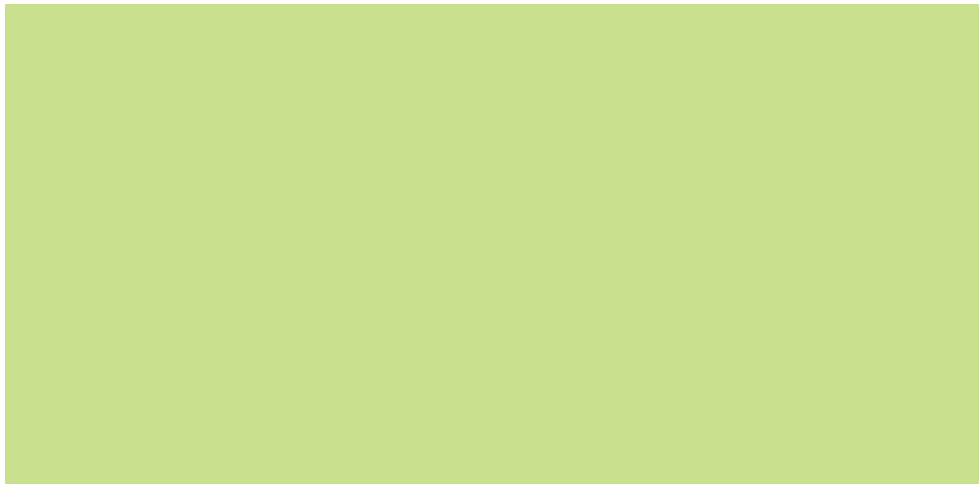


Annual Report 2008



Strategic Plan

Building confidence in nursing self-regulation

- nurse engagement
- employer commitment
- public confidence

Advancing the use of College knowledge

- user relevance
- stakeholder trust
- decision support



2

Table of Contents

| | |
|---|----|
| About the College | 3 |
| 2008 Council | 4 |
| Message from the President and Executive Director | 5 |
| Entry to Practice | 6 |
| Standards | 8 |
| Quality Assurance | 10 |
| Enforcement | 11 |
| Summarized Financial Statements | 13 |

Annual Report 2008

Copyright © College of Nurses of Ontario, 2009. Material published in *Annual Report 2008* may be reprinted without permission, provided that credit is given to the publication and to the College of Nurses of Ontario.

ISSN 0708-0360

Pub. No. 45006

Additional copies of this booklet may be obtained by contacting Customer Service at 416 928-0900 or toll-free in Ontario at 1 800 387-5526.

Ce fascicule existe en français dans le site internet sous le titre : *Rapport annuel 2008*, n° 55006.

About the College

Mission

To protect the public's right to quality nursing services by providing leadership to the nursing profession in self-regulation.

Vision

Excellence in nursing practice everywhere in Ontario.

3

The College of Nurses of Ontario (the College) is the regulatory body for the province's 150,000 Registered Nurses (RNs), Registered Practical Nurses (RPNs) and Nurse Practitioners (NPs). The College's members play vital roles in Ontario's health care system, and provide care in a wide range of settings, including hospitals, public health units, community clinics, long-term care facilities, workplaces, doctors' offices, correctional facilities and private homes.

The following four regulatory components define the College's role:

1. articulating and promoting practice standards;
2. establishing requirements for entry to practice;
3. administering a quality assurance program; and
4. enforcing standards of practice and conduct.

2008 Council

The College's Council is composed of 14 RNs and seven RPNs who are elected by their peers, and 18 public members who are appointed by the lieutenant-governor. The Council sets the strategic direction for the College and governs the regulation of the nursing profession in the public interest.

In 2008, six committees — Executive, Complaints, Discipline, Fitness to Practise, Quality Assurance and Registration — had the legislated authority to carry out specific statutory responsibilities of self-regulation.

