) and province(s) of their choice. The Internationally Educated Psychiatric Nurse (IEPN) only becomes an applicant to CRPNM after they have made this choice and have initiated the registration application process with CRPNM. The number of IEPN applicants decreased during the pandemic. In 2021, the CRPNM registered one new internationally educated applicant.

Report on Registration



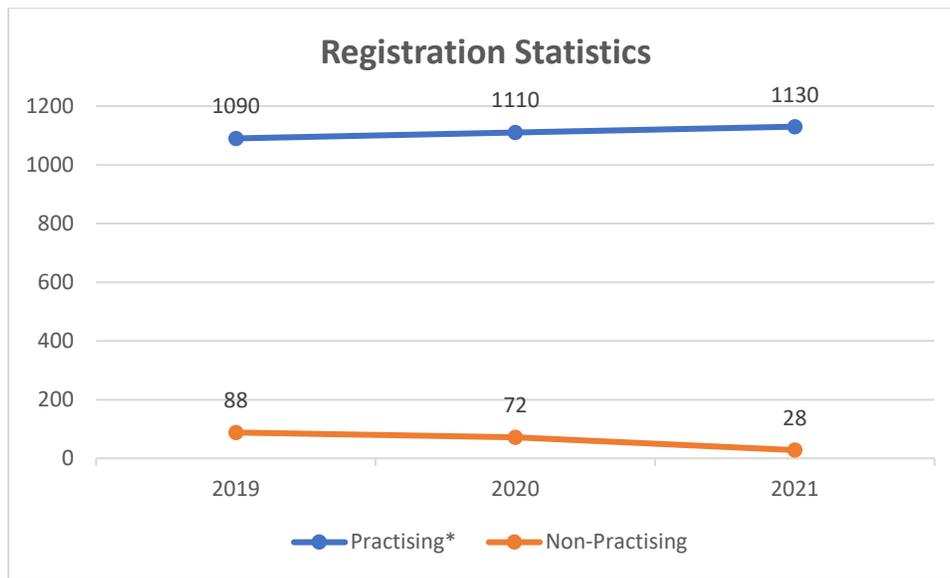
To meet its public protection mandate, the CRPNM ensures valid and timely registration, and the prevention of unauthorized practice by implementing policies and processes for initial and continued registration. These policies and processes are consistent with the requirements of the *Registered Psychiatric Nurses Act* and the *Registered Psychiatric Nurses Regulation*.

The 24/7 availability of the Member Portal ensures the accurate and timely collection of registration and employment data. The online public register can be accessed through the CRPNM website, and an online registration verification system assists employers to meet their obligations under the *Registered Psychiatric Nurses Act*.

Complete employment information is a requirement of the *Registered Psychiatric Nurses Act* but is also essential for health human resource planning. On an annual basis, the CRPNM submits registration data, in aggregate form, to Manitoba Health and the Canadian Institute for Health Information (CIHI) for this purpose. The CRPNM does not share personal member information with other persons or agents except where required by law.

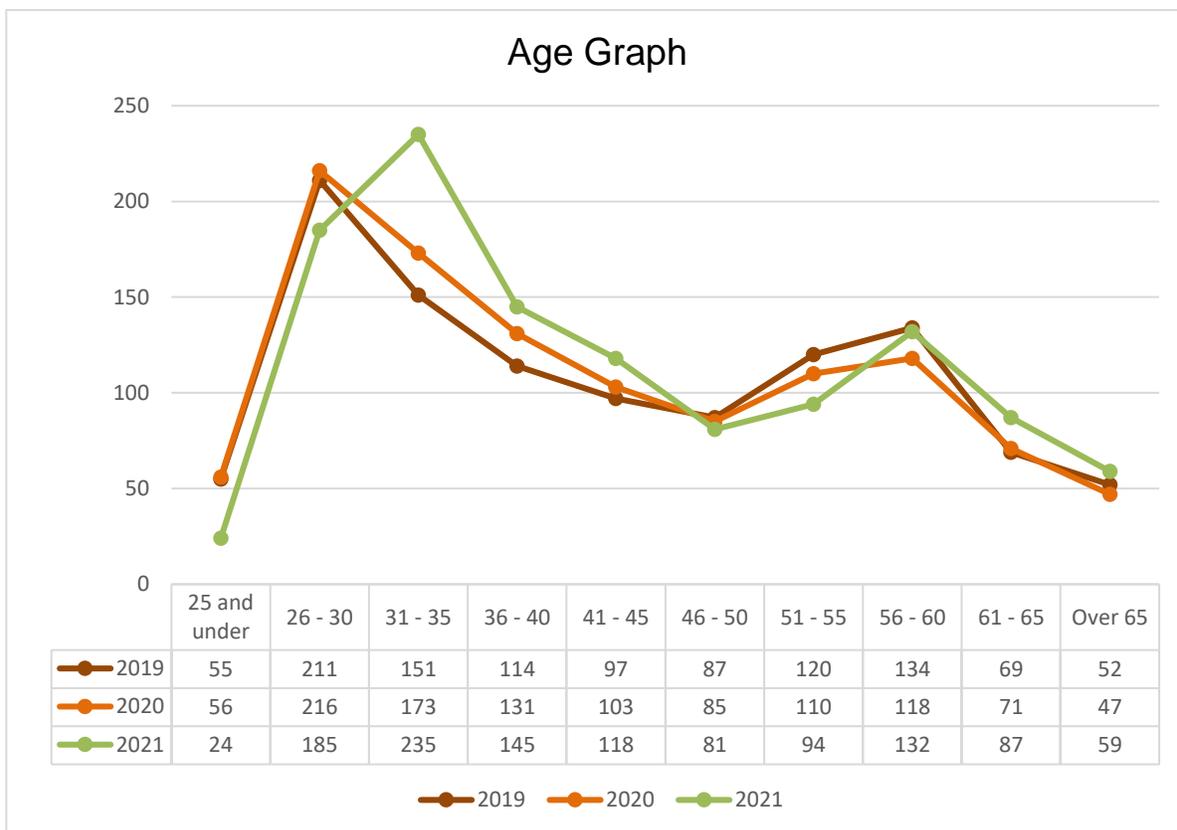
The CRPNM works to ensure the accuracy of the data and works with others, like Manitoba Health, to put the data in context. The data in this report, unless otherwise specified, was captured December 31, 2021.

