

CONFIDENCE
KNOWLEDGE
INNOVATION

2010 ANNUAL REPORT

College of Nurses of Ontario



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

THE STANDARD OF CARE.

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Building confidence in nursing regulation

public trust ■ nurse engagement ■ employer commitment

Advancing the use of CNO knowledge

user relevance ■ decision support ■ stakeholder confidence

Leading in regulatory innovation

system impact ■ technology integration ■ professional collaboration

Annual Report 2010

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About the College

Vision

Leading in regulatory excellence

Mission

Regulating nursing in the public interest

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
4. enforcing standards of practice and conduct.



The Standard of Care
In this annual report are photographs of the four nurses profiled in The Standard of Care, a feature in our magazine, *The Standard*, in 2010. These nurses exemplify the commitment to quality nursing care demonstrated by thousands of their Ontario colleagues every day.

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 2010, six committees—Executive; Inquiries, Complaints and Reports; Discipline; Fitness to Practice; Quality Assurance and Registration—had the legislated authority to carry out specific statutory responsibilities of self-regulation.

Council January to June, 2010

Executive Committee

George Fieber, RN, **President** Faira Bari, **Public Member** Nicole Florent, RN, **Vice-President** Catherine Genereux, **Public Member** Terry Holland, RPN, **Vice-President**

Council

George Fieber, RN, **President** John Bald, **Public Member** Faira Bari, **Public Member** Yvonne Blackwood, **Public Member** David Bockman, **Public Member** Linda Bracken, **Public Member** Judie Coutts, RN Gino Cucchi, **Public Member** Jerry Dobie, **Public Member** William Dowson, **Public Member** Laurie Duffield, RN Brian Etmanski, RPN Susan Finan, RN Nicole Florent, RN Catherine Genereux, **Public Member** Lyn Harrington, **Public Member** Terry Holland, RPN Grace Isgro-Topping, **Public Member** Evelyn Kerr, RN Dianne Kimberley, **Public Member** Joan King, **Public Member** Judith Leznoff, **Public Member** Monina Lim-Serrano, **Public Member** Cheryl McMaster, RPN Lucy O'Hearn-Grant, RPN Abdul Patel, **Public Member** Shiela Pendock, RN Jason Powell, RN Wendy Pride, RN Yvonne Ramlall, RPN Christine Ritchie, RN Julia Rock, RN Monica Seawright, RPN Paulette Stewart, RN Samantha Thomson, RN Margaret Tuomi, **Public Member** Angela Verrier, RPN Kris Voycey, RN Alaine Wills, **Public Member**

Council June to December, 2010

Executive Committee

George Fieber, RN, **President** Catherine Genereux, **Public Member** Lyn Harrington, **Public Member** Monica Seawright, RPN, **Vice-President** Kris Voycey, RN, **Vice-President**

Council

George Fieber, RN, **Chair** Agnese Bianchi, RN John Bald, **Public Member** Faira Bari, **Public Member** Yvonne Blackwood, **Public Member** David Bockman, **Public Member** Linda Bracken, **Public Member** April Cheese, RPN Judie Coutts, RN Gino Cucchi, **Public Member** Dennis Curry, RN Jerry Dobie, **Public Member (until December)** Bill Dowson, **Public Member** Laura Duffield, RN Brian Etmanski, RPN (until November) Marianne Fletcher, RN Nicole Florent, RN Joseph Gajasan, RN Catherine Genereux, **Public Member** Lyn Harrington, **Public Member** Grace Isgro-Topping, **Public Member** Evelyn Kerr, RN Dianne Kimberley, **Public Member** Joan King, **Public Member** Judith Leznoff, **Public Member** Monina Lim-Serrano, **Public Member** Cheryl McMaster, RPN Lucy O'Hearn-Grant, RPN (until July) Abdul Patel, **Public Member** Jason Powell, RN Wendy Pride, RN Yvonne Ramlall, RPN Christine Ritchie, RN Nancy Sears, RN Monica Seawright, RPN Margaret Tuomi, **Public Member** Angela Verrier, RPN Kris Voycey, RN Alaine Wills, **Public Member**

Vision for the future



Message From the President and Executive Director

An annual report is a time to look back and reflect on an organization's accomplishments. For the College of Nurses of Ontario, 2010 was a year in which Council and staff joined together to look forward, into the future. Our new vision and mission, highlighted on page 3, clearly articulate the College's goal (vision) and regulatory role (mission). We have developed strong, innovative strategic directions for the next decade.