Council January to June, 2008

Executive Committee

Mary Ann Murray, RN, *President*
Fay Cole, *Public Member*
Catherine Genereux, *Public Member*
Shirley Kennedy, RN, *Vice-President*
Dawn Norling, RPN, *Vice-President*

Council

Mary Ann Murray, RN, *President*
John Bald, *Public Member*
Faira Bari, *Public Member*
David Bockman, *Public Member*
Linda Bracken, *Public Member*
Sandy Brewer, RN
Dorothyanne Brown, RN (to May)
Fay Cole, *Public Member*
Kathy Cook, RPN
Gino Cucchi, *Public Member*
Jerry Dobie, *Public Member*
William Dowson, *Public Member*
George Fieber, RN
Rosemary Fife, RPN
Nicole Florent, RN
Catherine Genereux, *Public Member*
Ruth Graham, *Public Member*
Lyn Harrington, *Public Member*
Glenda Hayward, RN
Terry Holland, RPN
Grace Isgro-Topping, *Public Member*
Hawaa Kabbashy, *Public Member*
Shirley Kennedy, RN
Joan King, *Public Member*
Monina Lim-Serrano, *Public Member*
Margaret McGinn, RN
Lori McInerney, RN
Anne McKenzie, RPN
Dawn Norling, RPN
Lucy O'Hearn-Grant, RPN
Sharanjit Padda, *Public Member*
Abdul Hai Patel, *Public Member*
Shiela Pendock, RN
Christine Ritchie, RN
Maria Luisa Sivilia, *Public Member* (to April)
Paulette Stewart, RN
Sandra Trubyk, RN
Rosalie Woods, RPN
Claudia Zanchetta, RN

Council June to December, 2008

Executive Committee

Shirley Kennedy, RN, *President*
Faira Bari, *Public Member*
Catherine Genereux, *Public Member*
George Fieber, RN, *Vice-President*
Anne McKenzie, RPN, *Vice-President*

Council

Shirley Kennedy, RN, *President*
John Bald, *Public Member*
Faira Bari, *Public Member*
Yvonne Blackwood, *Public Member*
David Bockman, *Public Member*
Linda Bracken, *Public Member*
Sandy Brewer, RN
Gino Cucchi, *Public Member*
Jerry Dobie, *Public Member*
William Dowson, *Public Member*
Brian Etmanski, RPN
George Fieber, RN
Rosemary Fife, RPN
Susan Finan, RN
Nicole Florent, RN
Joanne Furletti, RN
Catherine Genereux, *Public Member*
Lyn Harrington, *Public Member*
Glenda Hayward, RN
Terry Holland, RPN
Grace Isgro-Topping, *Public Member*
Evelyn Kerr, RN
Joan King, *Public Member*
Judith Leznoff, *Public Member* (from October)
Monina Lim-Serrano, *Public Member*
Wendy Malesh, RN
Lori McInerney, RN
Anne McKenzie, RPN
Cheryl McMaster, RPN
Lucy O'Hearn-Grant, RPN
Abdul Hai Patel, *Public Member*
Shiela Pendock, RN
Paulette Stewart, RN
Samantha Thomson, RN (from August)
Sandra Trubyk, RN (to August)
Margaret Tuomi, *Public Member*
Alaine Wills, *Public Member*
Rosalie Woods, RPN
Claudia Zanchetta, RN

Message from the President and Executive Director



Preparing for change was a major focus for the College in 2008. Significant changes to some of our processes were required to be ready for legislative amendments that come into effect on June 4, 2009.

The revisions to the *Regulated Health Professions Act, 1991* reflect the public's expectations for more accountable, transparent and effective self-regulation. As a regulatory college, we are working to meet the public's expectations, strengthen confidence in nursing self-regulation, and fulfil our new obligations as efficiently and effectively as possible.

For example, on June 4, 2009, all colleges are expected to have a member register available online. Given the specifics of the information that is required to appear on the Register and the importance of absolute accuracy, transferring the membership records of 150,000 nurses into a user-friendly online register was a huge endeavour. With the bulk of the work completed in 2008, *Find a Nurse*, the online register of our members, will "go live" by the June deadline.

The amended legislation also includes new requirements for quality assurance programs. Meeting these requirements with an innovative program that supports individual nurses in enhancing their practice was another focus of activity for us in 2008.

New requirements in the legislative amendments around mandatory reporting are expected to pose challenges for all colleges. Throughout 2008, we implemented innovations in statutory processes and changes to statutory committees that will enhance effectiveness and efficiency.

Change presents challenges, but also opportunities. The College has taken this opportunity to engage nurses and stakeholders in the change process. Nurses from across the province contributed to the development of our new Quality Assurance Program. Conversations with employers have helped us identify supports they will require to meet the new obligations related to mandatory reports. Collaboration with other health regulators has assisted in the development of common approaches to regulatory challenges.

