



COLLEGE OF NURSES
OF ONTARIO
ORDRE DES INFIRMIÈRES
ET INFIRMIERS DE L'ONTARIO

THE STANDARD OF CARE.

Looking Ahead

2022 ANNUAL REPORT



Table of contents

- 2 WELCOME TO CNO
- 3 NURSES IN ONTARIO
- 4 ED & CEO'S MESSAGE
- 5 PRESIDENT'S MESSAGE
- 6 LOOKING AHEAD

2022 Annual Report

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Welcome to CNO

WE ARE THE COLLEGE OF NURSES OF ONTARIO (CNO) AND WE PROTECT THE PUBLIC BY PROMOTING SAFE NURSING PRACTICE

What do we do?

WE SET THE REQUIREMENTS

for becoming a nurse in Ontario

WE INFORM

nurses of their accountabilities and tell you what you can expect from nurses

WE RESPOND

to your concerns about nurses' conduct, competence and health

WE ENSURE

nurses engage in continuous quality improvement throughout their careers





Registration

198,573
nurses across Ontario
(including Non-Practising, as of Dec. 31, 2022)

117,545 RNs

61,041 RPNs

4,694 NPs

15,435
new registrations

**Registered more nurses
than ever before in 2022**

12,385
new nurses added to the system

including
5,125
internationally educated nurses

Engaging with Ontario's nurses

59,985
phone calls to our Call Centre

1,467 calls in French

36,504 emails

2,500
Practice Support responses to
inquiries about nursing practice

42
presentations to different audiences

43%
increase in social media engagement

**12,677 more followers across
social media platforms**

**Posts liked, commented on
and shared 257,687 times**

5,000+
responses to messages



Find out more

Find more about your Council
www.cno.org/council

Read about CNO's committees
www.cno.org/committees

For Discipline Decisions
Find a Nurse, www.cno.org and CanLII



President's message

It has been such a privilege to serve as CNO's Council President during this past year.

In 2022, we experienced a lot of change. For one, we transitioned from an interim Executive Director and CEO, to a new leader for CNO, Silvie Crawford. We also were able to have an in-person/remote hybrid meeting for the first time since the start of the pandemic. Although we had been able to meet our Council accountabilities remotely, it was so incredible to meet and discuss issues in person.

Other significant developments were due to legislative framework changes we have worked on. We consulted with government on a number of occasions about changes to legislation and provided them with our input from the public safety perspective. As a Council (or board), we have been continuing to examine the evidence and ensure the changes keep public safety at the forefront.

I am very pleased that our new Code of Conduct has been approved. It has been updated so it is relevant to nurses' current

practice realities. Nurses are knowledge workers and, as we update our knowledge, the standards that guide our practice also need to be updated.

We know that integrating principles of diversity, equity and inclusion (DEI) into our work improves access to safe nursing care for all patients. I am particularly happy with the language of cultural humility added to the new Code, and I hope that it helps all nurses to examine their approach and engage in anti-racist efforts.

I hope you enjoy reading this report. You can see the results of the significant work of Council and staff members. The record numbers of new registrations and innovative solutions are the tip of the iceberg.

I want to sign off this report with an open invitation for nurses in Ontario to participate and partner in CNO efforts by providing feedback, joining a committee or running for Council.

Naomi Thick

Naomi Thick, RN, BScN, MN:ANP
Council President (June 2022 – June 2023)



Executive Director & CEO's message

By many measures, 2022 was a year of extraordinary accomplishment for the team at CNO. We responded to the immediate needs of the health care system and set a strong foundation for the future, all the while protecting the public by promoting safe nursing practice.

In 2022, working with our valued system partners, we initiated activities to register more nurses with completed applications efficiently, improve the applicant experience and reduce barriers for applicants educated in other countries. This was part of a broader goal to help build a stronger health care system. We continue to be agile in upholding patient safety, while proactively looking to the horizon for what is next.

We do this because we take our patient safety mandate seriously on behalf of all Ontario residents. We also do this to support this province's nurses in providing safe care, even during the most challenging times.

When I joined CNO as the new Executive Director and CEO in the fall of 2022, this organization's strong focus was immediately evident to me. Since then, I have seen staff committed and dedicated to this work, and together with our partners, deliver on our promise to keep patients safe.