At the same time, we continued to meet our regulatory commitments to the public and moved forward with exciting new regulatory initiatives. You will find many examples in this report.

In 2010, we led and collaborated on a variety of interprofessional and cross-country initiatives, implemented the Practice Review component of our Quality Assurance Program, and revised our registration and controlled acts regulations to provide strong regulatory frameworks for entry to practice and continuing competence.

Our new website, launched in September, provides a platform for members, applicants, employers and the public to access College resources and services, and online self-serve tools such as annual renewal.

Effective regulation requires a commitment to the public interest, a vision for the future and the collaboration of a wide range of organizations and individuals. This report provides examples of new forward-thinking approaches to regulatory programs and services, examples of innovation in our collaboration with other healthcare professions and with nursing regulators across the country, and the engagement of hundreds of nurses from across Ontario who generously shared their perspectives and knowledge of practice with the College.

As a College, we act on behalf of the nurses of Ontario in the public interest. Our strategic directions for the next decade set us on the path to excellence in nursing regulation.

George Fieber, RN
President

Anne Coghlan, RN, MScN
Executive Director and CEO

CONFIDENCE

Building confidence in nursing regulation

public trust ▪ nurse engagement ▪ employer commitment

Confidence is built by:

- fair, transparent, efficient and effective College processes
- implementing processes in ways that protect the public and guide nurses.

The College administers a wide range of programs and processes that facilitate access to the profession, guide nurses and support the public in addressing concerns about care.

Each nurse in Ontario, by providing safe and ethical care during interactions with clients, contributes to building public trust in nursing regulation.

Highlights from 2010

Independent audit finds College's registration processes are transparent, objective, impartial and fair. In 2010, the independent audit of registration processes required in legislation was undertaken. The auditor reported that the College's processes meet all of the requirements for transparency, objectivity, impartiality and fairness. The auditor's recommendations around improving communication

have been addressed. **Approved revisions to registration regulation forwarded to government.** Once approved by government, the regulation will put into place the legal framework to ensure that individuals granted registration have the knowledge, skill judgment and character to practise safely and ethically. Key changes include:

- provisions to meet our commitments to labour mobility in Canada

- a jurisprudence examination to ensure that new nurses understand Ontario laws and standards
 - mandatory fluency requirements to ensure that all new nurses can communicate effectively in English or French
 - requirements for ongoing practice to ensure the currency of individuals practising nursing
 - a non-practising class to allow those nurses who are retired or not practising nursing to remain members of the College and use the titles RN, non-practising and RPN, non-practising.
- amendments provide guidance for nurses in initiating controlled acts that will become part of nursing practice when recent amendments to the *Nursing Act, 1991* are proclaimed, including:
- NPs, RNs and RPNs dispensing drugs
 - NPs prescribing, selling or compounding drugs
 - NPs administering substances by inhalation or injection.

A revised controlled act regulation will set parameters for safe performance of changed controlled acts. In December 2010, Council approved revisions to the controlled acts regulation for circulation to nurses and stakeholders. The

The College addresses significant increases in mandatory reports. 2010 was the first full year of the mandatory reporting obligations that came into effect in June 2009, resulting in a greater number of mandatory reports being made to the College. Through innovative intake processes, increased use of resolutions such as agreements, and efficient and effective investigative and committee structures, the College addressed the highest-

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risk matters expeditiously. This included a significant increase in incapacity matters referred to the Fitness to Practice Committee since 2008 (see page 8). Of the matters concluded at the committee in 2010, 87 per cent were resolved by agreements that ensure public protection.

The ICRC embraced new and innovative alternatives offered through legislative change. 2010 was the first full year where Specified Continuing Education or Remediation Program (SCERP) orders were an option to address matters before the ICRC. The committee issued 29 SCERP orders in 2010, which expedited resolution of matters before the committee and fostered positive learning outcomes and changes in practice.

The ICRC continued to adopt resolutions for appropriate complaints. Resolutions provide an opportunity for complainants

to participate in the outcome and for nurses to reflect on, and take accountability for, their actions and improve their future practice or conduct. In 2010, approximately 31 per cent of complaints were addressed through resolutions.

What are SCERPs?