As an organization and profession, we have met the challenge of managing significant change, while continuing to build a strong foundation for confidence in nursing self-regulation.

A handwritten signature in black ink that reads "Shirley Kennedy".

Shirley Kennedy, RN
President

A handwritten signature in black ink that reads "Anne Coghlan".

Anne Coghlan, RN, MScN
Executive Director

Entry to Practice

The College registers individuals who demonstrate the knowledge, skill, judgment and character for membership in the nursing profession. Entry-to-practice requirements assure the public and employers that nurses registered in Ontario have the ability to provide safe nursing care. Only individuals with a valid certificate of registration and current membership with the College are legally entitled to refer to themselves as nurses and use the protected titles Registered Nurse (RN), Registered Practical Nurse (RPN) and Nurse Practitioner (NP).

6



To address the increasing number of applications, and the need for fair and efficient processes, the College revised its registration process for internationally educated nurses (IENs). To ensure that applicants are constantly aware of their current status and any actions needed on their part to move the process forward, specific communications between the College and the applicant at key stages have been incorporated into the new approach. This increased communication should result in fewer delays and applicants being registered in a timelier manner.

The College is also collaborating with regulators from across Canada to develop criteria for a national IEN assessment service. The goal is to create a consistent approach to the evaluation of IEN applicant information across the country. This will ensure regulators have the information they need to make the best decisions possible about an IEN's preparedness to practise.

In 2008, the College's relationship with the Office of the Fairness Commissioner (OFC) continued to grow. The College contributed information about its registration processes for the OFC report on the registration practices of a wide range of regulated professions. In addition, the College participated in the testing phase of a web-based tool that the OFC will use to collect annual reports on colleges' registration practices beginning in 2009.

The College provided feedback to the Ministries of Training, Colleges and Universities, and Health and Long-Term Care, on amendments to the Agreement on Internal Trade. The College flagged concerns about proposed changes that may limit its ability as a regulator to ensure that applicants from other provinces are competent to practise safely and ethically.

The most frequently accessed learning modules in 2008:

"Documentation": 4,939 visits

"Medication": 4,387 visits

2008 Renewal Counts

| Practice Sector | Overall | | RNs | | RPNs | | NPs | |
|-----------------|----------------|------------|---------------|------------|---------------|------------|------------|------------|
| | # | % | # | % | # | % | # | % |
| Hospital | 72,107 | 60.0 | 59,573 | 64.8 | 12,360 | 45.1 | 174 | 20.0 |
| Community | 21,613 | 18.0 | 17,114 | 18.6 | 3,918 | 14.3 | 581 | 66.9 |
| Long-term care | 17,180 | 14.3 | 7,501 | 8.2 | 9,653 | 35.2 | 26 | 3.0 |
| Other | 7,173 | 6.0 | 6,389 | 6.9 | 715 | 2.6 | 69 | 7.9 |
| Not stated | 2,192 | 1.8 | 1,388 | 1.5 | 786 | 2.9 | 18 | 2.1 |
| Total | 120,265 | 100 | 91,965 | 100 | 27,432 | 100 | 868 | 100 |

The sector breakdown is based on practice and employment data collected during 2008 membership renewal. The totals and percentages are based on members who reported employment in nursing in Ontario for 2008.

Local Health Integration Networks (LHINs)