Registration Statistics



**These numbers also include those that were on the graduate register and the Temporary-Pandemic Service register at December 31st*

Demographics of the Current Supply



The number of RPNs over the age of 55 increased in 2021 (n=278), following a decrease in 2020 (n=236). Those RPNs who are 55+ age category represents 25% of the current RPN workforce. When we add in the RPNs who are in the 51-55 age category, this increases to 33%.

Currently, the number of RPNs in the 25 and under and the 26-35 age categories offset the number of RPNs who are leaving the register. However, a significant number of those who were previously under 30 are now in the 31-35 age category. We expect to see increased numbers in these categories post-pandemic as the number of graduates from the BScPN program is expected to return to pre-pandemic levels.

Supply - New Graduates



The CRPNM collects data on the number of graduates who wrote the registration examination and subsequently register. The number of graduates in the calendar year is defined as those individuals who have met all the requirements for registration, except for the successful completion of the Registered Psychiatric Nurses of Canada Examination (RPNCE). These individuals have successfully completed the Bachelor of Science in Psychiatric Nursing (BScPN) program.

Year	Total Number of Graduates Who Wrote the Registration Exam	Number & Percent Who Did Not Register	Reason
2021	52	4 (8%)	2 in process, 2 transfers to BC
2020	60	6 (10%)	4 transfers to AB, 1 transfer to BC, 1 transfer to SK
2019	76	2 (<3%)	2 transfers to SK
2018	76	3 (<4%)	2 transfers to SK, 1 in process
2017	75	1 (<1%)	1 transfer to SK

New Graduates Who Were New Registrants

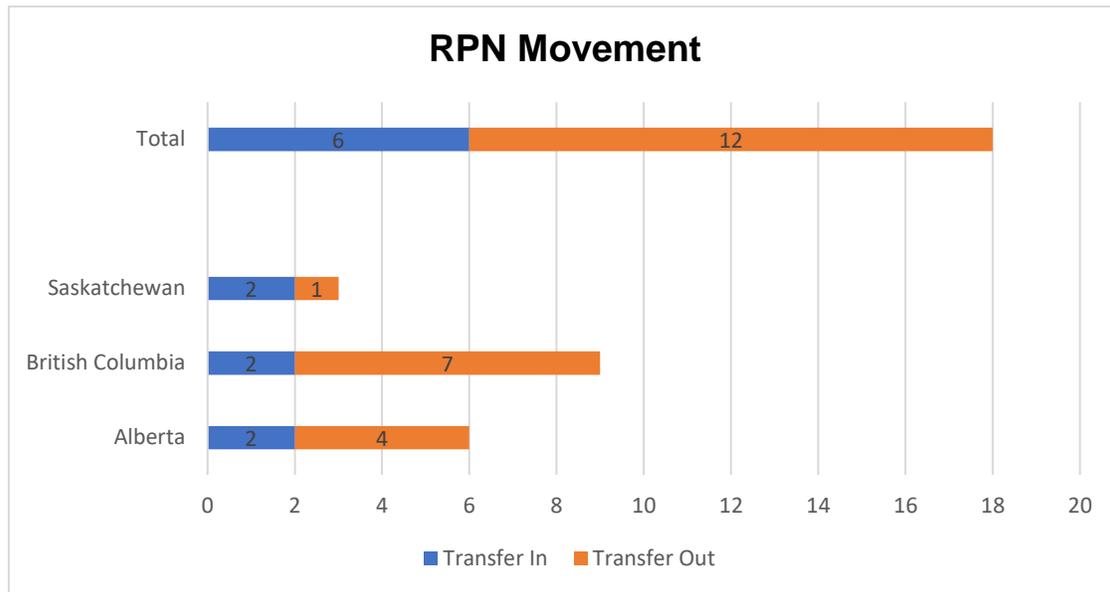
There were fifty-two (52) new graduates who completed the BScPN program and registration exam in the 2021 calendar year. The decrease in the number of graduates who wrote the registration exam in 2021 was mostly related to interruptions in the BScPN program because of the pandemic. The number of graduates from the BScPN program is expected to return to pre-pandemic levels in 2022.

Not all new graduates register in the year that they complete the psychiatric nursing education program. Some immediately seek registration in another psychiatric nursing jurisdiction. Others chose to register in the next calendar year.

In the past five years, the average retention rate for new psychiatric nursing graduates who have written the registration exam has been 95%. The rate of retention has increased from 92% in the previous five-year period. The highest rate of retention was in 2017 at 99%.

Supply - Out of Province/Out of Country

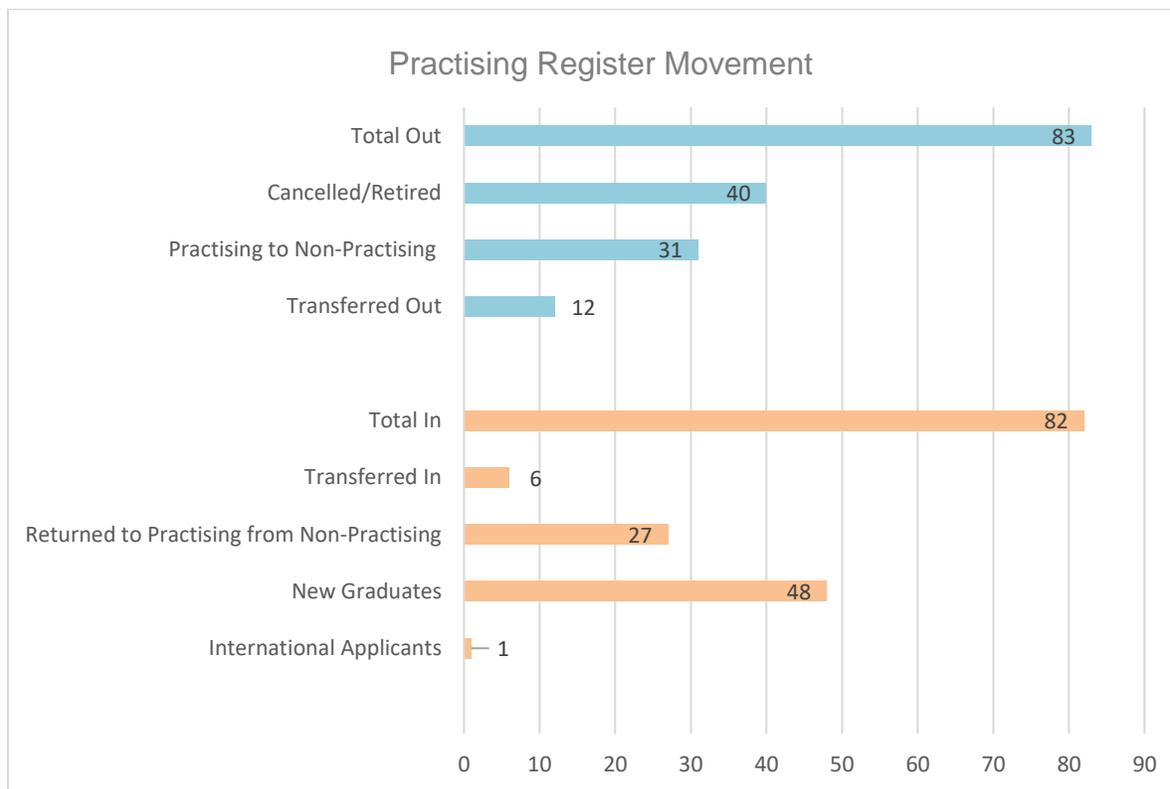
The *RPN Endorsement Agreement* identifies the requirements that facilitate the mobility of RPNs between the jurisdictions that currently regulate the psychiatric nursing profession in Canada. The agreement also ensures that the RPN regulators in Canada meet the labour mobility obligations under the *Canadian Free Trade Agreement (CFTA)*.



