



Saskatchewan Association of Licensed Practical Nurses

ANNUAL REPORT

2023

LAND ACKNOWLEDGMENT

The Saskatchewan Association of Licensed Practical Nurses acknowledges and honours Saskatchewan's treaty lands 2, 4, 5, 6, 8, and 10, the original homeland of the Metis, Cree, Dakota, Lakota, Dene, Nakota and Sauteaux nations. There is no room for division, discrimination, prejudice, racism, or marginalization of the people within the healthcare system and in Saskatchewan.

We acknowledge the hardships and intergenerational trauma Indigenous and Metis people have faced. We are committed to a partnership of courage with Indigenous peoples as we journey toward Truth and Reconciliation.



April 17, 2024

To the Honourable Minister Hindley.

We are pleased to submit the 2023 Annual Report to you and your office. It is an honour to work with you in serving the people of Saskatchewan.

This annual report demonstrates our accountability to the legislature and our commitment to the public. The report summarizes the responsibilities prescribed in *The Licensed Practical Nurses Act, 2000*, and makes record of our efforts to fulfill them.

Respectfully submitted,

A handwritten signature in black ink, appearing to be the name "Tina Sentes". The signature is stylized with a large, sweeping initial letter.

Tina Sentes, LPN
SALPN Council Chair

SALPN ACCOUNTABILITY FRAMEWORK

Who are the SALPN's stakeholders? How and for what is the SALPN accountable?

The Public

- Regulating the Licensed Practical Nurse (LPN) profession in the public interest.
- Being responsible and adapting to the needs of society.
- Ensuring that regulation services are available and easily accessible.
- Developing and enforcing relevant requirements, practice standards and ethics throughout the professional continuum.
- Holding LPNs accountable for incompetent or unprofessional behaviour.
- Maintaining an accessible and up-to-date public registry.

The Legislature

- Respecting and adhering to the delegation, authority and requirements of [*The Licensed Practical Nurses Act, 2000*](#).
- Reporting annually on outcomes, challenges and achievements.

The Licensed Practical Nurse Profession

- Regulating the profession in a manner that preserves the ability to self-regulate.
- Developing, communicating, and making accessible requirements and standards of practice and ethics that are reasonable and relevant throughout the professional continuum.
- Providing regulatory processes that are grounded in the principles of natural justice and procedural fairness.

The Health Care System

- Being responsible and adaptable to the needs of the system.
- Ensuring the availability and accessibility of regulatory processes.
- Regulating collaboratively.

2022 - 2025 Strategic Plan

Strategy 2025

Mission

Public protection through the regulation of the Licensed Practical Nurse profession

Vision

Quality nursing care through partnership in the public interest

Our Values in Action

Our programs, processes and communications reflect our commitment to public service.

We accomplish our mandate in collaboration with others.

We demonstrate our professionalism, our ethics and our competence every day.

We appreciate the uniqueness of every person we interact with and foster inclusive relationships built on mutual respect.

We lead by seeking new ideas and opportunities to add value to regulatory outcomes.

Success Statement

In 3 years...

SALPN demonstrates regulatory performance by meeting all Regulatory Performance Standards. Its governance practices and decisions are consistently focused on the public interest and are evidence driven.

SALPN is partnered with stakeholders in healthcare regulation to reduce public risk and harm.

The LPN profession collectively and individually prioritizes fitness to practice, while SALPN differentiates lack of wellness from misconduct.

LPNs practise safely and instill confidence in the profession by maintaining competence, engaging in self-reflection, and professional development.

SALPN COUNCIL

Council

Current Council Members as of December 31, 2023:

Chair | Tina Sentes, LPN

Council Members:

Uniqa Anmol, LPN

Crystal Morin, LPN

Patrick Shields, LPN

Public Appointees:

Mary Ellen Wellsch, K.C. BA (Hons), LL.B.

Theo Bryson, BBA

Former Council Members in 2023:

Council Members:

Kirsten Hack, LPN

Kim Flath, LPN

Marlo Umahag, LPN

Public Appointees:

Michael Lummerding

Finance Committee

Chair | Theo Bryson, BBA

Tina Sentes, LPN

Uniqa Anmol, LPN

Governance Committee

Chair | Mary Ellen Wellsch, K.C. BA (Hons), LL.B.

Tina Sentes, LPN

Patrick Shields, LPN

Crystal Morin, LPN

SALPN STAFF

Executive Director

Lynsay Nair, LL.M, LPN

Regulatory Staff

Registrar | Cara Brewster, LPN

Registration & Licensure Coordinator | Noelle Odegard

Complaints, Investigation & Discipline Manager | Kari Pruden, LPN

Professional Practice Standards & Ethics Consultant | Sabrina Warner, LPN

Regulatory Specialist | Katie Sahlu, MPP

Administration Staff

Finance & Human Resources Coordinator | Jolie Mukendi

Customer Service & Communications Coordinator | Kassandra Mickleborough

SALPN STATUTORY COMMITTEES

Counselling & Investigation Committee

Chair | Jennifer Olson, LPN

John Go, LPN

Janice Fillion, LPN

Kristy Huckabay, LPN

Arlene Patron, LPN, Alternate

Dorothea Warren, Public appointee

Discipline Committee

Chair | Randy Dos Santos, LPN

Monique Bellegarde, LPN

Marcie Halyk, LPN

Kristy Huckabay, LPN

Christine Okonkwo, LPN

Mary Ellen Wellsch, K.C. BA (Hons), LL.B. (public appointee from Council)

Statutory Committee Member Development Program (SCMDP)

Beverly Cardinal, Member of the public

CHAIR REPORT

I am pleased to share the 2023 Council Chair's report on behalf of the SALPN Council. 2023 will mark the final report of the Saskatchewan Association of Licensed Practical Nurses. A new era begins in 2024 as we transition to the College of Licensed Practical Nurses of Saskatchewan (CLPNS).

The SALPN Council is responsible for ensuring the organization fulfills its responsibility to regulate the profession according to *The Licensed Practical Nurses Act, 2000*. This is done through the Council's oversight and approval processes, carrying out functions delegated to the Council by *The Act* and reviewing and monitoring organizational reporting, measurement, and outcomes. SALPN is currently 18 months into the implementation of its current strategic plan. The plan sets forth goals related to regulatory performance and excellent governance practices, supporting wellness within the LPN profession, diversity, equity, and inclusion, and understanding the risks in LPN practice. The achievements outlined in this report highlight the progress towards the Council's strategic goals. The SALPN Council takes its responsibilities very seriously and recognizes the privilege it is to serve the Saskatchewan public by overseeing the regulation of the LPN profession.

Regulatory Performance & Board Governance

2023 was the third year with the Council's Governance Principles, Accountability Framework, and SALPN's Regulatory Performance Standards in place. The Regulatory Performance Standards span across each of SALPN's regulatory responsibilities and set the foundation for achieving desired regulatory outcomes and implementing best practices in professional regulation. Each year, a self-assessment is completed to review compliance with the standards. The assessment process allows for self-reflection and the identification of ways to improve. SALPN is working towards fully meeting all Regulatory Performance Standards throughout the life of the strategic plan. In 2023, SALPN met 91% of

the Regulatory Performance Standards, marking an improvement from 84.6% in 2022.

The Council worked hard in 2023 to advance our governance structure and practices. The legislature proclaimed legislative amendments to *The Licensed Practical Nurses Act, 2000* in May. Some of the amendments allowed the Council to modernize the governance structure supporting SALPN. On June 27, the Council made new Administrative Bylaws that allowed for the appointment of LPN and public Council members rather than by an election process. The new bylaws created flexibility related to Council terms, composition, and size. Beginning in the fall, the Council carried out a recruitment and selection process, securing two Council Members to be appointed in 2024. Later in the fall, the Council made further bylaw amendments establishing a process to remove Council Members when necessary and lowered licensure renewal late fees. The Governance Committee reviewed all governance policies in 2023, with several updates presented to and approved by the Council.

The Finance Committee works closely with the Executive Director throughout the year to monitor the financial health of the SALPN and oversees SALPN's financial processes. Similar to 2022, SALPN experienced membership growth in 2023, resulting in increased application and licensure revenues, yielding a sizable surplus in 2023. Additional funds were set aside to support strategic projects in 2024.

The Council provides Terms of Reference for SALPN's statutory committees and is responsible for appointing individuals to the committees. The Council approved updated Terms of Reference, a Committee conduct policy, and adopted an "Oath of Service" for both the Counselling & Investigation and Discipline Committees in 2023. The Council enrolled one member of the public into the Statutory Committee Member Development Program in 2023 for committee appointment in 2024.

Last year, we reported that SALPN would adopt a new program approval process throughout 2023. By year-end, all work to support the adoption of the new program was complete. Regulatory Bylaws accommodating the change were approved by the Council late in the year, with Ministerial approval anticipated in 2024.

The Council approved bylaws and policies that supported the establishment of two important regulatory programs in 2023: the Supervised Practice Experience (SPE) program and a mechanism for LPNs to self-report fitness to practice concerns like addictions. Regulatory bylaws establishing graduate licensure for internationally educated applicants were published in early 2023. The Council administered one return from resignation review and reviewed three applications for resignation from the SALPN membership. The Council approved amendments to four practice guidance documents to help LPNs understand their regulatory responsibilities within LPN practice.

Supporting Wellness Within the LPN Profession

The legislative amendments mentioned earlier in this report provide SALPN the opportunity to manage concerns related to addictions and mental health with a process intended to achieve wellness rather than utilizing the previous disciplinary route. A mechanism supporting LPNs to voluntarily disclose these concerns to SALPN was implemented in October, marking a significant achievement for the organization.

Diversity, Equity, and Inclusion

In 2023, SALPN officially started its journey towards authentic allyship, and a web page was launched to highlight the milestones. A dedicated report about the authentic allyship journey can be found later in this annual report. In October 2022, the SALPN Council declared racism towards Indigenous people

in health care a risk to the public and directed the Executive Director to create strategies to address it. In the spring of 2023, the Council adopted a modernized Code of Ethics for the profession developed collaboratively by Canadian Practical Nurse regulators. The new code contains a profound commitment to culturally safe care. In conjunction with the Code of Ethics, the Council approved a new legislative interpretation assisting LPNs to provide culturally safe care. Additionally, the Council approved an organizational-wide policy that outlines how the SALPN Council, Committee, and staff members provide culturally safe service consistent with the expectations of the profession.

Understanding the Risks in LPN Practice

In 2023, the Executive Director presented an enhanced Risk Registry to the Council along with information to help understand risks of the LPN profession. We look forward to a research project planned in 2024 to better understand how LPNs perceive risks in their practice.

Acknowledgment:

The SALPN Council would like to thank the Executive Director and the SALPN staff for their hard work and commitment to SALPN's public-serving mandate. We appreciate the team's commitment to learning and continuous improvement. We are very proud of the knowledge and expertise within the team and look forward to our continued work together.