| 2008 Renewal Counts LHINs | Percentages within Nurse Type | | | | | | | |
|-------------------------------------|-------------------------------|------------|---------------|------------|---------------|------------|------------|------------|
| | Overall | | RNs | | RPNs | | NPs | |
| | # | % | # | % | # | % | # | % |
| Central | 8,966 | 7.5 | 7,082 | 7.7 | 1,863 | 6.8 | 21 | 2.4 |
| Central East | 10,492 | 8.7 | 7,748 | 8.4 | 2,685 | 9.8 | 59 | 6.8 |
| Central West | 3,373 | 2.8 | 2,652 | 2.9 | 711 | 2.6 | 10 | 1.2 |
| Champlain | 13,195 | 11.0 | 10,114 | 11.0 | 2,961 | 10.8 | 120 | 13.8 |
| Erie St. Clair | 6,062 | 5.0 | 4,480 | 4.9 | 1,518 | 5.5 | 64 | 7.4 |
| Hamilton Niagara Haldimand Brant | 13,797 | 11.5 | 10,387 | 11.3 | 3,317 | 12.1 | 93 | 10.7 |
| Mississauga Halton | 6,701 | 5.6 | 5,573 | 6.1 | 1,111 | 4.1 | 17 | 2.0 |
| North East | 7,386 | 6.1 | 5,122 | 5.6 | 2,147 | 7.8 | 117 | 13.5 |
| North Simcoe Muskoka | 4,362 | 3.6 | 3,096 | 3.4 | 1,229 | 4.5 | 37 | 4.3 |
| North West | 3,454 | 2.9 | 2,343 | 2.5 | 1,055 | 3.8 | 56 | 6.5 |
| South East | 6,241 | 5.2 | 4,462 | 4.9 | 1,722 | 6.3 | 57 | 6.6 |
| South West | 11,544 | 9.6 | 8,665 | 9.4 | 2,804 | 10.2 | 75 | 8.6 |
| Toronto Central | 18,254 | 15.2 | 15,612 | 17.0 | 2,562 | 9.3 | 80 | 9.2 |
| Waterloo Wellington | 5,674 | 4.7 | 4,056 | 4.4 | 1,559 | 5.7 | 59 | 6.8 |
| LHIN not stated | 764 | 0.6 | 573 | 0.6 | 188 | 0.7 | 3 | 0.3 |
| Total | 120,265 | 100 | 91,965 | 100 | 27,432 | 100 | 868 | 100 |

2008 year-end counts

| Members | # | % |
|--------------|----------------|------------|
| RN | 112,978 | 75.9 |
| RPN | 34,621 | 23.3 |
| NP | 1,234 | 0.8 |
| Total | 148,833 | 100 |

The above totals represent the number of RNs, RPNs and NPs eligible to practice nursing in Ontario at the end of 2008.

| New members | # | % |
|--------------|--------------|------------|
| RN | 3,464 | 58.4 |
| RPN | 2,471 | 41.6 |
| Total | 5,935 | 100 |

The new member counts are based on initial registration data collected in 2008.

The totals and percentages are based on new members to the General Class in 2008.

| NPs by specialty* | # |
|---------------------|-------|
| Primary Health Care | 1,073 |
| Adult | 112 |
| Paediatrics | 53 |

*NPs may have one or more specialties.

The above totals represent the number of NPs eligible to practise nursing in Ontario in each specialty at the end of 2008.

Standards

The College's practice standards assist nurses in providing safe, competent and ethical care to the people of Ontario. Practice standards outline accountabilities for nurses and help the public understand what to expect of nurses. All nurses are expected to practise in accordance with these standards.



In 2008, direct input from nurses through the Outreach Program informed the revisions to the College's *Medication* and *Documentation* practice standards, making these standards more relevant and applicable across practice sectors.

In its revision of the *Documentation* standard, the College engaged nurses from 26 organizations to participate in a reflective chart review. This process provided the College with information to support the revision and served as a forum for positive engagement of nurses in self-regulation.

The College also updated the *Nurse Practitioner* practice standard to reflect current practice and include all NP specialities currently regulated – Adult, Primary Health Care and Paediatrics.

The College supports nurses in meeting the standards by providing educational and consultative

services. E-Learning modules on the College's website allow all nurses to access interactive learning materials on College standards and guidelines. In 2008, the College added the "Ethics" learning module, allowing members to reflect on their knowledge of the *Ethics* standard.

The College engaged nurses in developing tools to assist in the application of standards. Participants in the Outreach Program identified the need for a tool that assists nurses in applying the *Resuscitation* practice standard and addressing issues specific to their practice setting. The participants also assisted in the development and piloting of the tool. This tool also helps health care facilities reflect on their practices in relation to the College's standards. It is available on the College's website.

Another popular learning resource for nurses is the College's teleconference series, which provides

The College held 22 teleconferences in 2008 with a total of 3,840 participants.

With 673 participants over two sessions, "Medication" was the most popular topic in 2008.



nurses with the opportunity to learn more about the practice standards and to dialogue about strategies for using them in practice.