The “transfer in” numbers are actual numbers. The “transfer out” data is collected when an RPN has requested that the CRPNM confirm their registration to another psychiatric nursing jurisdiction.

As of December 31, 2021, twelve (12) RPNs requested that their registration be confirmed to facilitate a transfer to another jurisdiction. Not all RPNs who made this request have left the province. Some RPNs hold registration in more than one jurisdiction.

Supply - Movement Between the Registers



Unlike the previous graphs, the above graphs illustrate the movement to and from the Practising register throughout 2021.

Thirty-one (31) RPNs who were on the Practising register in 2020, moved to Non-Practising register on January 1, 2021. These RPNs cited maternity/paternity leave, medical leave, or retirement as the reason.

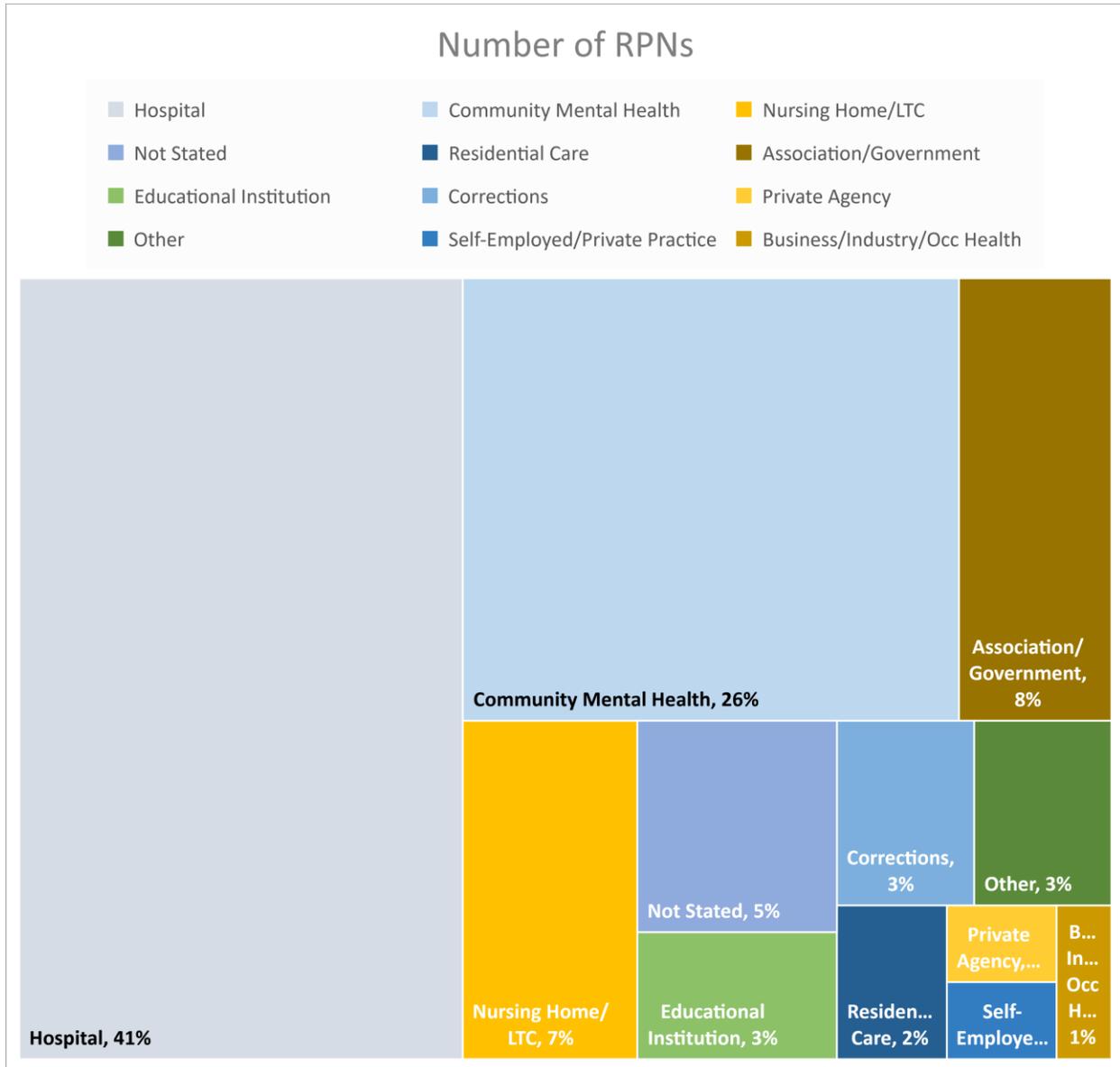
Those that move to the Non-Practising register due to maternity/paternity leave are, for the most part, considered to be only temporarily unavailable to the workforce. The return to the workforce is demonstrated in 2021 when twenty-seven (27) RPNs returned to the Practising register.

Supply – Non-Renewal at December 31st

At midnight on December 31, 2021, forty (40) RPNs were cancelled for non-renewal. The number of cancellations was lower than the previous year when there were sixty-nine (69). Of those who informed the College that they were not renewing, the majority indicated that they were cancelling their registration because they have retired. Others indicated that they were not renewing because they had transferred to another jurisdiction.