Thank you.
Tina Sentes, LPN
SALPN Council Chair

COUNCIL GOVERNANCE GUIDING PRINCIPLES

1. As delegated by the legislature, everything the SALPN does is clearly linked to the interest and protection of the public.
2. The SALPN strives to regulate according to the principles of Right Touch Regulation (proportionate, consistent, targeted, accountable, agile, and transparent).
3. The SALPN's regulatory processes are grounded in the principles of procedural fairness and natural justice.
4. Accountability through transparency.
5. The Council understands and distinguishes the difference between its governance role and the role of operations.
6. The Council is strategically engaged and purposely involved.
7. Council competence is achieved through an ongoing commitment to education, development, and engagement.
8. The Council commits to best practices in board governance.

EXECUTIVE DIRECTOR REPORT

The words hard work and progress summarize 2023 well. The SALPN team completed several significant projects propelling the organization forward in meeting the Council's strategic goals. I would like to thank the SALPN staff for their tremendous efforts. It would be impossible to function without their hard work and dedication. I would also like to thank the SALPN Council for their commitment to their governance role and their support of the organization as a whole.

2023 marked a second year of unanticipated growth for the LPN profession in Saskatchewan. On December 31, 2023, there were 4688 LPNs holding a practising license or a non-practising certificate. Like in 2022, a large number of the new members were applicants from other provinces.

SALPN is delegated the authority to regulate the LPN Profession in Saskatchewan by the legislature on behalf of the Saskatchewan public. By way of this annual report, we offer transparency and demonstrate public accountability.

SALPN's legislated responsibilities are as follows;

1. Practical Nursing program approval,
2. Registration and Licensure,
3. Professional Practice Standards and Ethics, and
4. Complaints, Investigation, and Discipline.

The education program approval process intends to support the delivery of quality practical nursing education in Saskatchewan. Effective Practical Nursing programs are thought to prepare graduates to enter the profession as competent and safe practitioners. Registration and licensure responsibilities include setting the requirements to become and remain licensed. Professional Practice Standards and Ethics (PPSE) responsibilities involve setting the standards and expectations of the profession. PPSE responsibilities also support LPNs and other stakeholders in understanding the professional standards. Finally, when it is alleged that LPN practice may include unsafe or unethical behaviour, the SALPN responds with a Complaints,

Investigation, and Discipline process. Achievements and more information about each of these responsibilities are provided throughout this annual report.

Thank you.



Lynsay Nair, LPN
SALPN Executive Director

2023

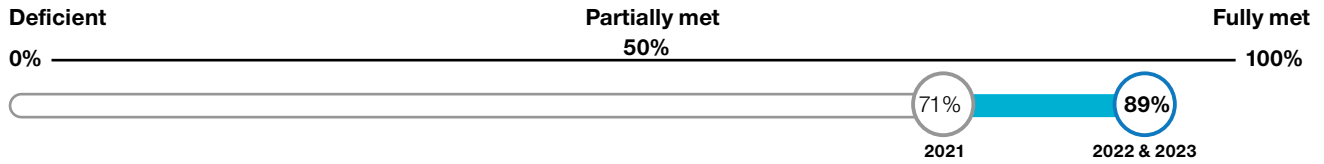
REGULATORY PERFORMANCE REPORT

REGULATORY PERFORMANCE COMPLIANCE REVIEW

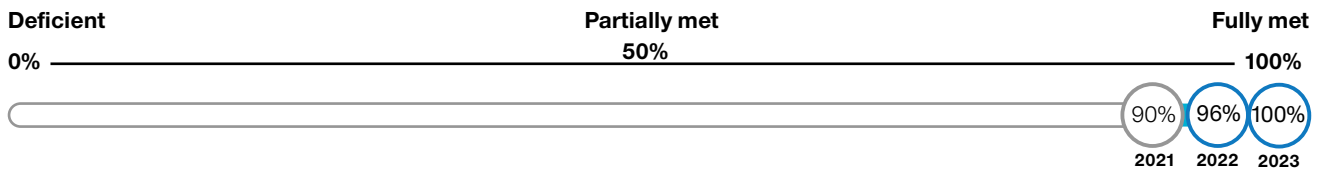
STANDARDS

GOVERNANCE:

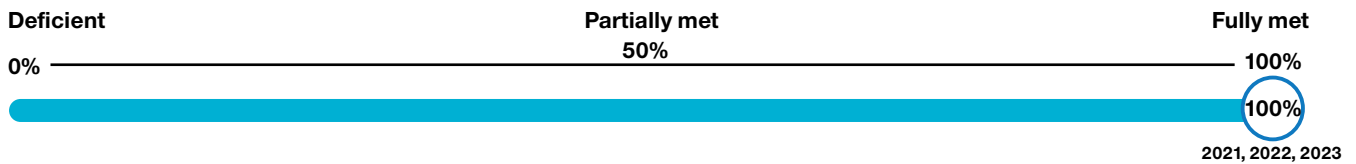
1. Council and Statutory Committee members have the knowledge, skill and ability to effectively execute their role and fulfill their responsibilities.



2. Council decisions consider both safety and the public interest.

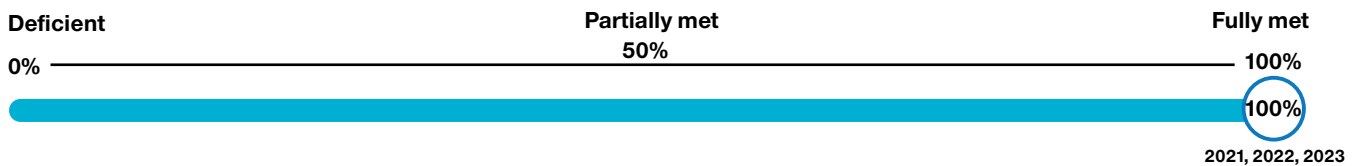


3. The SALPN acts to enhance public trust through transparency.



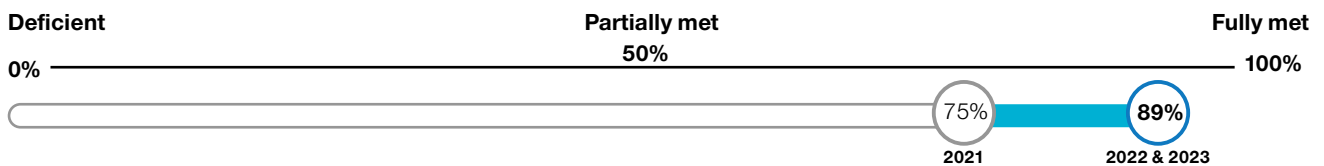
RESOURCES:

4. Manages resources responsibly.



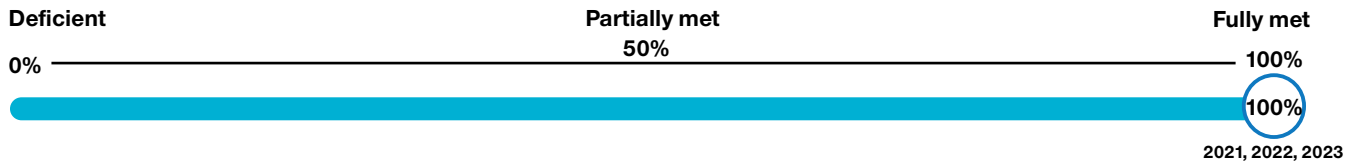
SYSTEM PARTNER:

5. Actively engages with other health regulators and system partners to align oversight and support execution of the SALPN's mandate.

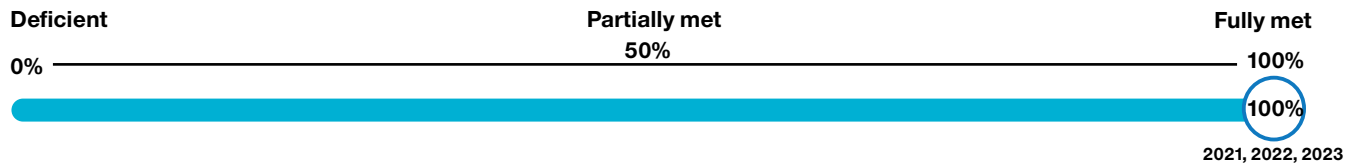


Assessment Date: 31/12/21

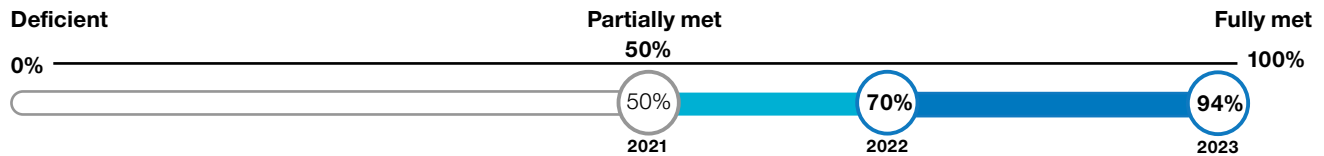
6. Contributes to health care in Saskatchewan through involvement in the regulatory community.



7. Maintains cooperative and collaborative relationships to ensure it is responsive to evolving public expectations.

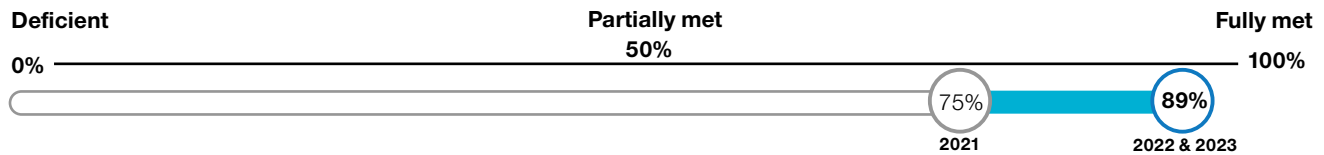


8. Seeks to understand and respond to changing public expectations in a timely and effective manner.



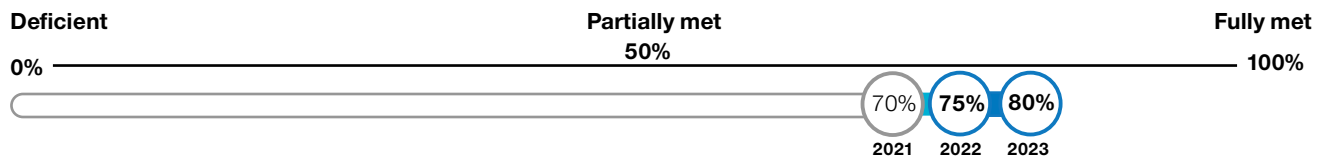
INFORMATION MANAGEMENT:

9. Information collected is protected from unauthorized disclosure and cybersecurity threats.



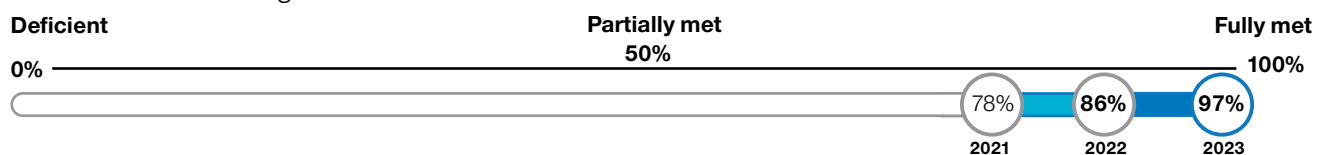
REGULATORY POLICIES:

10. Practice requirements, practice standards and practice guidance documents are evidence-informed, relevant to the practice environment, align with the principles of right-touch regulation and consider the



ELIGIBILITY TO PRACTICE

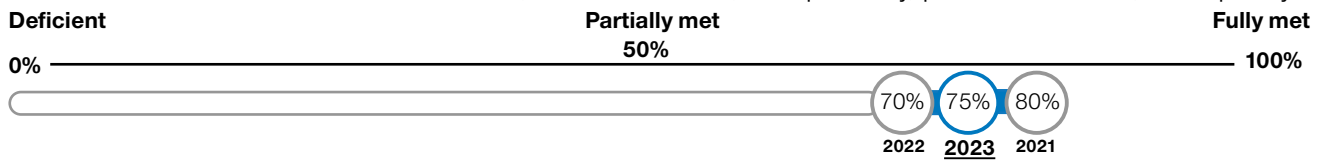
11. The SALPN has processes and procedures in place to assess the competency, safety, and ethics of those who obtain registration and licensure.