In response to feedback received from teleconferences and the Outreach Program, the College hosted a teleconference series on “Nursing in the Halls: A Practice Setting Reality”, providing a forum for members to share strategies on meeting the standards under challenging circumstances. Members who participated said they would use the knowledge they gained to initiate policy discussions with co-workers or develop in-service materials to support patient care that meets the standards in this difficult environment.

The College also played a leadership role in the development of a national framework for nursing standards that includes: a common definition of a nursing standard; what constitutes the difference between a regulatory standard versus a guideline; and a process for developing or revising nursing standards. This work provided the foundation for the development of national professional standards for nurses.

Preparing the Register

All colleges are expected to have a member register available online by June 2009. In 2008, the College focused considerable resources on the development of an online Register of its members.

Council approved by-law amendments in December that outline the information to be kept on the Register and describe the information members will be required to provide for the Register.

Enhancing service to members

In 2008, the College implemented a number of initiatives to support members in meeting their obligations for annual membership renewal. The College sent e-mails to members when renewal went online and a reminder to renew was sent at the beginning of December. Courtesy calls were made to members whose payments could not be processed for technical reasons. As a result, more members were renewed for 2009 by the deadline, December 31, 2008, and fewer members paid the late fee.

Quality Assurance

The College's Quality Assurance (QA) Program exists to assure the public that nurses continue to practise competently throughout their career. Participation in QA is a legislated obligation for members of all health regulatory colleges. It is the responsibility of all regulatory colleges to develop, establish and maintain programs that promote the continuing competence of their members and monitor member participation in those programs.



10

The College's QA Program underwent review during the past two years, resulting in changes that ensure the program meets the new legislative requirements, is applicable across all practice sectors and nursing roles, and is more rigorous.

In September 2008, College Council approved the three components of the QA program: a Member Self-Assessment, Practice Assessment and Remediation. The program will be implemented starting with the launch of Self-Assessment in June of 2009.

In response to member feedback that the previous QA program was too broad, the new QA program will focus each year on two practice standards for all members in the General, Extended and Transitional Classes. For Nurse Practitioners (NPs), the NP practice standard will be added to the two selected practice standards.

The Member Self-Assessment component requires a nurse to assess

her/his knowledge and application of the two selected practice standards, and complete a learning plan that reflects the member's strengths, areas for improvement and professional development goals.

The Practice Assessment component involves a review of member's learning plans, and an objective test of the two selected standards. For NPs, the objective test will also include the NP practice standard. In addition, for NPs, a subset of nurses selected for Practice Assessment will be required to participate in a further practice assessment option identified by the QA Committee.

In 2008, the College developed a Learning Plan tool and an objective test for Practice Assessment, and engaged approximately 100 members in testing and providing feedback. The Learning Plan tool will be available to members when the new program launches in June 2009.

Saving paper

Over 39,000 members who renewed online chose not to receive the paper renewal package by mail in the future.

Enforcement

The College's enforcement function is an important component of self-regulation. Public protection is maintained when nurses are accountable to a set of practice standards, and the public has an opportunity to express concerns about nursing care. The College has a number of approaches for responding to issues about nursing care, including disciplinary measures for the most serious cases of professional misconduct. The College makes every attempt to ensure that the resolution, investigation and hearings processes are transparent, efficient and fair to all parties involved, and focus on public protection.