Utilization of the Current RPN Supply

Practising Registrants – Primary Place of Work (2021)



Data about where RPNs work is captured during the annual registration renewal process. While more discrete data is collected, some data elements are suppressed due to small numbers (<5). For reporting purposes, some of the data elements are combined. For example, *Community Mental Health* includes community mental health and family services. The majority of RPNs in this category work in community mental health services.

Ensuring the Continuing Competence of Its Registrants

Registered Psychiatric Nurses have long engaged in activities to maintain their competence. The Continuing Competence Program is another way that the CRPNM supports professional practice while meeting its obligations under the *Registered Psychiatric Nurses Act* and its attendant regulation.

The CRPNM Continuing Competence Program was fully implemented in 2005 and the first audit process was implemented in 2006. The audit process occurs annually and reminds RPNs that they are required to keep documentation of a self-assessment, a learning plan and their continuing competence activities and requires that RPNs engage in a reflective practice process.

A review of the Continuing Competence Program (CCP), including updates to the core documents, policies, and the audit, is planned for 2022-2023.

Jurisprudence Modules

The College introduced two jurisprudence modules in 2020 as another piece of the CRPNM's Continuing Competence Program.



- Regulation 101 - The Regulated Health Professions Act
- Pause Before You Post - Social Media Awareness



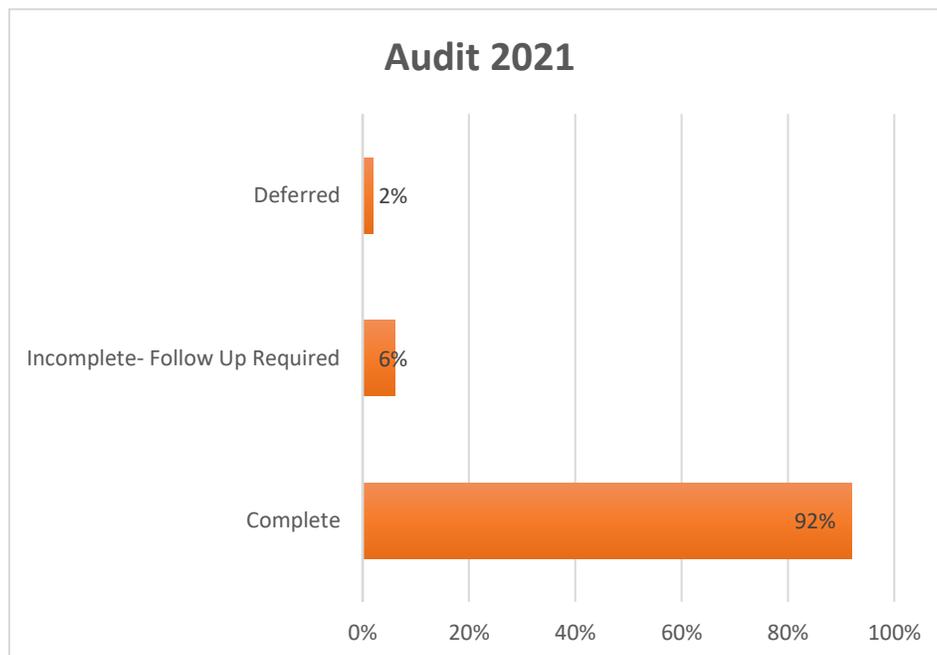
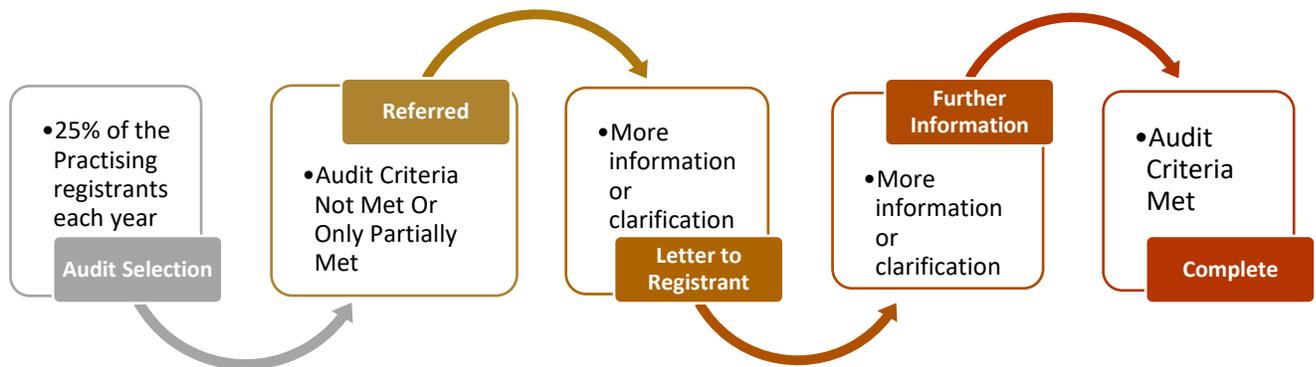
The jurisprudence modules were introduced on a voluntary basis and RPNs were encouraged to complete these in advance of this becoming a registration renewal requirement. By the end of 2021, over one hundred and fifty RPNs completed the Regulation 101 module.

Completion of the Regulation 101 jurisprudence module will be a requirement for registration renewal in 2022.

As noted elsewhere in this report, a jurisprudence module on Equity and Cultural Humility will be introduced in 2022.

Continuing Competence Program Audit

The CRPNM normally selects 25% of RPNs to complete the audit process each year. The audit cycle occurs over a five-year period and RPNs are randomly selected. An RPN could be randomly selected more than once in the five-year period. In 2021, a total of 262 RPNs were selected for the audit with a total of 252 completing the audit process and 14 RPNs requiring further information or clarification.



Receiving Complaints, Conducting Investigations and Appeals, and Taking Appropriate Disciplinary Action

Through its website, the CRPNM has ensured that there is clear, transparent, and accessible information for RPNs, employers and members of the public about the CRPNM's complaint process.

Investigation Committee



Complaints can be made by employers, other RPNs, or members of the public. The Investigation Committee, composed of four (4) RPNs and three (3) public representatives, reviews all complaints and determines how to best deal with the matter.