Specified Continuing Education or Remediation Program (SCERP) orders are an effective approach to resolving issues about nursing practice. SCERPs require the member to:

- complete a continuing education course or mentorship program
- review practice standards and guidelines
- complete online learning modules and questionnaires
- meet with an approved expert to discuss the incidents that were investigated, relevant nursing standards and the insights gained after engaging in practice reflection.

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Facility resolutions: two success stories

An important aspect of the College's resolution program is its ability to address public complaints that relate to care over a period of time or about multiple health care providers at one facility. Facility resolutions allow the College to engage in discussions around standards with groups of nurses or even an entire facility. In the past, they have also resulted in system-wide changes.

In 2010, a successful resolution occurred in a mental health facility. The issues revolved around professional standards and maintaining therapeutic nurse-client relationships, particularly when managing clients in crisis. Nurses and their managers from various units, and two of the facility's social workers, participated in the resolution session, during which they reflected on the challenges of the clinical

environment and detailed how they support clients in crisis. The resolution process also provided the opportunity for the facility to consider its policies in relation to the College's standards. The resolution processes affirmed for the facility that its approaches reflected best practices.

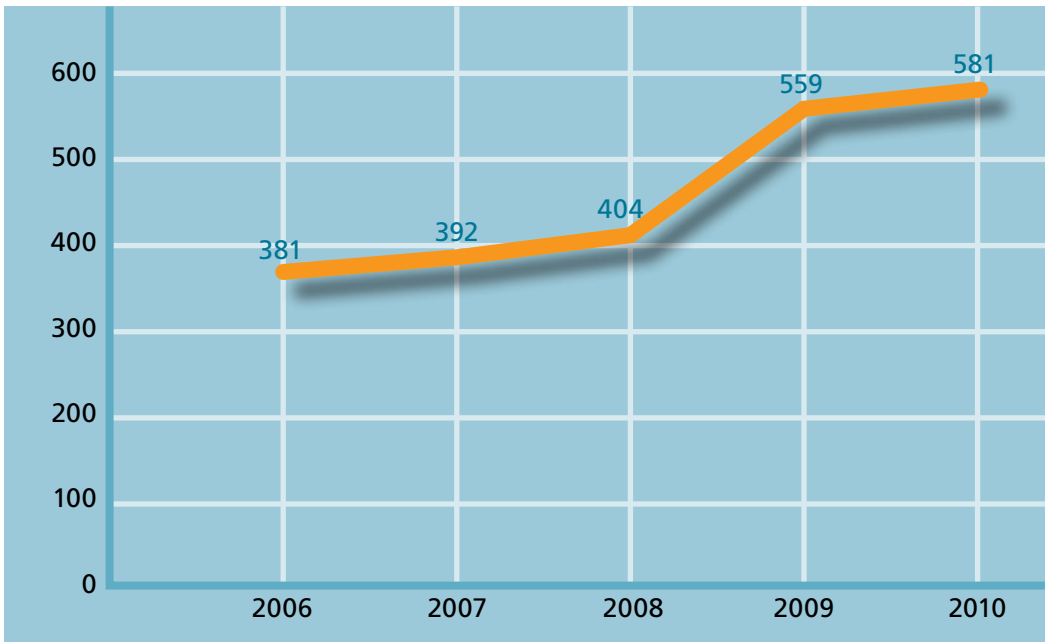
In 2010, the College received a complaint from a member of the

public about the care a family member had received at a facility over a number of weeks. The complainant wanted all the nurses at the facility "to understand the impact they have on people's lives." In a discussion with an intake investigator, the complainant said she felt that her concerns could be best addressed through a facility resolution. In this case, the resolution process served as a reminder to the facility's nurses that what may be "routine" to them is a unique experience for the clients and their families. The result was a greater awareness among nursing staff of the importance of establishing and maintaining therapeutic communication with clients and families.