Assessment Date: 31/12/23

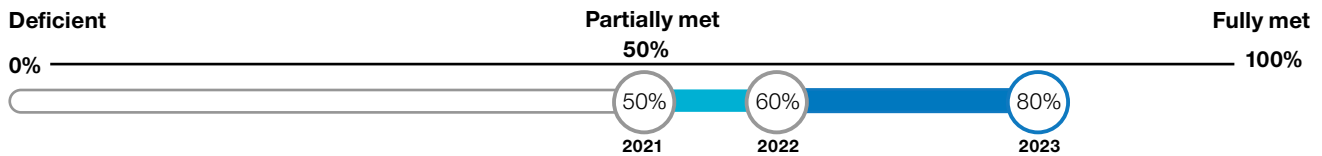
For the full Regulatory Performance Standards Review please click [here](#).

12. The SALPN supports the continued competence of LPNs through requirements of ongoing licensure that address the Standards of Practice, Code of Ethics, competency, professionalism, and quality of care.

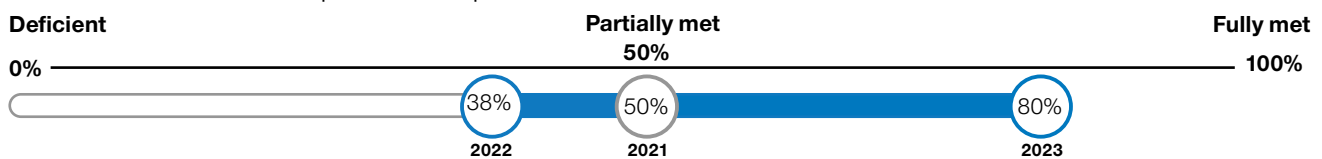


COMPLAINTS, INVESTIGATION & DISCIPLINE

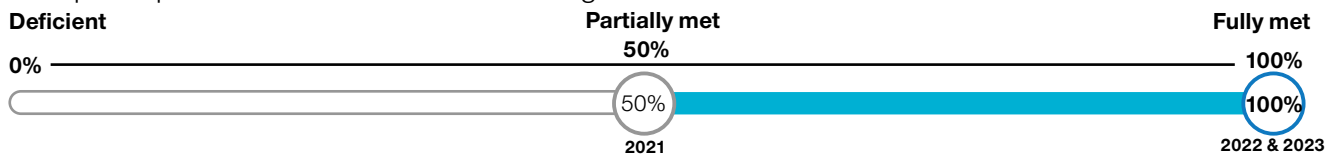
13. Processes are accessible and supportive, and intend to remediate identified competence and ethical concerns.



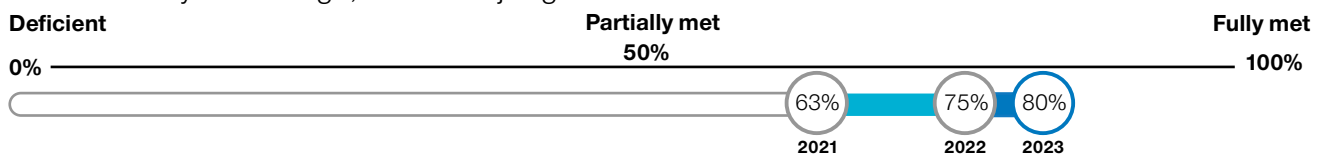
14. All complaints, reports and investigations are prioritized based on public risk, and conducted in a timely manner with actions to protect the public.



15. Complaint process is coordinated and integrated.

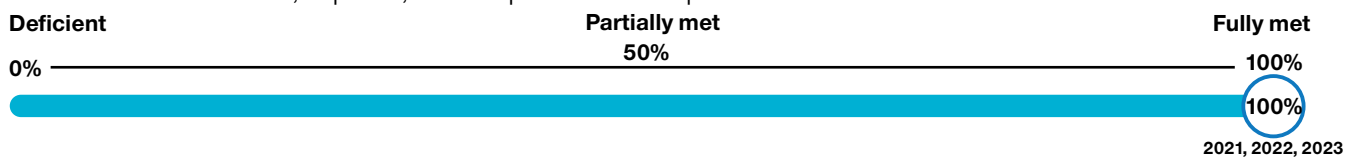


16. Maintains its role to protect the public while supporting and monitoring LPNs who demonstrate unsatisfactory knowledge, skills and judgment.



MEASUREMENT, REPORTING & IMPROVEMENT:

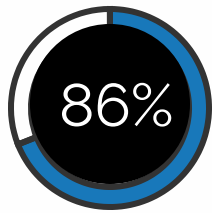
17. The SALPN monitors, reports, and improves on its performance.



2023 Public Perception Survey

In 2023, SALPN prepared an in-house survey on public perceptions of professional regulation and regulated professions that was distributed via social media between November 22 and December 5, 2023. A similar survey was done in collaboration with Yardstick Research in 2018.

REGULATED HEALTH PROFESSIONALS



trust regulated health care professionals the same or more than non-regulated professionals

PUBLIC TRUST

77% agree they can count on LPNs to provide safe, professional, competent nursing care

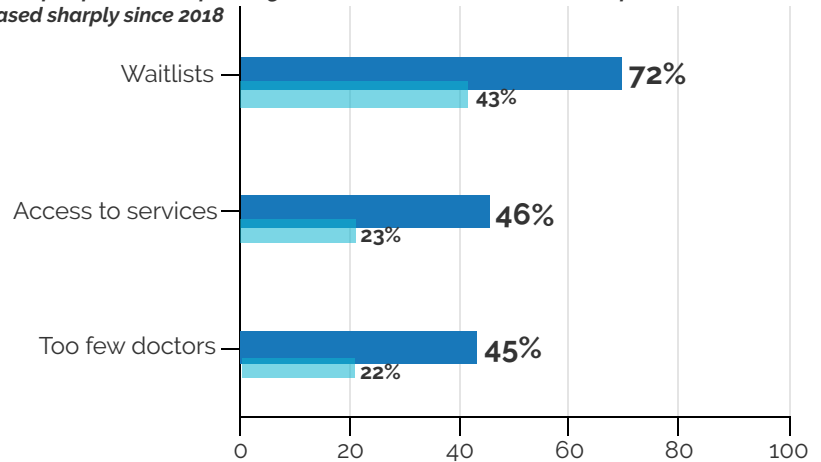


90%

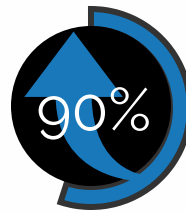
say entry requirements set by professional regulators create a barrier for public access to healthcare

RISING CONCERNS OVER WAITLISTS, ACCESS

Number of respondents expressing concern over wait times and lack of access has increased sharply since 2018



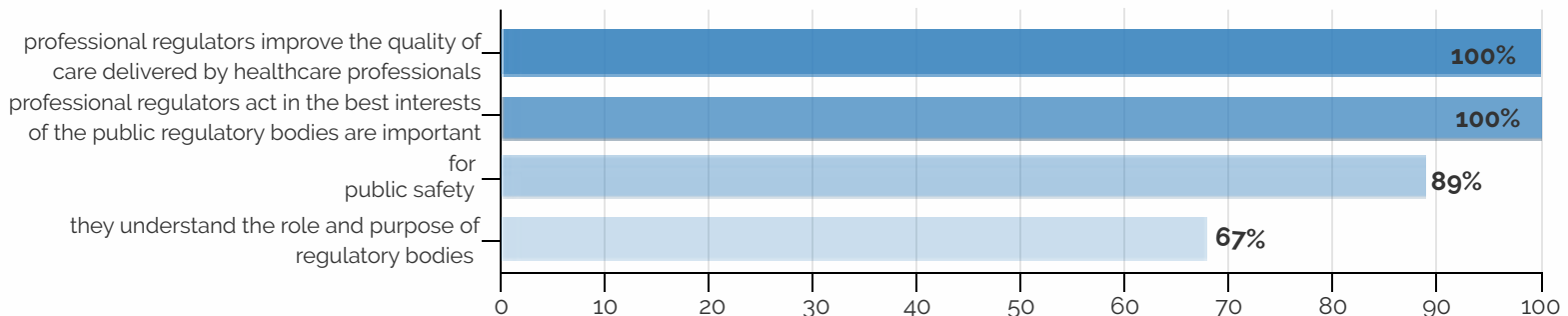
INCREASING PUBLIC TRUST



reported "very high" or "somewhat high" levels of trust in regulated healthcare professionals. In SALPN's 2018 survey, the number was 71%

IMPORTANCE OF REGULATORS

A majority of respondents said:



This survey was created using Survey Monkey and distributed via SALPN's social media platforms between November 22 and December 5, 2023. SALPN received a total of 657 submissions of which 337 were fully completed.

THE SALPN JOURNEY TOWARD AUTHENTIC ALLYSHIP

The SALPN is responsible for regulating the LPN profession in Saskatchewan. Health professions are regulated to ensure the public receives safe, quality, and ethical care from professionals. Excellent care provided by professionals contributes to a better healthcare system. Like many formalized structures in Canada, professional regulation is rooted in colonialism. The history of regulating professions is proven to be exclusionary and oppressive to many individuals, including Indigenous Peoples.

The SALPN is committed to a journey toward authentic allyship. The SALPN will become an authentic ally through its work as the regulator of the LPN profession, through its presence as an organization, and as an employer.

WHAT DOES AUTHENTIC ALLYSHIP MEAN TO THE SALPN?

Authentic allyship means being intentional in our efforts to discover the truths, develop meaningful relationships, and achieve reconciliation with Indigenous people and the Indigenous community.

Authentic allyship embraces collaboration with Indigenous People and involves understanding that Indigenous Peoples are best situated to know what they need.

THE SALPN'S CULTURAL ADVISORY GROUP

The SALPN's Cultural Advisory Group (CAG) consists of members of the public, LPNs, and members of the SALPN staff and Council. The group's purpose is to guide and provide advice to SALPN throughout its journey toward authentic allyship. In 2023, the CAG met at the SALPN office once for an onsite visit and consultation about the Culturally Safe Care guideline. The group provided virtual input into SALPN's new logo and the Culturally Safe Service guidance document adopted by the organization.