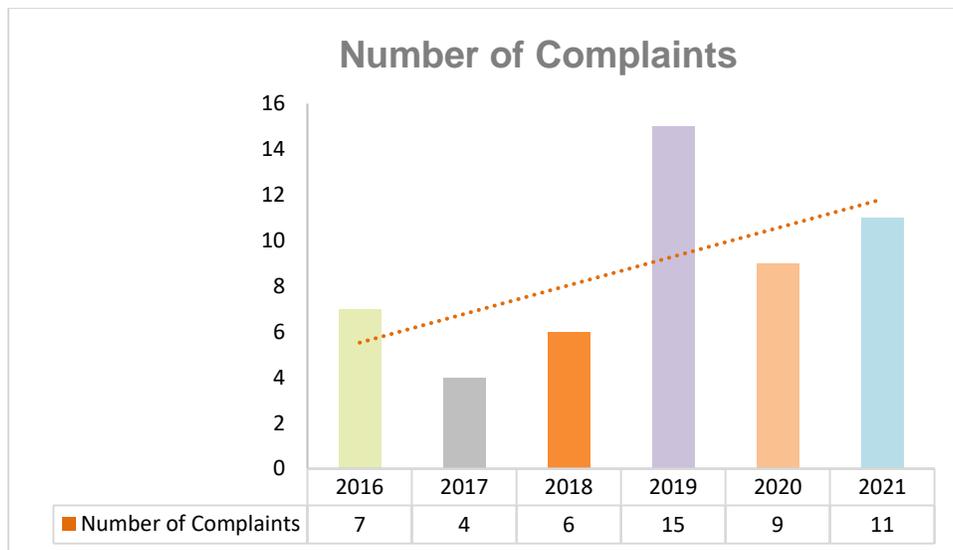
The mandate of the Investigation Committee is to protect the public interest. To achieve this mandate, it must decide what actions, if any, are required. The Committee's options are identified in section 23(1) of the *Registered Psychiatric Nurses Act*.

The Investigation Committee received and reviewed eleven (11) new complaints in 2021. The nature of the complaints and the dispositions are outlined in the table below.

ID Number	Complaint	Final Disposition
2021-1	Unprofessional conduct. Insensitive and disrespectful communication in the workplace	Agreement pursuant to section 23 (1) (d) of the <i>Registered Psychiatric Nurses Act</i> .
2021-2	Inadequate communication and documentation of clinical information. Failure to assess. Poor clinical judgment. Unsafe medication administration and inappropriate storage and wasting of medications.	Referral to investigation. Voluntary surrender of certificate of registration pursuant to 23(1)(e) of the <i>Registered Psychiatric Nurses Act</i> .
2021-3	Forced and unlawful administration of IM medication.	No further action
2021-4	Poor judgement and decision making. Knowledge/competency gaps	Agreement pursuant to section 23 (1) (d) of the <i>Registered Psychiatric Nurses Act</i> .
2021-5	Forced and unlawful administration of IM medication. False reporting and documentation.	No further action
2021-6	Complicity in forced administration of IM medication.	No further action
2021-7	Unsafe and unskilled practice. Unprofessional conduct. Disrespectful communication in the workplace.	Agreement pursuant to section 23 (1) (d) of the <i>Registered Psychiatric Nurses Act</i> .
2021-8	Unprofessional assessment. Inappropriate boundaries.	Agreement pursuant to section 23 (1) (d) of the <i>Registered Psychiatric Nurses Act</i> .
2021-9	Impairment at work.	Agreement pursuant to section 23 (1) (d) of the <i>Registered Psychiatric Nurses Act</i> .

ID Number	Complaint	Final Disposition
2021-10	Poor judgment and boundaries in supervisory role.	No further action
2021-11	Failure to follow physician orders. Breach of the Personal Health Information Act (PHIA).	No further action

Complaints by Year (2016-2021)



Discipline Decisions

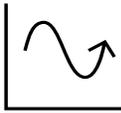
The College publishes decisions in accordance with the requirements of *The Registered Psychiatric Nurses Act* (the “Act”) and *The Registered Psychiatric Nurses Regulation* (the “Regulation”) and for the purposes of:

- Public accountability; and,
- Deterring and preventing professional misconduct and unacceptable practice by informing and educating members.

Discipline decisions are findings of the College’s Discipline Committee. They inform members and the public of the outcome of discipline hearings.

There were no discipline decisions in 2021.

Finance Committee Report



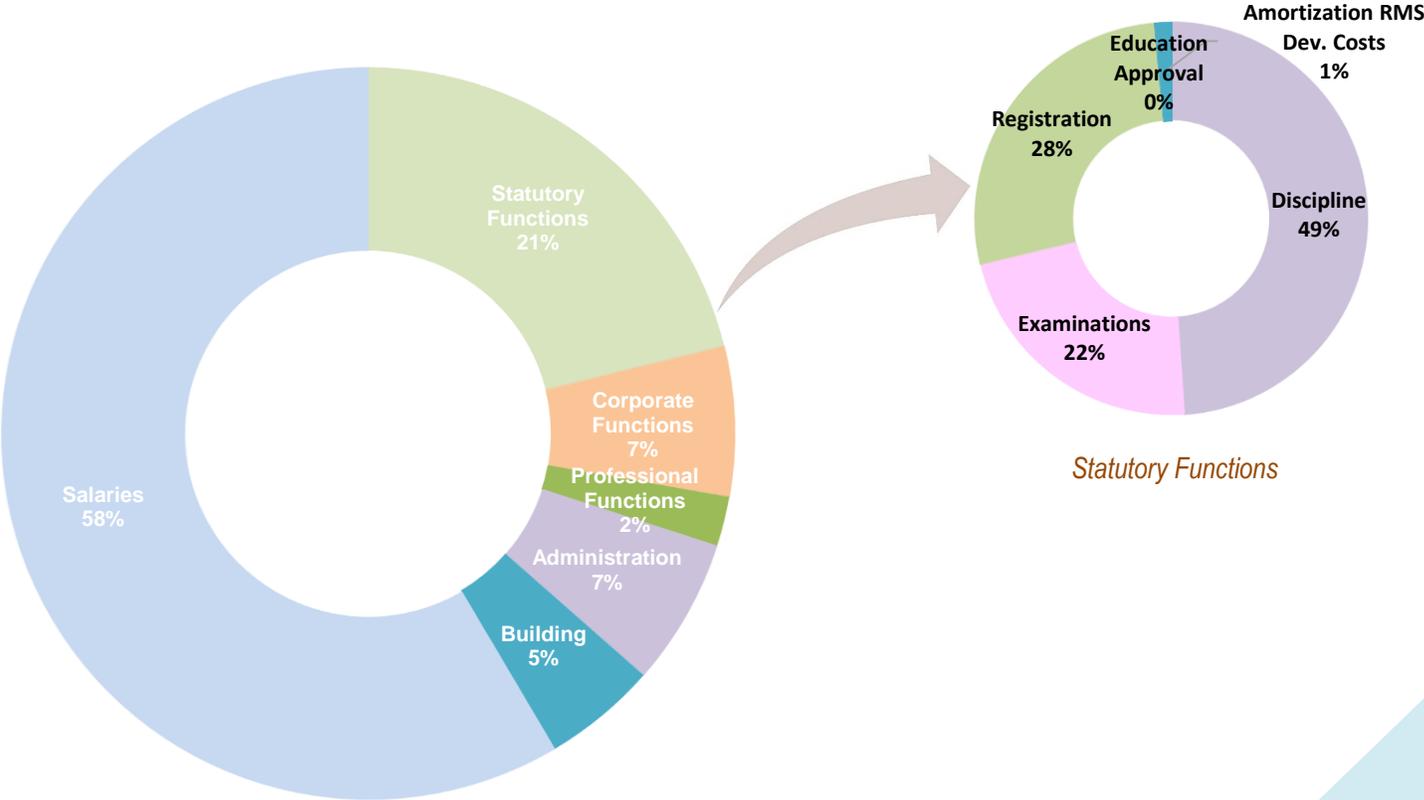
The CRPNM Board of Directors has approved the audited financial statements for the year ending December 31, 2021. The complete audited financial statements can be found on the following pages. The audited financial statements will also be presented at the CRPNM Annual General Meeting, being held on June 23, 2022 via GoTo Webinar, where members of the Board and staff will be available to answer any questions.