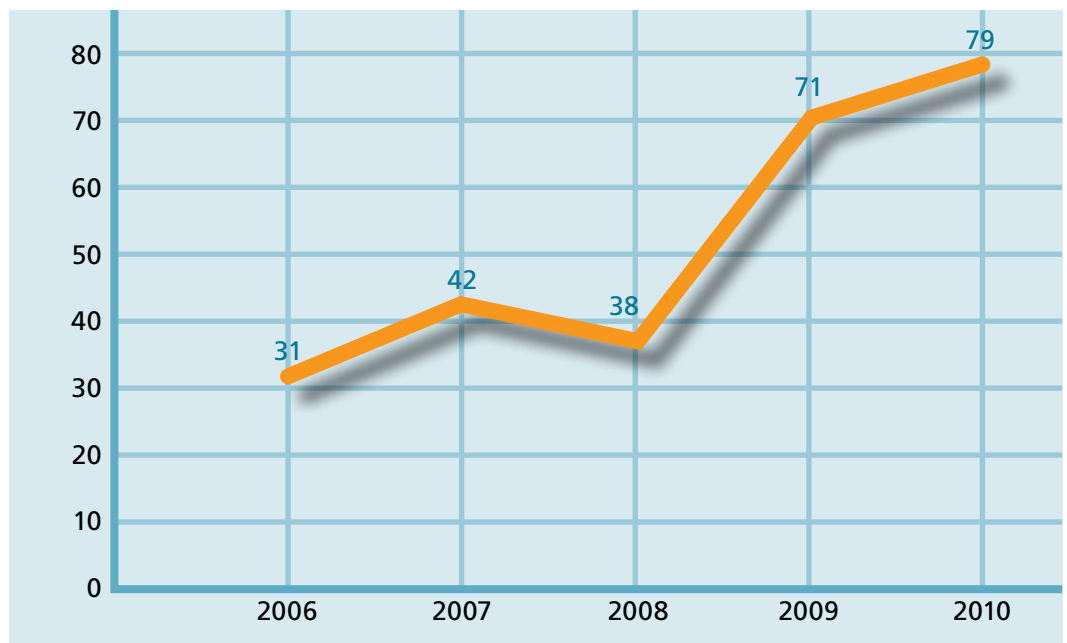


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Mandatory reports 2005-10



Referrals to Fitness to Practice Committee



KNOWLEDGE

Advancing the use of CNO knowledge

user relevance ■ decision support ■ stakeholder confidence

Knowledge is fundamental to:

- safe and ethical nursing practice
- effective regulation of the nursing profession.

The College is the custodian of valuable knowledge about the regulation of Ontario's nursing profession, including human resource data for all of the province's RNs, RPNs and NPs, and expertise in practice standards and professional conduct.

Nurses across Ontario contribute to building the College's knowledge by completing annual renewal, participating in consultations, interactive teleconferences and pilot tests, joining an outreach advisory group, and serving on statutory committees and Council.

Highlights from 2010

www.cno.org redesigned.

Designed to meet the information and service needs of nurses, individuals seeking registration with the College, employers and the public, the new website prepares the College for the decade ahead. With its emphasis on self-service, convenience, ease-of-use and efficient use of resources, it is designed to support nurses to meet their regulatory obligations.

For example, nurses can now easily renew their membership and update their personal information online.

Enhancing the human resource data collected to support federal and provincial health human resource planning. The implementation of mandatory online renewal facilitated the timely and cost-effective collection of data about

Ontario's nurses to support health human resource planning and help the College carry out its regulatory role. A record number of members—over 136,800 nurses—renewed on time.

Engaging with nurses.

Many activities occurred throughout 2010 that allowed nurses to engage directly with the College, learn from the College, and share their knowledge and expertise. A few examples:

- 22 teleconferences on subjects ranging from how to register with the College to education on specific practice standards to different aspects of the revamped Quality Assurance (QA) program attracted over 3,860 participants from across the province. At the end of each teleconference, participants had the opportunity to participate in question-and-answer sessions, during which they were able to share information and ideas.
- Over 225 nurses (RNs,

RPNs and NPs) from a variety of roles and practice settings participated in development of QA Practice Assessment tools, including chart review and interview assessment for NPs. Input from nurses was essential to creating tools reflective of current realities in nursing practice.

- 87 nurses from a variety of roles participated in the development of the jurisprudence examination by helping to write and test the exam questions.

Nurses participating in the College's first round of Practice Assessment provide evidence of current knowledge of College standards. 400 General Class members and 200 NPs participated in the Practice Assessment component of the new QA program, which requires nurses to complete an objective test and submit their Learning Plans. Of the 200 NPs, 50 were randomly

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“QA is an essential part of nursing’s accountability to the public. The College’s new process is much more detailed and easier to understand than previously.”

selected to participate in the chart review process.