GOALS OF THE JOURNEY TO AUTHENTIC ALLYSHIP

At the recommendation of the SALPN's Cultural Advisory Group, the SALPN Council set the following four journey goals:

1. Improve the quality of healthcare in Saskatchewan by increasing the Indigenous perspective in LPN practice and healthcare.
2. Improve health and healthcare outcomes in Saskatchewan by increasing Indigenous representation in the LPN profession.
3. Understand and address racism in healthcare.
4. Decolonize and Indigenize SALPN's processes.

INDIGENOUS-SPECIFIC RACISM IN HEALTH CARE

The SALPN is responsible for identifying and addressing risks to the public in LPN practice. The presence of widespread Indigenous-specific racism in healthcare is proven to cause harm and even the death of Indigenous People. The SALPN Council declared Indigenous-specific racism in healthcare a risk to the public and directed the organization to develop a strategy to address it. Several steps to address Indigenous-specific racism in health care were taken in 2023 and are outlined in the following pages.

HOW IS THE SALPN MOVING FORWARD IN THE JOURNEY TO AUTHENTIC ALLYSHIP?

The SALPN's reason for existing is to serve and protect the public by regulating the LPN profession. However, the SALPN also exists as an organization in the community and is an employer. For the SALPN to become an authentic ally, the journey must include steps taken in each of the organization's dimensions. All efforts made by the SALPN are to help achieve the four goals of the journey to authentic allyship.

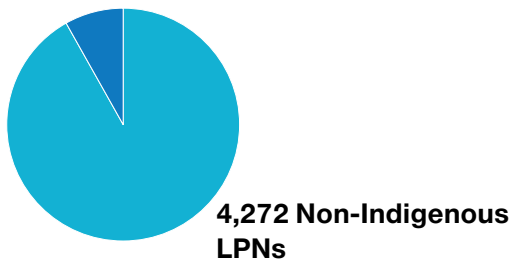
THE SALPN AS THE REGULATOR OF THE LPN PROFESSION

LPNs are required by the SALPN to provide culturally safe care in their practice. The SALPN, through regulation, can do various things to support the delivery of culturally safe care in LPN practice.

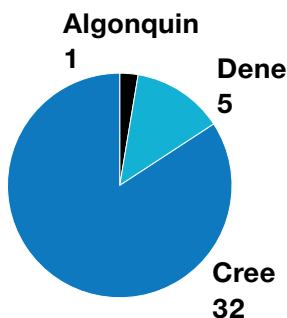
In 2023, 416 LPNs voluntarily shared that they are of Indigenous ancestry. Indigenous LPNs work throughout the province in a variety of practice areas.

8.8% of the membership declared an Indigenous background.

416 Indigenous LPNs



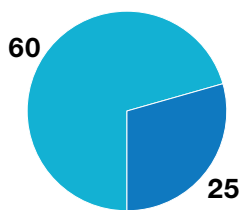
38 members shared they speak Cree, Dene, and Algonquin as additional Indigenous languages.



2023 ACHIEVEMENTS

- Code of Ethics and Culturally Safe Care Legislative Interpretation:** On June 21, 2023, National Indigenous Peoples Day, the SALPN published an updated Code of Ethics for LPNs in Canada and a new Legislative Interpretation titled, Culturally Safe Care (CSC). The documents set clear expectations about the legal requirement to deliver culturally safe care in LPN practice. You may view both documents in the document library on the [SALPN website](#).
- The Saskatchewan Indian Institute of Technologies (SIIT) Indigenous Practical Nursing (IPN) Program:** The SIIT IPN program is offered in Saskatoon and La Ronge. The IPN program prepares graduates to become culturally responsive providers with an understanding of Western and Indigenous approaches to health and wellness.
- SIIT & SALPN Mentorship Opportunity:** SIIT and SALPN partnered to offer a mentorship opportunity to students graduating from the June 2023 IPN program. 8 partnerships were established between graduates and LPNs. Mentorship allows new and seasoned LPNs to partner, share their stories, and provide a safe space to share and reflect on professional experiences.
- The SALPN offered LPNs support to complete the *Role of Practitioners in Indigenous Wellness* course provided by the University of Saskatchewan by reimbursing LPNs for registration costs upon successful completion.

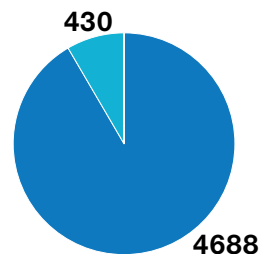
In 2023, 60 LPNs were offered to complete the course. 25 LPNs completed the course and were reimbursed by SALPN.



42% of the LPNs offered the Role of Practitioners in Indigenous Wellness Course completed it.

- The SALPN provided scholarships to two Indigenous LPNs who submitted their interest in completing the *Excellence in Health Care Leadership* program offered by the Johnson Shoyama Graduate School of Public Policy. Both members are expected to complete the program in 2024.
- In early 2023, SALPN announced that the Continuing Education Portfolio (CEP) program for LPNs will recognize all learning that supports developing cultural competence and safety as formal learning. This change reinforces the importance of providing culturally safe care and recognizes the value of the various ways this learning can occur.

In 2023, 430 members submitted Cultural-Based Learning (CBL) as an education activity for their CEP.



55% submitted more than one CBL activity for a total of 777 CBL activities submitted in 2023.

9% of the overall membership submitted a CBL activity in 2023.

- The Complaints, Investigation, and Discipline process supports resolving complaints using cultural-based methods such as Indigenous Peacekeeping Practitioners, Talking Circles, or with the support of members of the Indigenous Community.

THE SALPN AS AN ORGANIZATION

The SALPN is a non-profit organization created by *The Licensed Practical Nurses Act, 2000*. The SALPN office is located in Regina and serves as the regulator of the LPN profession for the province of Saskatchewan. The SALPN is governed by a Council that sets the strategic direction of the organization. The Council hires an Executive Director to manage the SALPN and achieve the Council's strategic direction.

- The SALPN Cultural Advisory Group met in March of 2023. The group specifically focused on improving how the organization includes, considers, communicates, and engages with Indigenous People and how the SALPN provides opportunities for the group to lead, direct, oversee, and/or evaluate its journey to the extent the group desires or sees necessary.
- The SALPN Council is made up of LPNs and government-appointed public representatives. An LPN of an Indigenous background was appointed to the SALPN Council on May 11, 2023, and will serve a two-year term on the Council.
- The SALPN is committed to supporting Indigenous artists and has purchased several pieces of Indigenous art displayed in the SALPN office.
- The SALPN Council and statutory committee members are encouraged and supported to engage in education and learning opportunities to support their individual journey towards allyship. Council Members completed Anti-Racism training offered by the Saskatchewan Anti-Racism Network.
- In honour of National Truth and Reconciliation Day, employers, educators, regulators, direct care providers, leaders, and members of the public from across the province released a video sharing a heartfelt apology to the Indigenous Peoples of this nation. You may view the video by visiting the [SALPN website](#).



Painting located in the SALPN office. Artist: Kevin Peeace



Painting located in the SALPN office. Artist: Joe Tapaquon



Painting located in the SALPN office. Artist: Joe Tapaquon

- In December 2023, the SALPN published a Service Standard Guideline that explains the expectations, commitments and best practices of the SALPN staff, Council and Committees. Its purpose is to clarify service standards surrounding Culturally Safe Service and reinforce the SALPN's responsibilities to operate in a culturally safe manner. You may view the document on the [SALPN website](#).
- In 2023, the SALPN began preparing for an organizational name and rebranding. The new logo portrays the Saskatchewan tiger lily and will be orange to honour Indigenous People's resilience, respect for the land, and the commitment to allyship and reconciliation.

The development and background of the new logo will represent the life and vitality of Saskatchewan's people cared for by LPNs, and the heartbeat of the nursing profession is a bond woven between the shared land and its' people.

The serene landscapes of Saskatchewan find their reflection in the safeguarded Prairie Lily, symbolizing the SALPN's commitment to ensuring public protection.



Painting located in the SALPN office. Artist: *Johnny Marceland*



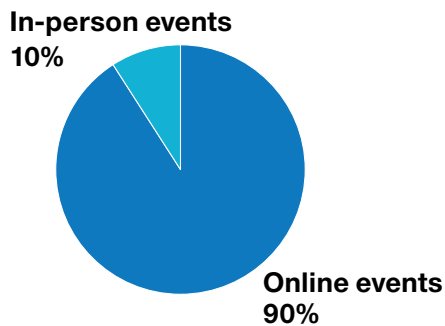
Painting located in the SALPN office. Artist: *Darren Pratt*

THE SALPN AS AN EMPLOYER

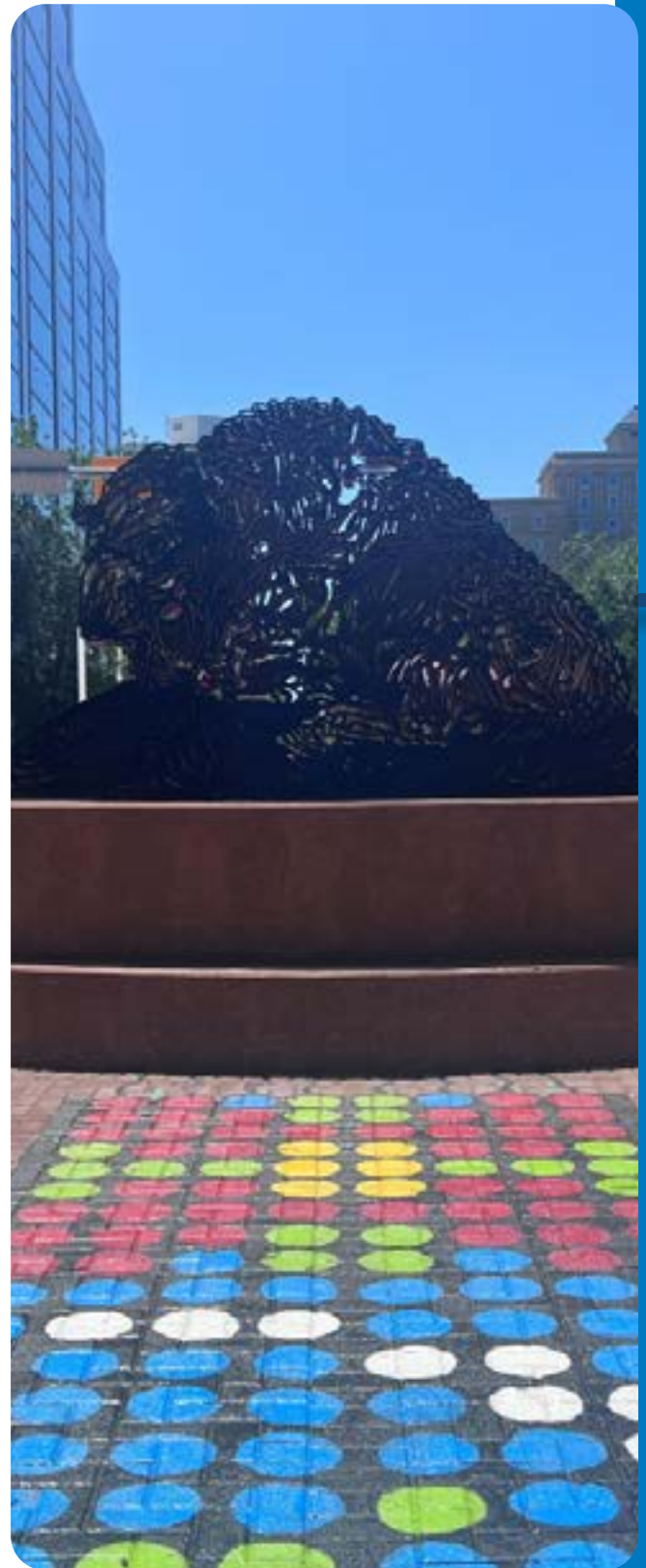
The SALPN employs eight individuals who are responsible for carrying out the SALPN's work in a culturally safe way. The SALPN recognizes that they must support staff on their individual journeys towards authentic allyship by creating educational opportunities and growth experiences.