11

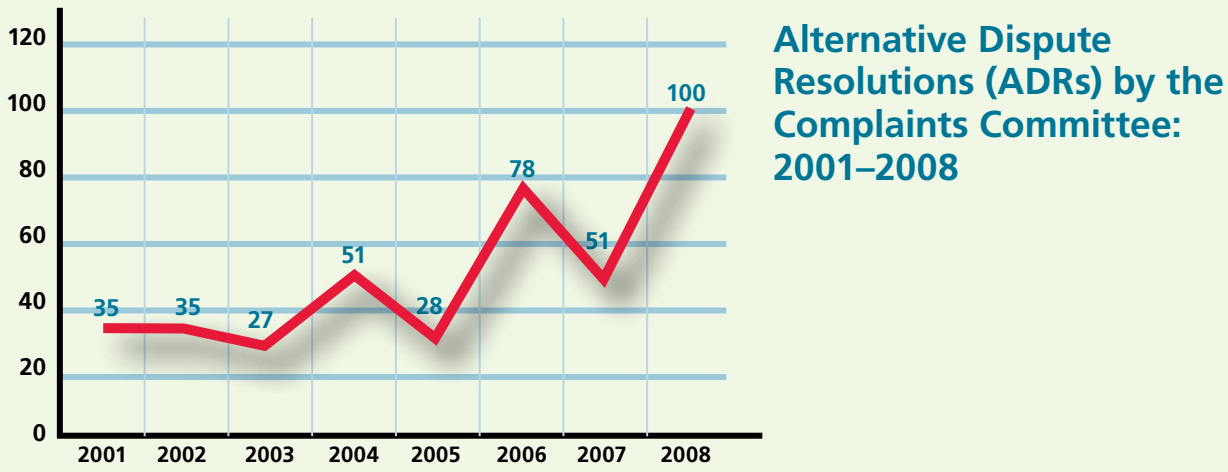
In 2008, the College revised its alternative dispute resolution (ADR) program to a "resolutions first" approach. The resolution process allows members to reflect upon, and take accountability for, their actions, and apply their learning to continuously improve their practice. Before addressing a complaint through the resolution process, all parties must agree that it will satisfactorily respond to all issues raised.

This was the first full year for the "resolutions first" program and 100 complaints were settled through resolutions. This represents 39.1 per cent of all complaints received by the College. It is also the highest percentage since the College initiated an ADR approach for complaints in 1995. Feedback shows that members appreciate how the process provides them with an opportunity to understand self-regulation and reflect on their actions in relation to the standards. The public appreciates the focus

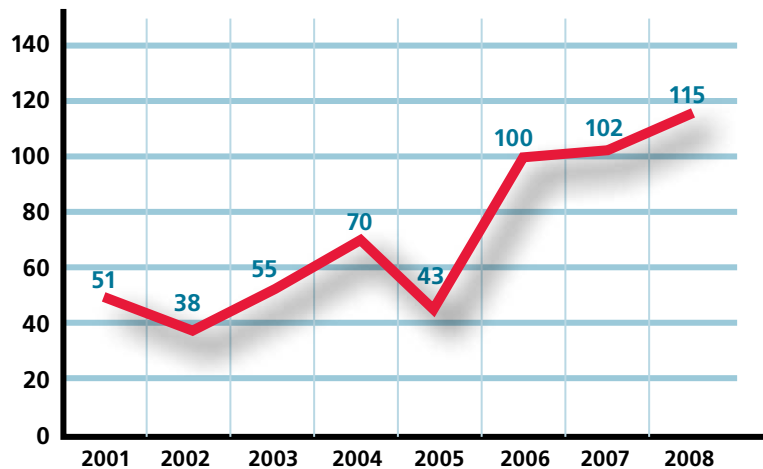
on future practice and the timely manner in which their concerns are addressed.

The amendments to the legislation coming into effect in June 2009 include expanded mandatory reporting obligations. The College reviewed its processes around intake and resolution of complaints and reports in anticipation of the increased demands on resources that will result from the implementation of these changes. The College also consulted with employers to determine the support required to meet their reporting obligations. This feedback is being used to develop information and tools to support employers.

Over the past two years, the College has seen a significant increase in the number of incapacity reports. A number of business process improvements have been implemented to assist in addressing incapacity reports as efficiently and effectively as possible.



Incapacity issues considered by the Executive Committee: 2001-2008



Informing the public

Here For You, the College's annual publication for the public, was distributed to 515,000 households in the GTA and selected centres across the province. This publication explains to the public, using simple language, the role of the College and what to expect from nurses when receiving care from them. Those who want to learn more about how the College promotes public safety, assists employers in maintaining quality practice settings and supports nurses in applying the standards can access the College's Patient Relations report in the "Public" section of the College's website.

Auditors' Report on Summarized Financial Statements

To the Council of the College of Nurses of Ontario

The accompanying summarized statement of financial position, statement of operations and statement of changes in net assets are derived from the complete financial statements of the **College of Nurses of Ontario** as at December 31, 2008 and for the year then ended on which we expressed an opinion without reservation in our report dated April 8, 2009. The fair summarization of the complete financial statements is the responsibility of the College's management. Our responsibility, in accordance with the applicable Assurance Guideline of The Canadian Institute of Chartered Accountants, is to report on the summarized financial statements.