Patient safety is nothing new to CNO – in fact, we are celebrating our 60th anniversary this year! Since 1963, CNO has evolved to regulate nursing in the public interest. Over the years, times may have changed, but our purpose has not. We are taking this time to reflect and build on all the achievements of the past 60 years – and look ahead to the next.

This report includes some of the highlights of our work in 2022. I hope you enjoy reading it.

Silvie Crawford, RN, BHScN, LLM - Health Law
Executive Director and CEO

Looking Ahead

At CNO, we know the need to protect the public by promoting safe nursing practice never stops.

It's at the core of all we do and it involves all of our health care system partners. Together, we strengthen patient safety and we do this with agility, transparency and innovation.

In 2022, we responded to health care system challenges and opportunities that moved us forward; we also established a new foundation for building the future.

It was this spirit of looking ahead that defined our work in 2022.

In this report, we are proud to highlight some of our accomplishments and show how they set us up for further success in public safety in the years to come.

Supporting the system

At the start of 2022, CNO was already hard at work addressing the need for the timely registration of nurses with the knowledge, skill and judgment to practice safely.

It started with the Supervised Practice Experience Partnership (SPEP).

Launched in January 2022 with Ontario Health and the Ministry of Health, SPEP matches eligible applicants with a supervised practice experience, helping applicants meet the evidence-of-practice and language proficiency requirements.

We are proud of the program's success helping meet health care system needs. More than 1,000 new nurses registered through the program in 2022, and more than 1,900 were matched with one of the 549 nursing employers participating across Ontario.

Sukh Kaur, the first nurse to register through SPEP, had a great experience in the program. "I would recommend everyone who is eligible do this because it was super quick and easy to follow. Everything went super

smoothly for me," Kaur said, adding she was so proud to become a nurse and share the news with her family in India.

In addition to SPEP, we focused on modernizing the way we assess applicants to improve the applicant experience and reduce barriers to registration. This included updating policies such as language proficiency, so we could balance more timely registration with public safety.

We also reached out to nursing applicants to find out why some people who were eligible to write the nursing registration exam, had not done so. Based on this survey, we identified new insights, so we could improve the process.

We analyzed our data and identified opportunities for improving the applicant experience.

And it has worked.



By the end of 2022, CNO registered 5,125 internationally educated nurses — a new record that more than doubled the record we set in 2021.

Even as we continued to look ahead to future health system needs, we also knew we wanted to keep improving.

That's why, in 2022, we worked closely with government on the Minister of Health's directive to support human resource needs in the health care system.

We also worked with government to improve the applicant experience. We developed a plan that included making changes to Temporary Class regulations as well as reinstatement requirements for retired nurses, sharing more data about applicants on our website and building on the success of existing programs like SPEP.

These days, we continue to look to the horizon and beyond. All our initiatives build on ongoing efforts to ensure Ontarians receive safe care.

Commitment to continually improve

At CNO, everything we do serves to strengthen the health care system and keep public safety front and centre. Our efforts are ongoing and lay the foundation for the future.

This includes our Quality Assurance (QA) Program, which is one of our regulatory functions. QA is our commitment to the public that every practicing nurse in Ontario is engaged in continuous improvement.

In 2022, we continued to transform QA to broaden its reach, increase its relevance to nurses and further support continuing nursing competence.

We also put an increased emphasis on peer coaching, so nurses can help guide nurses through our assessment process in a supportive way.

The efforts were appreciated. Katrina



Our Strategic Plan

Our purpose is to protect the public by promoting safe nursing practice. CNO's Strategic Plan ensures we continue to deliver on this purpose and reinforce our foundation for future success.

The foundation of our Strategic Plan is proactivity, agility, insights capabilities and stakeholder engagement. The plan provides a direction for the organization by identifying the goals and activities required to meet our three strategic outcomes:

- **Applicants for registration will experience processes that are evidence-informed, fair, inclusive and effective, contributing to improved public access to safe nursing care**
- **Nurses' conduct will exemplify understanding and integration of CNO standards for safe practice**
- **CNO will be recognized as a trusted stakeholder to nurses, employers and the public**





Blanchard, a Nurse Practitioner at Windsor Regional Hospital, said she felt worried about the QA process when she first was selected to participate. “I was very anxious and a little bit terrified,” she said.