- Staff are encouraged and supported to attend ongoing learning opportunities. SALPN staff are enthusiastically engaged in a variety of formal and informal learning to support their allyship journey.

100% of SALPN staff participated in Indigenous educational opportunities in 2023. Collectively the staff engaged in over 30 different events.



- Staff completed Anti-Racism training offered by the Saskatchewan Anti-Racism Network.
- National Day for Truth and Reconciliation on September 30 is recognized as a holiday at SALPN.
- Staff are supported to develop cultural competence by attending a cultural event or experience like a pow-wow or ceremony on up to two paid working days per year.



2023

LEGISLATIVE RESPONSIBILITIES REPORTING

REGISTRATION & LICENSURE

The SALPN is authorized by *The LPN Act* to register members and issue a licence to those who meet licensure requirements as prescribed in *The Act* or Regulatory Bylaws. Applicants may be new to the profession, returning to the profession, or may have practiced in another jurisdiction.

Registration and licensure activities protect the public by preventing unqualified individuals from practicing as an LPN and using the title, Licensed Practical Nurse or LPN.

Requirements for licence renewal protect the public as they collectively provide a means to support quality assurance in LPN practice.

To be registered and initially licensed, applicants must meet the following requirements:

- Complete an approved Practical Nursing Education Program or an equivalent;
- Pass the licensure exam (not required for initial GLPN licensure);
- Submit a satisfactory criminal record check;
- Meet the minimum English language requirement; and
- Provide declarations or proof of compliance with other bylaw requirements.

For licence renewal, members must meet the following requirements:

- Obtain and report no less than 1250 nursing hours in the previous five years;
- Report no less than the minimum number of continuing education hours required; and
- Provide declarations or proof of compliance with other bylaw requirements.

The Registration and Licensure department oversees the LPN Independent Practice Registry.

HIGHLIGHTS AND ACHIEVEMENTS

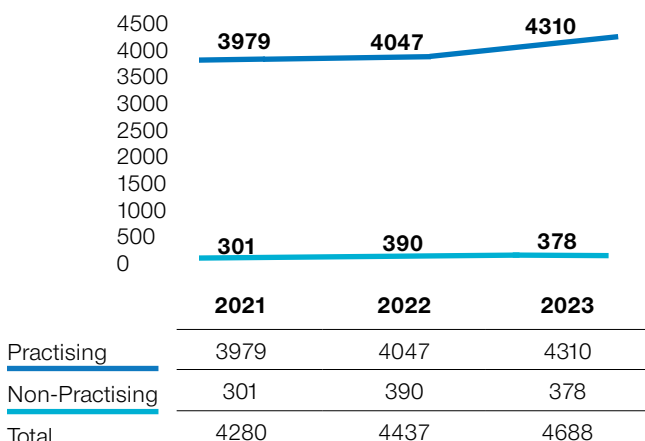
- The establishment of a Supervised Practice Experience (SPE) program.
- The establishment of a Voluntary Disclosure of Risk (VDR) program and online self-reporting.
- The establishment of Regulatory Bylaws supporting graduate licensure of Internationally Educated Nurse (IEN) applicants and a Supervised Practice Experience.
- The approval of policies related to a member's return from resignation, English language proficiency requirements, graduate licensure for IENs and the supervised practice experience program.
- SALPN's participation in establishing federal funding for a dataset project with CIHI.

2023 REGISTRATION & LICENSURE STATISTICS

MEMBERSHIP STATISTICS AS OF DECEMBER 31, 2023

MEMBERS AT YEAR END

A three year review



The SALPN's membership increased by 5.65% in 2023 and by 12.6% since 2020.

Throughout the report, 9 GLPNs are included in the total Practising membership

MEMBERSHIP BY AGE/PERCENTAGE OF THE MEMBERSHIP

(Includes Practising and Non-Practising)

- Under 25:** 157 (3.3%)
- 30 – 25:** 622 (13.3%)
- 31 – 40:** 1910 (40.7%)
- 41 – 50:** 1135 (24.2%)
- 51 – 60:** 633 (13.5%)
- 61 – 70:** 223 (4.8%)
- Over 70:** 8 (0.17%)

Total: 4688

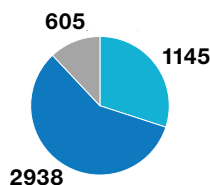
41% of the 2023 membership is between the ages of 31 and 40, while 18% are over the age of 50.

The average age of LPNs with a practising license is 40 years old, and 42 years old for those members holding a Non-Practising Certificate.

MEMBERSHIP BY CREDENTIAL / PERCENTAGE OF THE MEMBERSHIP

(Includes Practising and Non-Practising)

- PN - Certificate: 1145 (24%)
- PN - Diploma: 2938 (63%)
- Equivalency/Other: 605 (13%)



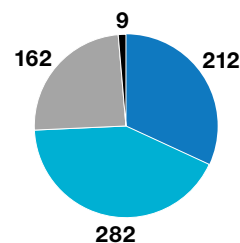
*63% of members have a Practical Nursing diploma.

SPECIALIZED AND ADVANCED AREAS OF PRACTICE

(Practising Members only)

14% of SALPN members have education in a Specialized or Advanced Area of Practice.

	2023	Change from 2022
● Perioperative	212	+27
● Advanced Foot Care	282	+27
● Dialysis	162	-2
● Advanced Orthopedics	9	-1



ADDITIONAL LANGUAGES SPOKEN OTHER THAN ENGLISH

- Algonquin – 1
- Amharic – 2
- Arabic – 2
- Bantu – 1
- Cebuano – 30
- Chinese – 12
- Cree – 32
- Dene – 5
- Finnish - 1
- French – 56
- German – 14
- Gujarati - 8
- Greek – 2
- Hebrew - 1
- Hindi – 74
- Hungarian – 4
- Ilocano – 14
- Japanese - 1
- Kannada – 3
- Korean - 6
- Malayalam – 28
- Nepali – 4
- Norwegian – 1
- Other languages - 6
- Panay-Hiligaynon – 4
- Persian – 2
- Polish - 6
- Punjabi – 59
- Romanian – 5
- Russian – 8
- Samar-Leyte – 2
- Serbian – 3
- Sign language - 3
- Somali - 1
- Spanish – 17
- Swahili - 4
- Tagalog – 247
- Tamil – 8
- Telugu – 4
- Thai - 1
- Tigrinya – 2
- Ukrainian - 7
- Urdu – 15
- Vietnamese - 4

15% of members speak a language other than English, and 2.3% speak two languages other than English.

AREAS OF RESPONSIBILITY

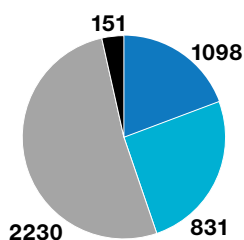
(Practising LPNs – Primary Employer)

Area of Responsibility	2023	% Of Membership	Change from 2022
Administration	72	1.7%	+14
Ambulatory Care	50	1.2%	-1
Community Health	108	2.5%	+5
Critical Care	12	0.3%	+2
Direct Care – Other	125	2.9%	+5
Education	10	0.3%	-2
Emergency	67	1.6%	+6
Home Care	280	6.5%	+22
Long-Term Care	1122	26%	+93
Maternal/Newborn	101	2.3%	+17
Medical/Surgical	1109	26%	+100
Nursing Education	14	0.3%	+5
Nursing Service	276	6.4%	+43
Occupational Health	11	0.3%	-4
Oncology	7	0.2%	+2
Operating Room	144	3.3%	+18
Palliative Care	41	1%	+11
Pediatrics	81	1.9%	+6
Psychiatric/Mental Health	50	1.2%	+5
Rehabilitation	77	1.8%	+3
Research	2	0.04%	+1
Several Clinical Areas	75	1.7%	+20
Sub Acute	22	0.5%	+4
Teaching	14	0.3%	+4
Urban/Rural Hospital – Several Areas	280	6.5%	-14
Young Adult Long-Term Care	11	0.3%	+5
Not Stated/Unknown	149	3.5%	-109
TOTAL	4310		

EMPLOYMENT STATUS

(Practising LPNs – Primary Employer)

- Casual: 831 (19%)
- Part-Time: 1098 (25%)
- Full-Time: 2230 (52%)
- Not stated/Not employed: 151 (4%)



52% of the Practising members were employed full-time in 2023.

REPORTED HOURS OF WORK AND OVERTIME HOURS AT 2023 YEAR-END

(Practising LPNs - Primary Employer)

Regular Hours	# Of Members	Change from 2022
0 Hours	378	+82
1 – 300	388	+78
301 – 600	438	+48
601 – 900	477	-16
901 – 1200	687	-231
1201 – 1500	904	-14
1501 – 1800	762	+58
1801 – 2100	214	+18
Over 2100	62	+19

Overtime Hours	# Of Members	Change from 2022
1 – 100	559	-908
101 – 200	92	-328
201 - 300	35	-169
301 - 400	12	-99
401 - 500	12	-50
501 - 600	2	-31
601 – 700	7	-18
701 – 800	4	-5
800+ Hours	6	-16

17% of the members reported working some overtime hours in 2023. 53% of LPNs reported working overtime hours in 2022.

PRACTICE HOURS EXTENSIONS

Between September 1st and December 31st, the SALPN approved forty-seven LPNs for a Practice Hour Extension. Each LPN agreed to meet the practice hour requirement for the next renewal period. Nine (9) LPNs who applied for 2024 registration did not meet the requirements of a Practice Hour Extension and were recommended for the Supervised Practice Experience (SPE).

Hours Required	# Of Members	Change from 2022
1 - 300	3	-11
301 -600	18	+8
601 - 900	10	+2
Over 900	16	-10
Total	47	

CRIMINAL CHARGES AND CONVICTIONS

In 2023, the SALPN was notified about, assessed, or monitored the criminal standing of seventeen (17) applicants or members. Eleven (11) of the cases were new to the SALPN and were reported in the following ways:

Reported during renewal: 0

Reported before renewal: 2

Reported during the application process: 7

Reported by colleague: 2

Nature of Offence	Convicted	Non-Conviction, Conditional Discharge, or Stay of Proceedings	Pending
DUI	6	2	1
Theft	0	0	1
Assault	0	4	0
Sexual assault	0	0	1
Sexual assault of a person under fourteen years	0	0	1
Possession of a controlled substance	0	0	1
Possession of stolen property	0	0	1
Possession of an unlicensed/prohibited weapon	0	0	1
Possession of unstamped tobacco	0	0	1
Attempt to sell unstamped tobacco	0	0	1
Distribution of an intimate image	0	1	0
TOTAL	6	7	9

Two LPN members had more than one criminal charge

Per SALPN Regulatory Bylaw 171, a member must report criminal charges or convictions to the Registrar within 30 days. Applicants must submit a satisfactory criminal record check per Regulatory Bylaw 4(2) (a).