In our opinion, the accompanying summarized financial statements fairly summarize, in all material respects, the related complete financial statements in accordance with the criteria described in the Guideline referred to above.

These summarized financial statements do not contain all the disclosures required by Canadian generally accepted accounting principles. Readers are cautioned that these statements may not be appropriate for their purposes. For more information on the College's financial position and results of operations, reference should be made to the related complete financial statements.

Toronto, Ontario
April 8, 2009

Hilborn Ellis Grant LLP
Chartered Accountants
Licensed Public Accountants

Summarized Statement of Financial Position

December 31

| | 2008 | 2007 |
|--|-------------------|-------------------|
| | \$ | \$ |
| ASSETS | | |
| Current Assets | | |
| Cash | 17,118,628 | 20,355,939 |
| Investments | 2,609,726 | 4,242,320 |
| Sundry receivables | 166,489 | 153,966 |
| Inventory | 78,741 | 96,370 |
| Prepaid expenses | 358,789 | 309,884 |
| | <u>20,332,373</u> | <u>25,158,479</u> |
| Investments | <u>11,811,020</u> | 5,993,773 |
| Accrued pension asset | <u>1,130,604</u> | 1,177,461 |
| Capital assets | <u>9,817,915</u> | 9,985,640 |
| | <u>43,091,912</u> | <u>42,315,353</u> |
| LIABILITIES | | |
| Current Liabilities | | |
| Accounts payable and accrued liabilities | 3,734,229 | 3,449,327 |
| Deferred membership and examination fees | 16,247,125 | 15,470,773 |
| | <u>19,981,354</u> | <u>18,920,100</u> |
| NET ASSETS | | |
| Net assets invested in capital assets | 9,817,915 | 9,985,640 |
| Unrestricted net assets | <u>13,292,643</u> | 13,409,613 |
| | <u>23,110,558</u> | <u>23,395,253</u> |
| | <u>43,091,912</u> | <u>42,315,353</u> |

Summarized Statement of Operations

Year ended December 31

| | 2008 \$ | 2007 \$ |
|--|-------------------|-------------------|
| Revenues | | |
| Membership fees | 18,826,791 | 18,612,027 |
| Credential evaluations, endorsements and transcripts | 953,912 | 842,090 |
| Examinations | 2,780,335 | 1,996,730 |
| Publications | 639,155 | 582,604 |
| Investment income | 955,958 | 982,186 |
| Other | 260,681 | 319,433 |
| | <u>24,416,832</u> | <u>23,335,070</u> |
| Expenses | | |
| Practice and policy | 3,087,882 | 3,240,875 |
| Investigations and hearings | 5,109,424 | 4,570,503 |
| Council and committees | 647,916 | 941,277 |
| Executive | 1,749,115 | 1,655,745 |
| Knowledge management | 4,933,298 | 4,513,700 |
| Corporate services | 9,173,892 | 7,765,619 |
| | <u>24,701,527</u> | <u>22,687,719</u> |
| Excess of revenues over expenses (expenses over revenues) for year | <u>(284,695)</u> | <u>647,351</u> |

Summarized Statement of Changes in Net Assets

Year ended December 31

| | Invested in Capital Assets \$ | Unrestricted \$ | 2008 Total \$ | 2007 Total \$ |
|---|-------------------------------------|--------------------|---------------------|---------------------|
| Balance, beginning of year | 9,985,640 | 13,409,613 | 23,395,253 | 22,747,902 |
| Excess of revenues over expenses (expenses over revenues) for year | (1,005,700) | 721,005 | (284,695) | 647,351 |
| Purchase of capital assets | 837,975 | (837,975) | - | - |
| Balance, end of year | <u>9,817,915</u> | <u>13,292,643</u> | <u>23,110,558</u> | <u>23,395,253</u> |

The College's complete audited financial statements can be found in the Summer, 2009 issue of *The Standard* and online at www.cno.org.

College of Nurses of Ontario
101 Davenport Rd.
Toronto, ON
Canada M5R 3P1

Web: www.cno.org

E-mail cno@cnomail.org

Fax: 416 928-6507

Tel.: 416 928-0900

Toll-free in Ontario 1 800 387-5526