The College’s primary and most significant source of revenue are registration fees. Registration with the CRPNM gives members with the legal authority to call themselves a Registered Psychiatric Nurse and the privilege of being one of Manitoba’s regulated health professions. The CRPNM is mandated, by the government of Manitoba and the *Registered Psychiatric Nurses Act*, to carry out its activities and govern its members in a manner that serves and protects the public interest.

The registration fees support the work of the College in fulfilling the legislated mandate to regulate the practice of all RPNs in the public interest.

The last page of the auditor’s report is the *Schedule 1 - General Fund Expenses*. This schedule breaks down expenses by functional category and compares this year expenses to last year. The following chart identifies how the CRPNM’s funds were spent in 2021.

How Funds Were Spent in 2021



Setting the Registration Fees – Increases for 2023

One of the Board's responsibilities is to ensure that the College has sufficient resources to finance its operations. In exercising this responsibility, the Board uses a 5-year planning tool to forecast the impact of various scenarios on our revenue and expenses and makes recommendations about the registration and other fees.

The Board carefully considered what is happening in the external environment, including the expenses to implement *The Regulated Health Professions Act*, the College's rising discipline costs and the assumptions used in the 5-year plan to determine the Practising and Graduate registration fees for 2023.

The CRPNM Board of Directors approved a fee increase of 3.5% (\$20), setting the 2023 Registered Psychiatric Nurse (RPN) registration fee at \$594 (plus the GST).

The 2023 Graduate Psychiatric Nurse (GPsyN) registration fee was set at \$125 (plus the GST) effective January 1, 2023.

Auditor's Report

COLLEGE OF REGISTERED PSYCHIATRIC NURSES OF MANITOBA

Financial Statements

Year Ended December 31, 2021



COLLEGE OF REGISTERED PSYCHIATRIC NURSES OF MANITOBA
Index to Financial Statements
Year Ended December 31, 2021

	Page
INDEPENDENT AUDITOR'S REPORT	1 - 2
FINANCIAL STATEMENTS	
Statement of Financial Position	3
Statement of Revenues and Expenditures	4
Statement of Changes in Net Assets	5
Statement of Cash Flows	6
Notes to Financial Statements	7 - 11
General Fund Expenses (<i>Schedule 1</i>)	12



INDEPENDENT AUDITOR'S REPORT

To the Members of College of Registered Psychiatric Nurses of Manitoba

Opinion

We have audited the financial statements of College of Registered Psychiatric Nurses of Manitoba (the College), which comprise the statement of financial position as at December 31, 2021, and the statements of revenues and expenditures, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the College as at December 31, 2021, and the results of its operations and cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO).

Basis for Opinion

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

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with ASNPO, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

(continues)

Independent Auditor's Report to the Members of College of Registered Psychiatric Nurses of Manitoba
(continued)

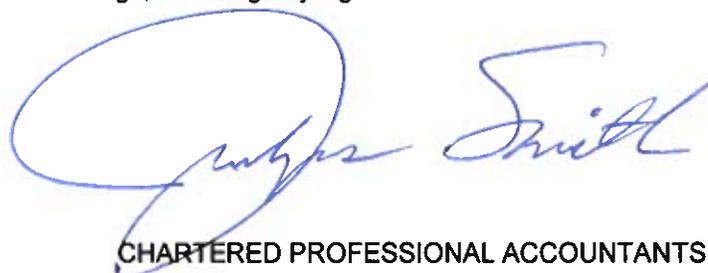
Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

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



CHARTERED PROFESSIONAL ACCOUNTANTS

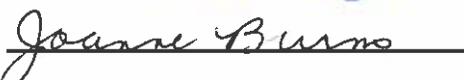
Winnipeg, Manitoba
March 19, 2022

COLLEGE OF REGISTERED PSYCHIATRIC NURSES OF MANITOBA
Statement of Financial Position
December 31, 2021

	2021	2020
ASSETS		
CURRENT		
Cash	\$ 292,506	\$ 336,672
Marketable securities	119,962	194,173
Accounts receivable	2,243	3,180
Accrued Interest receivable (Note 2)	2,685	4,480
Prepaid expenses	10,333	15,076
	<u>427,729</u>	<u>553,581</u>
LONG TERM INVESTMENTS (Notes 2, 3)	418,000	334,500
CAPITAL ASSETS (Notes 2, 4)	164,309	148,716
REGISTRATION MANAGEMENT SYSTEM DEVELOPMENT COSTS (Note 5)	7,350	9,450
	<u>\$ 1,017,388</u>	<u>\$ 1,046,247</u>
LIABILITIES		
CURRENT		
Accounts payable	\$ 97,857	\$ 142,564
Goods and services tax payable	26,533	30,847
Employee deductions payable	11,485	11,159
Prepaid membership fees	612,498	591,512
Unearned rent	3,240	3,240
	<u>751,613</u>	<u>779,322</u>
CEBA LOAN (Note 7)	40,000	30,000
	<u>791,613</u>	<u>809,322</u>
NET ASSETS		
GENERAL FUND	211,708	207,265
BUILDING AND EQUIPMENT RESERVE FUND (Note 6)	14,067	29,660
	<u>225,775</u>	<u>236,925</u>
	<u>\$ 1,017,388</u>	<u>\$ 1,046,247</u>