CANADIAN PRACTICAL NURSE REGISTRATION EXAM (CPNRE)

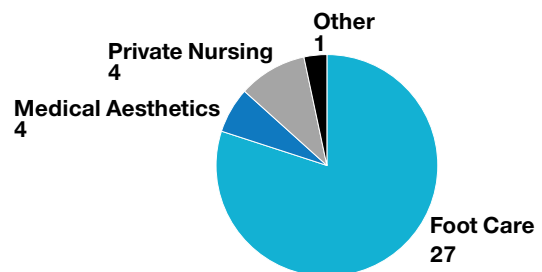
CPNRE Statistics	2021	2022	2023
First Time Writers	193	99	193
First Time Writers pass rate	95%	97%	99 %
Repeat Writers	13	6	4
Repeat Writers Pass rate	69%	50%	50%

In 2023, Saskatchewan graduates writing for the first time had a 98% pass rate.

INDEPENDENT PRACTICE

As of December 31, 2023, thirty-six (36) LPNs were registered in Independent Practice.

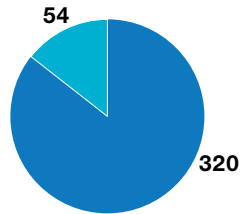
Independent Practice 2022	Total Members
Foot Care	27
Medical Aesthetics	4
Private Nursing	4
Other	1
Total	36



REPORTED LPN PRACTICE HOURS OUTSIDE OF SASKATCHEWAN

320 Practising and 54 Non-Practising LPNs reported working as an LPN outside of Saskatchewan.

Practising: 320
Non-Practising: 54



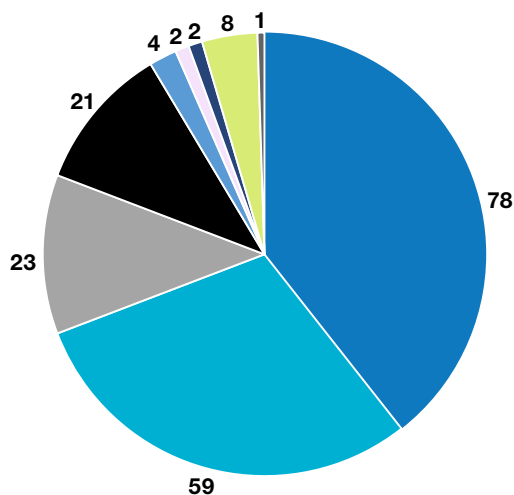
SUPERVISED PRACTICE EXPERIENCE (SPE)

The Supervised Practice Experience was implemented in 2023. A total of 3 members started their SPE in 2023.

LEFT OR RETIRED FROM LPN PRACTICE

In 2023, one hundred and ninety-eight (198) LPN members informed the SALPN they no longer intended to practice in Saskatchewan for the following reasons:

- Practising as an RN = 78
- Retirement = 59
- Moved out of province = 23
- Did not meet the practice hour requirement = 21
- Travel nursing contract ended or “fell through” = 4
- On disability = 2
- Education leave = 2
- No reason provided = 8
- Too expensive = 1



4.2% of LPNs stated they would not practice in 2024.

PROFESSIONAL PRACTICE STANDARDS & ETHICS

The SALPN is authorized by *The LPN Act* to create bylaws that prescribe the following:

- a. Set standards for professional conduct, competency, and proficiency;
- b. Provide a code of ethics; and
- c. Set standards regarding the manner and method of practice.

The SALPN Regulatory Bylaws prescribe standard documents or reference the following:

- a. Standards of Practice for Licensed Practical Nurses;
- b. Code of Ethics for Licensed Practical Nurses;
- c. Independent practice; and
- d. Specialized Areas of LPN Practice.

The Professional Practice Standards and Ethics (PPSE) department serves as a resource for LPNs, employers, and the general public to understand LPN practice.

The SALPN provides additional explanatory documents intended to influence behaviour reflective of the standards and ethics of the profession. Guidance documents elaborate on standards, address risks associated with LPN practice and practice roles, or provide information about emerging practices and healthcare trends impacting practice.

The PPSE department offers consulting services related to the professional scope of practice for LPNs, including discussions about the Context of Practice. LPNs contact the SALPN for support in understanding practice limitations and how to uphold their professional standards. Employers access the department to clarify LPN practice issues and consult on workplace policies

The activities associated with professional practice standards and ethics protect the public by making the expected behaviour of LPNs known and available to members, employers, and the public.

HIGHLIGHTS AND ACHIEVEMENTS

- The establishment of an updated Code of Ethics (in collaboration with Canadian Practical Nurse regulators).
- The establishment of a new legislative interpretation: Culturally Safe Care.
- The approval of updates to four existing PPSE documents:
 - Medical Assistance in Dying (MAiD).
 - Working with Unregulated Care Providers (in collaboration with the College of Registered Nurses of Saskatchewan and the Registered Psychiatric Nurses Association).
 - IV Push: Administration of Medication by Direct Intravenous Push.
 - Complementary and Alternative Therapies.

The PPSE department offers consulting services related to the professional scope of practice for LPNs, including discussions about the Context of Practice. LPNs contact the SALPN for support in understanding practice limitations and how to uphold their professional standards. Employers also access the department to clarify LPN practice issues and consult on workplace policies

The activities associated with professional practice standards and ethics protect the public by making the expected behaviour of LPNs known and available to members, employers, and the public.

THE MOST COMMON INQUIRIES RECORDED BY CATEGORY:

Inquiry Category	LPN inquiries 2022	LPN inquiries 2023	Employer inquiries 2022	Employer inquiries 2023
Basic Competencies	13	37	16	21
Additional Competencies	59	140	26	53
Specialized Areas of Practice	20	20	0	6
Independent Practice	23	94	0	1
Professional Scope	29	137	18	90
Standards and Ethics	12	217	3	78

THE MOST COMMON INQUIRY TOPICS RECORDED:

Topics	2022	2023
GLPN	7	12
CEP	139	163
CEP Audit	55	23
Foot Care	21	47
Immunization	9	11
Medication Administration	13	25
IV Push	12	16
Independent Practice Audit	0	23
Professional Scope	48	135
Botox, Filler, and Delegation	Not tracked	33

COMPLAINTS, INVESTIGATION AND DISCIPLINE

The complaints, investigation, and discipline processes protect the public as they provide an opportunity to improve unsafe or unethical practices through remediation and corrective steps, remove incompetent or unethical members from practice, and inform the SALPN of potential or identified risks to the public in LPN practice.

The SALPN is authorized by *The LPN Act* to accept, investigate, and resolve complaints received about SALPN members. This work is done by two committees which are independent of the SALPN Council and staff.

The LPN Act defines professional incompetence and professional misconduct, which serve as the threshold to measure a member's conduct.

The Counselling and Investigation (C&I) Committee is authorized by *The LPN Act* to review complaints, investigate complaints, and upon completion of the investigation, do one or more of the following:

1. Recommend the complaint is heard, and a decision is formally rendered by the Discipline Committee at a hearing;
2. Recommend to the Discipline Committee that no further action be taken;
3. Refer the complaint to mediation;
4. Require the member to appear before the Committee to be cautioned;
5. Require the member to complete specific education or remedial training;
6. Accept an undertaking from the member; or
7. Take any other action they determine appropriate.

The Discipline Committee is authorized by *The LPN Act* to hear a formal complaint referred by the Counselling & Investigation Committee to determine if a member is guilty of professional misconduct or professional incompetence. The Discipline Committee, through their orders, is authorized to suspend licensure, expel the member, assign remedial activity, assign fines, and order payment for costs.

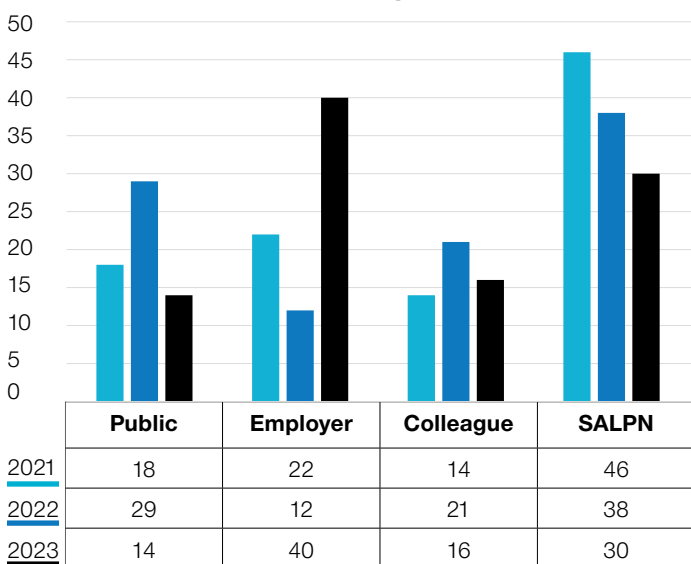
HIGHLIGHTS AND ACHIEVEMENTS

- The completion of a significant update to the Complaints, Investigation, and Discipline Procedure Manual.
- The adoption of updated Terms of Reference for both statutory committees.
- The adoption of an Oath of Service for statutory committee members.
- The Adoption of Code of Conduct for statutory committee members.
- The onboarding of one new C&I Committee public member.
- The implementation of legislative amendments permitting the C&I Committee to require a member to complete specific education or a remedial program as a means of resolving complaints.