After exploring CNO’s online resources, participating in a question-and-answer session and receiving “very helpful”

support from her peer coach, Blanchard came out of the program feeling differently. “It was very much communicated through this package that it was a learning opportunity and not a disciplinary program. They wanted to ensure your success with it,” she said.

QA transformation continues in 2023 – to adjust the program proactively so it activates continuous improvement – while balancing support for nurses with accountability.

Celebrating 60 years

In 2023, CNO is celebrating its 60th anniversary – sixty years of protecting the public by promoting safe nursing practice. Times may have changed over the years, but the underlying values that produce our high standards in public protection have not.

These include engaging with patients and nurses so we can address their needs by leading with transparency and integrity, and demonstrating innovation.

These values have laid a foundation to be proud of and one that we can continue to build on as we celebrate and work toward additional success.



Collective impact on patient care

As CNO is a partner in patient safety, it is also important that the public sees the work we do.

That’s why transparency was a theme of our success in 2022.

CNO is accountable to the public and that starts at Council. The public can watch every meeting on YouTube, and can also follow along on social media.

We set new records for social media engagement, which grew by 43%. Our community grew too, with 12,677 new followers across Facebook, Instagram, Twitter and LinkedIn. By the end of the year, followers grew to more than 78,000 accounts, with members of the public and nurses engaging with us on topics like scope of practice updates, DEI, and meeting the staff members who make CNO what it is.

We posted new data reports publicly so members of the public and our partners can get accurate and timely information on key nursing trends. We reached out to our partners to share the information, becoming an authoritative resource for the public, members of the media and nurses. In an era of active health misinformation, accurate sources of nursing data are more important than ever before.

Times may have changed over the years, but the underlying values that produce our high standards in public protection have not.



CNO staff members Amanda Laird, RN, and Catriona Mill, RN

As the authoritative source of province-wide data about nursing employment in Ontario, collecting, analyzing and sharing data is one way we achieve our purpose. In addition to reports about registration, exams and renewals, we published two new reports about the number of nurses entering and leaving the profession in Ontario, as well as employment patterns of nurses.

To help get the word out, we presented to and hosted a booth at the Nurse Practitioners' Association of Ontario conference in September. This opened the door for more presentations, which continue to see us at provincial, national and international events.

We also know our work must be accessible, so we can increase understanding about public safety. This includes a significant website update to comply with the *Accessibility for Ontarians with Disabilities Act*, completed in 2023.

We do all our work supporting patient safety in collaboration with our valued partners in the health system, because we know doing so leads to better outcomes.

Right now, we are collaborating with the British Columbia College of Nurses and Midwives and the National Council of State Boards of Nursing in the U.S. on a secure Canadian-based repository for shared nursing information across jurisdictions. Called Nursys, it allows us to share and review registration and disciplinary information for nurses who are registered in Ontario or B.C. CNO's role is instrumental in maintaining the platform that operationalizes this new database and we will provide the communications support needed for Canada's nursing regulators' onboarding.

When it came to modernizing our *Code of Conduct*, we reached out to nurses in different ways, including an advisory group, focus groups, surveys and key representatives from diverse communities. In addition to 18 organizations, 723 nurses responded to our survey to help inform the standard of practice to which all nurses are accountable.

To further our DEI education, we engaged and learned with community organizations,

such as the 519 about gender inclusivity and San'yas on Indigenous cultural awareness. Throughout the year, we achieved significant DEI milestones including publishing the results of our first Staff Demographic and DEI Survey, rolling out our DEI commitment statement, introducing a land acknowledgement for staff use, and implementing a four-year DEI plan.

We are also here to respond to concerns about nurses from the public and employers. We work hard to ensure

our regulatory response is in keeping with the level of risk that is posed to the public. This is part of our core commitment to work together with the public, nurses, employers and all our partners in public safety to uphold safe care.

Leading with transparency, engaging with nurses, the public and health care partners, and ensuring accessibility are fundamental values at CNO. Such values are keys to building sustainable momentum and carrying it forward in 2023. ●

Transparency today and tomorrow



CNO is responsible for ensuring that anyone can easily access our information about the nursing profession in Ontario. It's part of our commitment to being transparent.