ON BEHALF OF THE BOARD

 Director

 Director

See notes to financial statements



COLLEGE OF REGISTERED PSYCHIATRIC NURSES OF MANITOBA
Statement of Revenues and Expenditures
Year Ended December 31, 2021

	2021	2020
REVENUE		
Membership Fees - Practicing	\$ 602,965	\$ 581,764
Membership Fees - Non-practicing	3,800	8,125
Membership fees - Graduate	11,760	10,900
Examinations	33,389	45,360
Fees and penalties	22,064	14,625
Interest	8,503	13,882
Rent	20,161	17,690
CEBA Subsidy	10,000	10,000
COVID Payroll Subsidy	-	5,460
Gains (losses) on disposal of investments	(507)	-
Other income	110	110
	<u>712,245</u>	<u>707,916</u>
EXPENSES		
Statutory functions - schedule 1	153,161	192,764
Corporate Functions - schedule 1	47,760	35,317
Professional Functions - schedule 1	15,970	17,833
Administration - schedule 1	46,969	34,912
Building - schedule 1	36,416	36,912
Salaries and benefits	423,119	418,957
	<u>723,395</u>	<u>736,695</u>
DEFICIENCY OF REVENUE OVER EXPENSES	\$ (11,150)	\$ (28,779)

See notes to financial statements

COLLEGE OF REGISTERED PSYCHIATRIC NURSES OF MANITOBA
Statement of Changes in Net Assets
Year Ended December 31, 2021

	General Fund	Building and Equipment Reserve Fund	2021	2020
NET ASSETS - BEGINNING OF YEAR	\$ 207,265	\$ 29,660	\$ 236,925	\$ 265,704
Deficiency of revenue over expenses	(11,150)	-	(11,150)	(28,779)
Utilization of Restricted Reserve	30,081	(30,081)	-	-
Transfer to Restricted Reserve	(14,488)	14,488	-	-
NET ASSETS - END OF YEAR	\$ 211,708	\$ 14,067	\$ 225,775	\$ 236,925

See notes to financial statements

COLLEGE OF REGISTERED PSYCHIATRIC NURSES OF MANITOBA

**Statement of Cash Flows
Year Ended December 31, 2021**

	2021	2020
OPERATING ACTIVITIES		
Cash receipts from members and customers	\$ 726,207	\$ 715,483
Cash paid to suppliers and employees	(746,446)	(709,474)
Interest received	9,757	15,502
Goods and services tax	(4,314)	2,201
	<u>(14,796)</u>	<u>23,712</u>
Cash flow from (used by) operating activities	<u>(14,796)</u>	<u>23,712</u>
INVESTING ACTIVITIES		
Purchase of property, plant and equipment	(30,081)	(24,016)
Proceeds from (purchase of) investments	(83,500)	183,500
	<u>(113,581)</u>	<u>159,484</u>
Cash flow from (used by) investing activities	<u>(113,581)</u>	<u>159,484</u>
FINANCING ACTIVITIES		
Advances from related parties	-	179
Proceeds from CEBA Loan	10,000	30,000
	<u>10,000</u>	<u>30,179</u>
Cash flow from financing activities	<u>10,000</u>	<u>30,179</u>
INCREASE (DECREASE) IN CASH FLOW	(118,377)	213,375
Cash - beginning of year	<u>530,845</u>	<u>317,470</u>
CASH - END OF YEAR	\$ 412,468	\$ 530,845
CASH CONSISTS OF:		
Cash	\$ 292,506	\$ 336,672
Marketable securities	119,962	194,173
	<u>\$ 412,468</u>	<u>\$ 530,845</u>

See notes to financial statements

COLLEGE OF REGISTERED PSYCHIATRIC NURSES OF MANITOBA
Notes to Financial Statements
Year Ended December 31, 2021

1. PURPOSE OF THE ORGANIZATION

The College is incorporated without share capital under the laws of Manitoba and its principal activities are to establish and maintain standards of education and practice for psychiatric nursing. The College must carry out its activities and govern its members in a manner that serves and protects the public interest as set out in the Registered Psychiatric Nurses Act.

2. SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNFPO).

General

The College follows the restricted fund method of accounting for contributions.

The General Fund accounts for the College's program delivery and administrative activities. This fund reports unrestricted resources.

The Internally Restricted Reserve Funds, Building and Equipment Reserve and the Discipline Reserve Funds report the transfers to restricted reserve from the General Fund and the capital expenditures and discipline expenditures for the year.

Membership Fees

Membership fees are recorded as revenue in the year that the membership applies.

Capital assets

Capital assets are stated at cost. Amortization is provided on the straight - line basis, using the following annual rates:

Buildings	5%	straight-line method
Office furniture and equipment	20%	straight-line method
Computer equipment	33 1/3%	straight-line method

Use of Estimates

The preparation of financial statements in accordance with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amount of revenues and expenses during the reporting period. These estimates are reviewed periodically, and, as adjustments become necessary, they are reported in earnings in the period in which they became known.

(continues)

COLLEGE OF REGISTERED PSYCHIATRIC NURSES OF MANITOBA
Notes to Financial Statements
Year Ended December 31, 2021

2. **SIGNIFICANT ACCOUNTING POLICIES** *(continued)*

Investments

All short-term investments are classified held-for trading and reported at market value.

Long-term investments are classified held-to-maturity investments. The held-to-maturity investments are classified as such because the College has the positive intent and ability to hold the securities until maturity and are recorded at cost plus accrued interest receivable.

Financial Instruments

The College's financial instruments comprise cash, short-term investments, accounts receivable, long-term investments, accounts payable, accrued liabilities, deferred revenue and due to or from related company.

Cash, accounts receivable, accounts payable, accrued liabilities, deferred revenue and due to related company approximates are reported at their fair values on the balance sheet. The fair values are the same as the carrying values due to their short-term nature.

The fair value of short and long-term investments are disclosed in the respective notes to the financial statement.