- Of these nurses, approximately 91 per cent of the General Class members and almost 97 per cent of the NPs exited the QA Program after completing Practice Assessment.

Workshops enhance understanding of nurses’ regulatory obligations regarding quality assurance.

Over 100 nurses from a range of large and small acute care settings across the province participated in educational workshops about the College’s new QA Program. Participants were surveyed at the end of the workshop and three months after. Key outcomes reported by participants three months

after the workshops included:

- 86 per cent had an increased understanding of the QA Program.
- 81 per cent had completed a self-assessment and Learning Plan.
- 70 per cent felt comfortable teaching other about and using the Self-Assessment component.

Collaboration enhances access to and sharing of information.

The College was involved in a number of national and international initiatives that contributed to its knowledge about nursing practice and regulation. For example:

- A survey, conducted in conjunction with the

National Council of State Boards of Nursing in the United States, found that entry-level activities for RNs in Ontario and the U.S. are similar.

- National professional standards statements were endorsed by the nursing regulatory bodies for all Canadian provinces. The standard statements will form the basis for development of Ontario’s new professional standards that will be developed in 2011.

- A national NP program approval framework was developed that will ensure NP programs across Canada will be uniformly assessed for approval across the country.

“The teleconference answered many questions. It was also helpful to hear that other nursing colleagues were experiencing the same anxiety that I was, but your teleconference was reassuring.”

INNOVATION

Leading in regulatory innovation

system impact ■ technology integration ■ professional collaboration

Innovation is fostered by:

- the identification of long-range strategic objectives that enable and encourage innovative approaches
- a Council and staff that embrace strategic thinking and change.

The College is committed to regulatory innovation. Our new Strategic Plan maps out long-range strategies that will lead us to seek out new and innovative approaches to achieving our regulatory role. The Strategic Plan reflects a Council and staff that have made a strong commitment to leadership and innovation.

In 2010, our members, by embracing online renewal, showed that they are willing to take advantage of the opportunities presented by innovations in technology.

Highlights from 2010

The development of an innovative long-range Strategic Plan. The strength of the College's new Strategic Plan lies in its simplicity, clarity and strong strategic focus. Our long-range Strategic Plan allows us to set and achieve ambitious strategic directions.

Leadership in national regulatory collaboration.

With increasing expectations for labour mobility between Canadian provinces and territories, regulators are finding it critical to work together. The College has been a leader in a number of national collaborative projects, including:

- the creation of the Canadian Council of Registered Nurse Regulators, a new organization that brings together RN regulators from across Canada to share best practices in regulation, address common regulatory challenges, and speak with one voice on public interest issues related to the regulation of nursing in Canada.
- the development of a national service to assess applicants from outside of Canada. The second phase of the project took place in 2010 and continued our progress toward harmonizing requirements, creating a national template for applicant packages, and coming to a consensus on how nursing education programs from outside Canada should be assessed.

Interprofessional collaboration fosters the development of appropriate practice expectations

that are understood and respected by other professions. The College is committed to collaborating with other health regulatory colleges. In 2010, the College consulted extensively with the College of Physicians and Surgeons of Ontario and the Ontario College of Pharmacists in the development of the revised controlled acts regulation. The new regulation, which will provide a legislative framework for NPs to dispense, prescribe and sell drugs in accordance with recent changes to the *Nursing Act*, was approved by Council in December of 2010 for circulation to members and stakeholders. Once approved by government, the new regulation will facilitate timely access to first-line drugs for the patients of Ontario's NPs.

INNOVATION

Nurses embrace technology and change

In the fall of 2010, online annual renewal became mandatory.

Nurses embraced the change, as evidenced by the fact that 8.7 per cent

more nurses renewed on time for 2011. Many employers supported nurses by providing access to computers to complete the process.

“I welcomed online renewal. Every year, the renewal form would arrive in the mail. I would fill it out and mail it in. And then, the waiting began. Did the envelope arrive at CNO? With online... I received instant confirmation. Love it.”

“Every nurse in our organization registered on time, just as they do every year. The online registration is probably the easiest task our brilliant and compassionate nurses will face this year. It's not difficult to renew your membership on time. It takes 10 minutes online.”



webcast

Watch the 2010 annual report on the web!