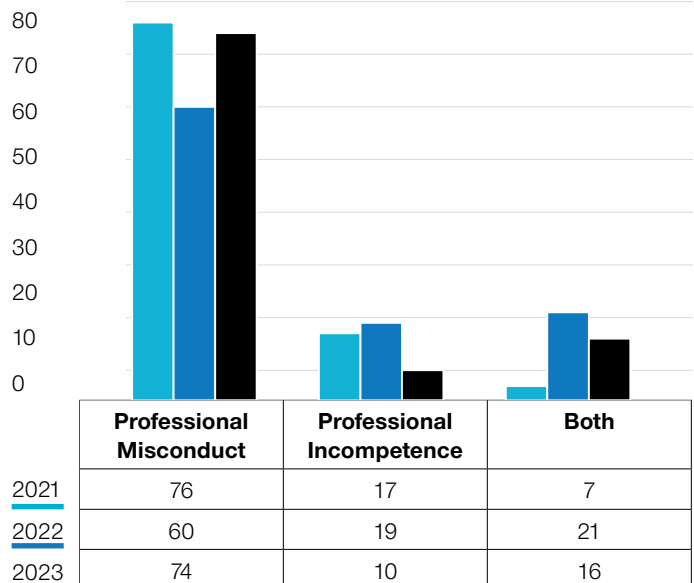
2023 COMPLAINTS DATA

- 50 complaints were received in 2023, which was consistent with 47 complaints submitted in 2022.
- 1.16% of SALPN members with a practising license were subject to a complaint. 1.07% of members with either a practising license or a non-practising certificate were subject to a complaint. These number are unchanged from 2022.
- 20 of the 50 complaints submitted in 2023 were subsequent complaints, meaning the member had been subject to a complaint before. Those subject to subsequent complaints were 40% of complaints in 2023, 30% in 2022, 38% in 2021, 24% in 2020, and 16% in 2019. This rise in subsequent complaints is concerning and will be a focus of the departments work in looking for causes and solutions in 2024.
- Two members were subject to more than one complaint in 2023, with two complaints each.
- The average age of a member that was subject to a complaint in 2023 was 44.1 years representing an increase from 42.9 years in 2022 and 43 in 2021.
- The average number of years since completing a nursing education program for those subject to a complaint in 2023 was 12.57 years, an increase from 9.9 years in 2022, and 10.8 years in 2021.
- All complaints submitted in 2023 had an initial review by the C&I Committee within 3 months.
- Of the 50 complaints submitted in 2023, 28 were sent for further investigation. In 2022, 20 of the 47 complaints were sent for further investigation.
- On December 31, 2023, there were 15 open investigations – 3 from 2022 complaints and 12 from 2023 complaints.

SOURCE OF COMPLAINTS:



COMPLAINT CATEGORY ON INTAKE:



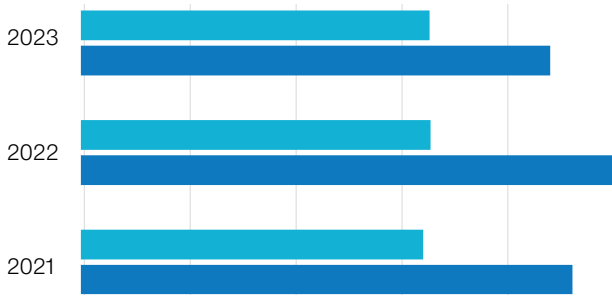
2023 COMPLAINTS BY ALLEGATION

	2022	2023
Abuse:	4	10
Mental/Psychological	0	0
Physical	3	4
Sexual	0	1
Sexual Misconduct	0	0
Verbal	1	5
Clinical Competence:	40	35
Assessment	4	6
Basic Skills	7	6
Communication	8	6
Documentation	6	6
Medication Administration	10	10
Professional Scope of Practice	1	1
Other	4	0
Client Engagement:	10	4
Abandonment	2	0
Consent	1	1
Neglect	3	1
Professional Boundaries	2	2
Refusing to provide care	1	0
Theft	1	0
Employment:	10	12
Bullying/Conflict/Anger Management	2	2
Confidentiality/Privacy	0	0
Drug Diversion	3	1
Disregard for Authority	2	0
Policy/Protocol	1	7
Theft	2	2
Ethics:	4	10
Discrimination	0	1
Racism	0	0
Misuse of Social Media	3	2
Other	1	8

	2022	2023
Fitness to Practice:	4	6
Mental	1	3
Physical	0	0
Substance Abuse/Addiction	3	3
Regulator:	22	16
Criminal charges/Conviction	1	2
Deceit	1	0
Failure to comply with the SALPN Bylaws - General	4	0
Failure to comply with the SALPN Bylaws - Audit	13	1
Failure to cooperate with a Statutory Committee (breach or ACR/Discipline orders)	1	0
Practising without a license/unlawful use of title	2	13
Other:	3	2
Conduct outside of Nursing	3	2

A single complaint may encompass one or several allegations. This breakdown enables us to identify trends and devise proactive strategies that enhance our mandate to serve the public.

COMPLAINTS OVER AGE 40: MEMBERSHIP PROPORTION



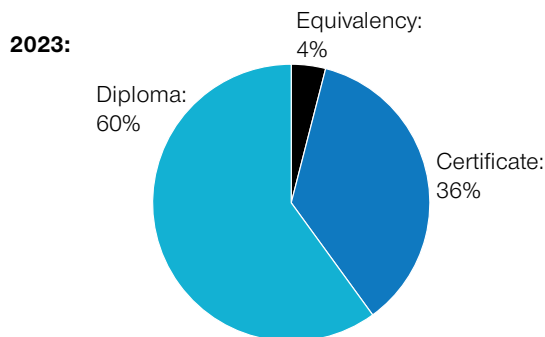
	2021	2022	2023
Percentage of Total Complaints	56.1%	60.4%	54%
Percentage of Membership	42%	42.7%	42.6%

COMPLAINTS BY NURSING EDUCATION

Type of Education	2021 % of Membership	2021 % of Complaints
Certificate	30%	35.37%
Diploma	58%	53.66%
Equivalency	11%	8.16%

Type of Education	2022 % of Membership	2022 % of Complaints
Certificate	27.7%	31%
Diploma	59.7%	52%
Equivalency	12.6%	17%

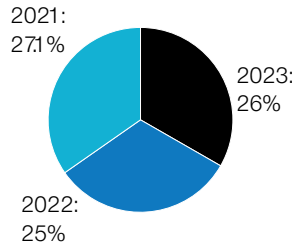
Type of Education	2023 % of Membership	2023 % of Complaints
Certificate	24%	36%
Diploma	63%	60%
Equivalency	13%	4%



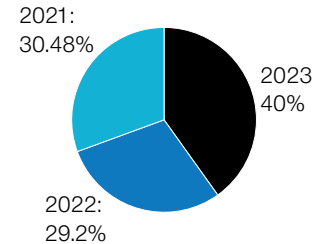
In 2023, 26% of LPNs reported working in Long Term Care. LPNs working in Long Term Care were subject to 40% of complaints.

LPNs working in Long Term Care continue to be subject to the most complaints versus any other practice area:

% Of Membership:



% Of Complaints:



COMPLAINTS BY PRACTICE AREA

By Practice Area 2023	Number of Complaints	Portion of Complaints	Portion of Membership
Geriatric/Long Term Care	20	40%	26%
Home Care/Community	6	12%	6.5%
Medical/Surgical	16	32%	26%
Nursing - Multiple Clinical Area	0	0%	0%
Occupational Health	0	0%	0%
Palliative Care	0	0%	0%
Pediatrics	2	4%	1.9%
Urban/Rural Hosp Several	3	6%	6.5%
Direct Care - Other	0	0%	0%
Administrative	3	6%	1.70%
Independent Practice	1	2%	0.77%
Unidentified	0	0%	0%

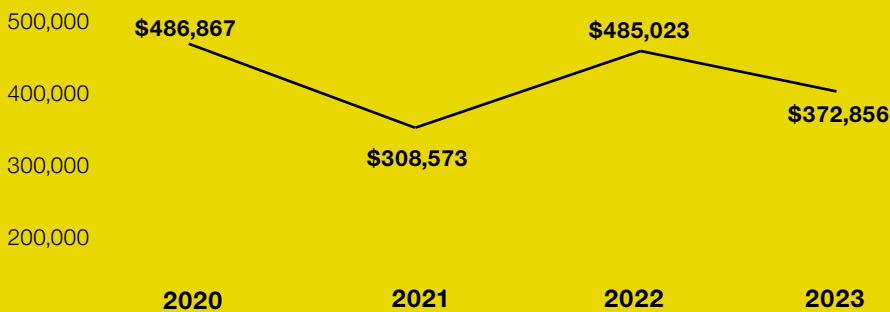
RESOLUTION OF COMPLAINTS

Discipline Offence Ticket	3
Letter of Caution	10
No Action Taken	18
ACR Signed/Member Resignation/Deceased	7
Refer to Discipline	1
Undertaking	1
Directed Education	4
Performance Appraisals	4
Total Number of Closed Complaints	43

2023 DISCIPLINE DECISIONS

Registration Number: 12862
Nature of Complaint: The member was charged with failing to obtain, and providing a false declaration that she had, the required insurance for her Independent Practice.
Discipline Committee Finding: Guilty of professional misconduct.
Sanctions: <ul style="list-style-type: none">• Formal reprimand• \$4,600 fine• Pay partial costs of the hearing in the amount of \$5,400
2023 Discipline Report

TOTAL COST OF COUNSELLING, INVESTIGATION, AND DISCIPLINE (CID)



EDUCATION PROGRAM APPROVAL

APPROVAL OF PRACTICAL NURSING EDUCATION:

The SALPN is authorized to make bylaws related to the approval of practical nursing education programs in Saskatchewan. The SALPN bylaws reference the program approval standards.

The approval of practical nursing education programs protects the public as the standards intend to support developing graduates with the entry-to-practice competencies required to practice in a safe, competent, and ethical manner.

The SALPN currently oversees two Practical Nursing programs in Saskatchewan:

Saskatchewan Polytechnic: Practical Nursing: Program

Saskatchewan Indian Institute of Technology: Indigenous Practical Nursing Program

Both programs are brokered to other campuses throughout the province.

HIGHLIGHTS AND ACHIEVEMENTS

- The approval of the ongoing delivery of the SIIT Northlands College program.
- The adoption of a new program approval process including the policy framework and the delivery of an orientation for existing Practical Nursing programs.

SALPN'S AFFILIATIONS

SALPN has affiliations with several other organizations or entities. See the chart below to learn about our affiliations and how they support SALPN in fulfilling its mandate.

NAME OF AFFILIATION	DESCRIPTION	EXAMPLES OF HOW THIS AFFILIATION SUPPORTS SALPN'S MANDATE
Canadian Council of Practical Nurse Regulators (CCPNR)	A not-for-profit organization consisting of all Practical Nurse regulators in Canada leading the development of multi-jurisdiction practice guidance/standard documents and multi-jurisdiction initiatives	<ul style="list-style-type: none"> • Pan-Canadian standards and guidance documents promoting consistent standards/expectations/LPN practice in Canada • Labour Mobility – supports access to health care and healthcare professionals across Canada • Shared initiatives and common approaches for fair, consistent, and accessible regulatory processes in Canada
Canadian Network of Agencies for Regulation (CNAR)	A not-for-profit organization providing education and networking opportunities for regulators in Canada	<ul style="list-style-type: none"> • Enhancing regulatory effectiveness and leadership improves SALPN's ability to fulfill the public protection mandate • Improves public access to consistent, competent, and accessible practices • Effectively governed regulatory organizations focus on and direct resources to the public protection mandate
Canadian Nurse Regulators' Collaborative (CNRC)	A network of all nursing regulators in Canada committed to collaboration and networking among Canadian nursing regulators	<ul style="list-style-type: none"> • Pan-Canadian standards and guidance documents promoting consistent standards and expectations in Canada • Labour Mobility – supports access to health care and healthcare professionals across Canada • Shared initiatives and common approaches for fair, consistent, and accessible regulatory processes in Canada
Council on Licensure, Enforcement, and Regulation (CLEAR)	A not-for-profit organization providing education, certification, and networking opportunities for regulators on an international level	<ul style="list-style-type: none"> • Enhancing regulatory effectiveness and leadership improves SALPN's ability to fulfill the public protection mandate • Improves public access to consistent, competent, and accessible practices • Effectively governed regulatory organizations focus on and direct resources to the public protection mandate