COLLEGE OF REGISTERED PSYCHIATRIC NURSES OF MANITOBA

Notes to Financial Statements

Year Ended December 31, 2021

3. LONG TERM INVESTMENTS

	2021	2020
Home Equity Bank GIC 2.21%		
Cost \$36,000, Due October 14, 2020	\$ -	\$ 36,000
Canadian Western Bank - GIC 1.88%		
Cost \$54,000, Due January 11, 2021	-	54,000
Canadian Western Bank - GIC 2.00%		
Cost \$45,500, Due May 17, 2021	-	45,500
Laurentian Bank - GIC, 2.23%		
Cost \$55,000, Due November 15, 2021	-	55,000
TD MTG GIC 0.70%		
Cost \$50,000 Due September 15, 2021	-	50,000
Canadian Tire Bank GIC 2.02%		
Cost \$55,000 due January 11, 2022	55,000	55,000
Laurentian Bank - GIC, 2.57%		
Cost \$25,000, Due March 14, 2022	25,000	25,000
Laurentian Bank - GIC, 2.62%		
Cost \$25,000, Due March 15, 2023	25,000	25,000
Canadian Tire Bank GIC 2.80%		
Cost \$25,000 due March 14, 2024	25,000	25,000
BNS Canadian Banks DEP NTS S87 PP DSC		
Cost \$144,000 Matures July 12, 2027	144,000	-
BNS Canadian Banks Callable Cont Coupon S181 PAR DSC		
Cost \$72,000 Matures June 23, 2028	72,000	-
BNS TSX Callable Cont Coupon S181 PAR DSC		
Cost \$72,000 Matures July 12, 2028	72,000	-
NET BOOK VALUE OF INVESTMENTS	\$ 418,000	\$ 370,500

4. CAPITAL ASSETS

	2021		2020	
	Cost	Accumulated amortization	Cost	Accumulated amortization
Land	\$ 28,827	\$ -	\$ 28,827	\$ -
Buildings	500,273	368,107	471,103	358,607
Office furniture and equipment	60,084	56,768	240,632	233,239
	\$ 589,184	\$ 424,875	\$ 740,562	\$ 591,846
 Net book value	 \$ 164,309		 \$ 148,716	

During the year Management adjusted both the cost and accumulated amortization accounts for the Office furniture and equipment by \$181,459 to remove the fully amortized assets no longer in use.

COLLEGE OF REGISTERED PSYCHIATRIC NURSES OF MANITOBA
Notes to Financial Statements
Year Ended December 31, 2021

5. REGISTRATION MANAGEMENT SYSTEM DEVELOPMENT COSTS

	2021	2020
Registration management system development costs	\$ 209,609	\$ 209,609
Accumulated amortization	(202,259)	(200,159)
	\$ 7,350	\$ 9,450

The College capitalized all the costs related to the development of an on-line registration management system. Those costs are amortized on a straight-line basis over five years.

6. BUILDING AND EQUIPMENT RESERVE FUND

The College of Registered Psychiatric Nurses of Manitoba board of directors internally restricted \$14,067 into a Reserve Fund for building and equipment. Transfers of these amounts were made from the General Fund to the Building and Equipment Fund. These internally restricted amounts are not available for unrestricted purposes without approval of the board of directors.

	2021	2020
Internally Restricted Reserve, Beginning of year	\$ 29,660	\$ 37,210
Transfer to restricted reserve - amortization	14,488	16,466
Capital Expenditures for the year	(30,081)	(24,016)
Internally Restricted Reserve, End of Year	\$ 14,067	\$ 29,660

COLLEGE OF REGISTERED PSYCHIATRIC NURSES OF MANITOBA
Notes to Financial Statements
Year Ended December 31, 2021

7. CANADA EMERGENCY BUSINESS ACCOUNT

	2021	2020
CEBA loan, no monthly payments, bearing interest at 0% per annum, \$40,000 repayable December 31, 2023. \$20,000 of the original loan of \$60,000 forgiven, Government secured.	\$ 40,000	\$ 30,000
Amounts payable within one year	-	-
	\$ 40,000	\$ 30,000

Principal repayment terms are approximately:

2023	\$ 40,000
	\$ 40,000

8. FINANCIAL INSTRUMENTS

The college is exposed to various risks through its financial instruments and has a comprehensive risk management framework to monitor, evaluate and manage these risks. The following analysis provides information about the college's risk exposure and concentration as of December 31, 2021.

(a) Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The college is exposed to this risk mainly in respect of its receipt of funds from its members and other related sources and accounts payable. The college has set aside funds in investments to minimize this risk.

Unless otherwise noted, it is management's opinion that the college is not exposed to significant other price risks arising from these financial instruments.

9. COVID-19

In March 2020, the World Health Organization declared a global pandemic due to the novel coronavirus outbreak (COVID-19). The outbreak has resulted in governments worldwide enacting emergency measures to combat the spread of the virus. These measures, which include the implementation of travel bans, self-imposed quarantine periods and social distancing, have caused material disruption to businesses globally resulting in an economic slowdown. The extent to which COVID-19 impacts the future financial results of the College will depend on future developments, which are highly uncertain and cannot be predicted, including new information which may emerge concerning the severity of COVID-19 and actions taken to contain the virus or its impact, among others.

THE COLLEGE OF REGISTERED PSYCHIATRIC NURSES' OF MANITOBA

Schedule 1 - General Fund Expenses

Year ended December 31, 2021, with comparative figures for 2020

	2021	2020
Statutory Functions:		
Discipline	\$ 74,943	\$ 95,423
Examinations	34,164	39,859
Registration	41,946	42,948
Education Approval	8	13,485
Amortization RMS Dev. Costs	2,100	1,050
	<u>\$ 153,161</u>	<u>\$ 192,764</u>
Corporate Functions:		
Annual Conference & Report	\$ -	-
Board and Executive	8,506	5,980
Finance	39,254	29,337
	<u>\$ 47,760</u>	<u>\$ 35,317</u>
Professional Functions:		
Communications	\$ 4,338	\$ 6,758
Professional Practice	8,147	6,061
Membership Fees	3,096	3,269
Inter-Provincial Activities/RPNC	389	1,745
	<u>\$ 15,970</u>	<u>\$ 17,833</u>
Administration:		
Equipment Depreciation	\$ 4,988	\$ 6,702
General Liability Insurance	2,615	2,302
Stationary and Office	5,776	5,417
Legal Fees	-	-
Professional Development	498	2,653
Telephone	5,280	8,691
IT	27,812	9,147
	<u>\$ 46,969</u>	<u>\$ 34,912</u>
Building:		
Depreciation	\$ 9,500	\$ 8,715
Utilities	5,725	4,904
Security	784	885
Property Taxes	13,092	13,925
Maintenance	2,315	3,933
Landlord Expense	-	-
Janitorial	5,000	4,550
	<u>\$ 36,416</u>	<u>\$ 36,912</u>
Total	<u>\$ 300,276</u>	<u>\$ 317,738</u>