Visit www.cno.org/annualreport to view the webcast of the 2010 annual report. This short webcast includes more information about:

- 2010 membership renewal
- How nurses engaged in Quality Assurance and other College programs
- The College's new Strategic Plan



Summary Financial Statements

Report of the Independent Auditors on the Summary Financial Statements

To the Council of the **College of Nurses of Ontario**

The accompanying summary financial statements, which comprise the summary statement of financial position as at December 31, 2010, the summary statement of operations and summary statement of changes in net assets for the year then ended, and related note, are derived from the audited financial statements of the **College of Nurses of Ontario** for the year ended December 31, 2010. We expressed an unmodified audit opinion on those financial statements in our report dated June 2, 2011.

The summary financial statements do not contain all the disclosures required by Canadian generally accepted accounting principles. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of the College of Nurses of Ontario.

Management's Responsibility for the Summary Financial Statements

Management is responsible for the preparation of a summary of the audited financial statements on the basis described in the note to the summary financial statements.

Auditors' Responsibility

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

Opinion

In our opinion, the summary financial statements derived from the audited financial statements of the College of Nurses of Ontario for the year ended December 31, 2010 are a fair summary of those financial statements, on the basis described in the note to the summary financial statements.

Toronto, Ontario
June 2, 2011

Hilborn Ellis Grant LLP
Chartered Accountants
Licensed Public Accountants

Summary Statement of Financial Position

December 31	2010	2009
	\$	\$
ASSETS		
Current Assets		
Cash	13,861,699	12,212,348
Investments	11,632,122	17,325,501
Sundry receivables	156,328	197,617
Prepaid expenses	514,523	408,151
	<u>26,164,672</u>	30,143,617
Investments	1,834,147	-
Accrued pension asset	994,747	1,047,960
Capital assets	<u>9,739,453</u>	10,005,662
	<u>38,733,019</u>	41,197,239
LIABILITIES		
Current Liabilities		
Accounts payable and accrued liabilities	3,530,451	3,052,410
Deferred membership and examination fees	17,250,163	16,651,231
	<u>20,780,614</u>	19,703,641
NET ASSETS		
Net assets invested in capital assets	9,739,453	10,005,662
Unrestricted net assets	8,212,952	11,487,936
	<u>17,952,405</u>	21,493,598
	<u>38,733,019</u>	41,197,239

Summary Statement of Operations

Year ended December 31

	2010 \$	2009 \$
Revenues		
Membership fees	19,521,840	19,197,172
Credential evaluations, endorsements and transcripts	1,530,154	1,072,739
Examinations	3,224,032	3,123,827
Publications	364,721	478,945
Investment income	595,837	648,171
Other	244,854	253,515
	<u>25,481,438</u>	<u>24,774,369</u>
Expenses		
Practice and regulatory policy	4,121,894	3,284,286
Professional conduct	5,535,922	5,070,605
Council and committees	329,294	312,199
Executive	1,893,192	1,664,009
Knowledge management	6,003,007	5,367,855
Corporate services	11,139,322	10,692,375
	<u>29,022,631</u>	<u>26,391,329</u>
Excess of expenses over revenues for year	<u>(3,541,193)</u>	<u>(1,616,960)</u>

Summary Statement of Changes in Net Assets

Year ended December 31

	Invested in Capital Assets \$	Unrestricted \$	2010 Total \$	2009 Total \$
Balance, beginning of year	10,005,662	11,487,936	21,493,598	23,110,558
Excess of expenses over revenues for year	(1,200,194)	(2,340,999)	(3,541,193)	(1,616,960)
Purchase of capital assets	933,985	(933,985)	-	-
Balance, end of year	<u>9,739,453</u>	<u>8,212,952</u>	<u>17,952,405</u>	<u>21,493,598</u>

Note to Summary Financial Statements

December 31, 2010

1. Basis of presentation

These summary financial statements have been prepared from the audited financial statements of the College of Nurses of Ontario (the "College") for the year ended December 31, 2010, on a basis that is consistent, in all material respects, with the audited financial statements of the College and reduces cash flow information and information disclosed in the notes to the financial statements.

Complete audited financial statements are available upon request from the College.

The College's complete audited financial statements can be found in the Summer, 2011 issue of *The Standard* and online at www.cno.org.

INNOVATION KNOWLEDGE CONFIDENCE

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THE STANDARD OF CARE.