To share the data we collect in a timely way, we regularly update the statistics about applicants (people who have applied to CNO to become nurses, but who are not yet registered) on www.cno.org. We also do the same for statistics about registrants (nurses CNO has registered).

Visit www.cno.org for the latest statistics and reports.



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COLLEGE OF NURSES OF ONTARIO

SUMMARY FINANCIAL STATEMENTS

DECEMBER 31, 2022

Report of the Independent Auditor on the Summary Financial Statements

To the Council of the College of Nurses of Ontario

Opinion

The summary financial statements, which comprise the summary statement of financial position as at December 31, 2022, and the summary statement of operations for the year then ended, and related note, are derived from the audited financial statements of the College of Nurses of Ontario (the "College") for the year ended December 31, 2022.

In our opinion, the accompanying summary financial statements are a fair summary of the audited financial statements, in accordance with the criteria described in the note to the summary financial statements.

Summary Financial Statements

The summary financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited financial statements of the College and the auditor's report thereon.

The Audited Financial Statements and Our Report Thereon

We expressed an unmodified audit opinion on the audited financial statements in our report dated June 8, 2023.

Management's Responsibility for the Summary Financial Statements

Management is responsible for the preparation of the summary financial statements in accordance with the criteria described in the note to the summary financial statements.

Auditor's Responsibility

Our responsibility is to express an opinion on whether the summary financial statements are a fair summary of the audited financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, *Engagements to Report on Summary Financial Statements*.



Toronto, Ontario
June 8, 2023

Chartered Professional Accountants
Licensed Public Accountants

COLLEGE OF NURSES OF ONTARIO

Summary Statement of Financial Position

December 31

2022
\$

2021
\$

ASSETS

Current assets

Cash	60,754,331	64,142,000
Investments	21,266,239	11,268,734
Amounts receivable	131,138	219,028
Prepaid expenses	1,175,257	1,227,453

83,326,965 76,857,215

Investments

15,019,079 14,508,491

Capital assets

12,960,269 11,675,123

Intangible assets

195,975 201,480

28,175,323 26,385,094

111,502,288 103,242,309

LIABILITIES

Current liabilities

Accounts payable and accrued liabilities	14,329,239	15,557,473
Deferred registration fees	46,385,841	40,511,419

60,715,080 56,068,892

NET ASSETS

Invested in capital and intangible assets

13,156,244 11,876,603

Unrestricted

37,630,964 35,296,814

50,787,208 47,173,417

111,502,288 103,242,309

COLLEGE OF NURSES OF ONTARIO

Summary Statement of Operations

Year ended December 31	2022 \$	2021 \$
Revenues		
Registration fees	53,558,680	51,877,080
Application, verification and transcript fees	5,591,090	5,694,434
Examinations	646,840	2,897,690
Investment income	1,166,070	703,895
Other	263,147	346,665
	61,225,827	61,519,764
Expenses		
Employee salaries and benefits	40,542,107	37,447,007
Consultants	6,891,414	6,335,913
Legal services	2,149,291	3,298,596
Equipment, operating supplies and other services	5,336,104	5,052,228
Taxes, utilities and amortization	1,902,794	1,985,835
Examination fees	216,014	2,473,436
Non-staff remuneration and expenses	574,312	491,307
	57,612,036	57,084,322
Excess of revenues over expenses for year	3,613,791	4,435,442

COLLEGE OF NURSES OF ONTARIO

Note to Summary Financial Statements

December 31, 2022

1. Basis of presentation

These summary financial statements are derived from the audited financial statements of the College of Nurses of Ontario (the "College") for the year ended December 31, 2022, which were prepared in accordance with Canadian accounting standards for not-for-profit organizations.

Management prepared these summary financial statements using the following criteria:

- (a) the summary financial statements include a statement for each statement included in the audited financial statements, except for the statements of changes in net assets and cash flows;
- (b) information in the summary financial statements agrees with the related information in the audited financial statements; and
- (c) major subtotals, totals and comparative information from the audited financial statements are included.

The audited financial statements of the College are available to members upon request from the College.