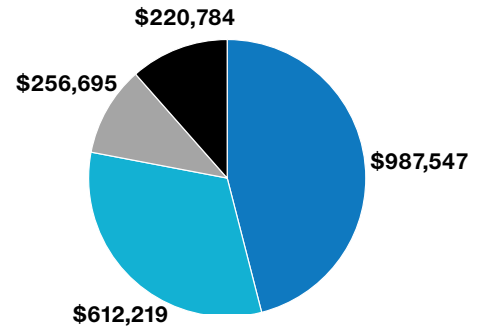
NAME OF AFFILIATION	DESCRIPTION	EXAMPLES OF HOW THIS AFFILIATION SUPPORTS SALPN'S MANDATE
Foundation of Administrative Justice (FOAJ)	A not-for-profit organization providing educational opportunities for individuals carrying out administrative justice roles	<ul style="list-style-type: none"> • Enhancing SALPN's ability to fulfill its mandate according to the authority provided in the <i>The Licensed Practical Nurses Act, 2000</i> • Improves the procedural fairness of SALPN's regulatory processes
National Council of State Boards of Nursing (NCSBN)	A not-for-profit organization with membership consisting of nursing regulators throughout the US, Canada, and globally	<ul style="list-style-type: none"> • Enhancing regulatory effectiveness and leadership improves SALPN's ability to fulfill the public protection mandate
National Nursing Assessment Service (NNAS)	A not-for-profit organization that is responsible for the assessment of foundational education and experience of international nurses seeking licensure in Canada	<ul style="list-style-type: none"> • Increased access to qualified care providers across Canada and within Saskatchewan
Network of Inter-professional Regulatory Organizations (NIRO)	A network of all health regulators in Saskatchewan committed to collaboration, networking, and education shared among regulators of health professions in Saskatchewan	<ul style="list-style-type: none"> • Enhancing the effectiveness of Saskatchewan regulators improves public protection efforts • Adoption of similar or shared processes support public access to a consistent and fair regulatory system in Saskatchewan

FINANCIAL SUMMARY

The SALPN collects fees from members and applicants to fund the regulation of the LPN profession. The majority of licensure renewal fees are collected in advance of the fiscal year through the licensure renewal process and the pre-authorized payment program.

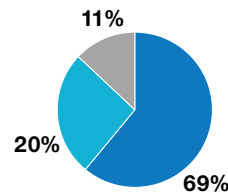
The 2022 financial year resulted in an operational surplus of \$231,145. The surplus resulted from a high number of applicants and licensees from other provinces. An additional \$106,201 was earned from interest and investments resulting in excess revenues of \$337,346.

	Dollar Amount	% Of Expenses	Change from 2022
● Salaries	\$987,547	47.5%	+1.5%
● Professional Expenses & Other	\$612,219	29%	-3%
● Office Administration	\$256,695	12%	+1.5%
● Occupancy	\$220,784	10.5%	-1%



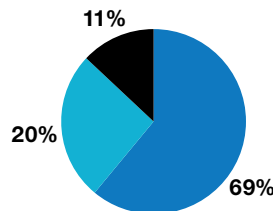
ALLOCATION OF FINANCIAL RESOURCES

	% Of Expenses	Change from 2022
● Regulation and Governance	69%	+5%
● Administration	20%	-4%
● Occupancy	11%	-1%



BREAKDOWN OF \$450 LICENSURE FEE

● Regulation and Governance	\$310.50
● Administration	\$90
● Occupancy	\$49.50



2023

FINANCIAL STATEMENTS

SASKATCHEWAN ASSOCIATION OF LICENSED PRACTICAL NURSES

(Operating as College of Licensed Practical Nurses of Saskatchewan)

Financial Statements

Year Ended December 31, 2023

MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

The financial statements of Saskatchewan Association of Licensed Practical Nurses, (operating as College of Licensed Practical Nurses of Saskatchewan), have been prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO). When alternative accounting methods exist, management has chosen those it deems most appropriate in the circumstances. These statements include certain amounts based on management's estimates and judgments. Management has determined such amounts based on a reasonable basis in order to ensure that the financial statements are presented fairly in all material respects.

The integrity and reliability of Saskatchewan Association of Licensed Practical Nurses, (operating as College of Licensed Practical Nurses of Saskatchewan), 's reporting systems are achieved through the use of formal policies and procedures, the careful selection of employees and an appropriate division of responsibilities. These systems are designed to provide reasonable assurance that the financial information is reliable and accurate.

The Council is responsible for ensuring that management fulfills its responsibility for financial reporting and is ultimately responsible for reviewing and approving the financial statements. The Council carries out this responsibility by meeting periodically with management and the auditors to review significant accounting, reporting and internal control matters. The Council also considers the appointment or reappointment of the external auditors.

The financial statements have been audited on behalf of the members by MWC Chartered Professional Accountants LLP, in accordance with Canadian generally accepted auditing standards.



Executive Director



Board Director

Regina, SK
March 26, 2024

SASKATCHEWAN ASSOCIATION OF LICENSED PRACTICAL NURSES

(Operating as College of Licensed Practical Nurses of Saskatchewan)

Statement of Financial Position

December 31, 2023

	2023	2022
ASSETS		
CURRENT		
Cash	\$ 2,055,554	\$ 1,728,221
Investments - unrestricted (Note 3)	1,028,048	926,316
Investments - restricted (Note 3)	750,000	750,000
Accounts receivable	1,124	3,975
Prepaid expenses	41,600	40,770
	3,876,326	3,449,282
TANGIBLE CAPITAL ASSETS (Note 4)	211,616	257,255
INTANGIBLE ASSETS (Note 5)	15,335	16,046
ARTWORK	6,405	-
	\$ 4,109,682	\$ 3,722,583
 LIABILITIES AND NET ASSETS		
CURRENT		
Accounts payable	\$ 53,941	\$ 60,706
Wages payable	18,835	15,745
Employee deductions payable	36,021	31,867
Deferred income (Note 6)	1,758,081	1,708,807
NIRO group payable (Note 7)	1,754	1,754
	1,868,632	1,818,879
 NET ASSETS		
Unrestricted Fund	1,491,050	1,153,704
Restricted Fund	750,000	750,000
	2,241,050	1,903,704
	\$ 4,109,682	\$ 3,722,583

LEASE COMMITMENTS (Note 8)

ON BEHALF OF THE BOARD

_____  Director

_____  Director

See accompanying notes to financial statements

SASKATCHEWAN ASSOCIATION OF LICENSED PRACTICAL NURSES

(Operating as College of Licensed Practical Nurses of Saskatchewan)

Statement of Operations

Year Ended December 31, 2023

	2023	2022
REVENUES		
Practicing membership fees	\$ 1,959,881	\$ 1,836,374
Application, verification, late, reinstatement fees	168,161	145,350
Canadian practical nurse registration exam	118,200	63,000
Non-practicing membership fees	27,593	26,168
Grant revenue	15,300	18,146
Membership fines	13,150	18,100
Admin fees	4,510	4,505
Miscellaneous	1,595	1,576
	2,308,390	2,113,219
EXPENSES		
Salaries and benefits <i>(Schedule 1)</i>	987,547	875,413
Professional <i>(Schedule 2)</i>	552,321	576,833
Administrative <i>(Schedule 3)</i>	256,695	206,138
Occupancy <i>(Schedule 4)</i>	220,784	225,377
Projects <i>(Schedule 5)</i>	59,898	33,602
	2,077,245	1,917,363
EXCESS REVENUES (EXPENSES) FROM OPERATIONS	231,145	195,856
OTHER INCOME (EXPENSES)		
Interest income	81,385	44,543
Unrealized gain (loss) on fair market value adjustment	74,777	(90,575)
Loss on disposal of tangible capital assets	(924)	-
Investment fees	(7,138)	(11,841)
Gains (losses) on disposal of investments	(41,899)	(36,126)
	106,201	(93,999)
EXCESS OF REVENUES (EXPENSES)	\$ 337,346	\$ 101,857

See accompanying notes to financial statements

SASKATCHEWAN ASSOCIATION OF LICENSED PRACTICAL NURSES

(Operating as College of Licensed Practical Nurses of Saskatchewan)

Statement of Changes in Net Assets

Year Ended December 31, 2023

	Unrestricted Fund	Restricted Fund	2023	2022
NET ASSETS - BEGINNING OF YEAR	\$ 1,153,704	\$ 750,000	\$ 1,903,704	\$ 1,801,847
Excess of revenues (expenses)	337,346	-	337,346	101,857
NET ASSETS - END OF YEAR	\$ 1,491,050	\$ 750,000	\$ 2,241,050	\$ 1,903,704

SASKATCHEWAN ASSOCIATION OF LICENSED PRACTICAL NURSES

(Operating as College of Licensed Practical Nurses of Saskatchewan)

Statement of Cash Flows

Year Ended December 31, 2023

	2023	2022
OPERATING ACTIVITIES		
Excess of revenues (expenses)	\$ 337,346	\$ 101,857
Items not affecting cash:		
Amortization of tangible capital assets	70,971	71,996
Amortization of intangible assets	8,057	13,438
Loss on disposal of tangible capital assets	924	-
Loss on disposal of investments	41,899	36,126
Unrealized gain (loss) on fair market value adjustment	(74,777)	90,575
	384,420	313,992
Changes in non-cash working capital:		
Accounts receivable	2,851	(3,975)
Accounts payable	(6,765)	11,565
Deferred income	49,274	61,666
Prepaid expenses	(830)	(7,485)
Wages payable	3,090	2,901
Employee deductions payable	4,154	2,080
	51,774	66,752
Cash flow from operating activities	436,194	380,744
INVESTING ACTIVITIES		
Purchase of tangible capital assets	(26,586)	(33,847)
Proceeds on disposal of tangible capital assets	329	-
Purchase of intangible assets	(7,345)	(5,481)
Purchase of artwork	(6,405)	-
Investment purchase and reinvestment of earnings	(68,854)	(282,701)
	(108,861)	(322,029)
Cash flow used by investing activities	(108,861)	(322,029)
FINANCING ACTIVITY		
Advances (payments) from (to) NIRO	-	613
	327,333	59,328
INCREASE IN CASH FLOW	327,333	59,328
CASH - BEGINNING OF YEAR	1,728,221	1,668,893
CASH - END OF YEAR	\$ 2,055,554	\$ 1,728,221

SASKATCHEWAN ASSOCIATION OF LICENSED PRACTICAL NURSES

(Operating as College of Licensed Practical Nurses of Saskatchewan)

Notes to Financial Statements

Year Ended December 31, 2023

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Tangible capital assets

Tangible capital assets are stated at cost less accumulated amortization. Tangible capital assets are amortized over their estimated useful lives at the following rates and methods, with a full year amortized in the year of acquisition.

Furniture and equipment	5 years	straight-line method
Computer equipment	5 years	straight-line method
Leasehold improvements	10 years	straight-line method
First aid equipment	5 years	straight-line method

Financial instruments policy

Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, financial assets with actively traded markets are reported at fair value, with any unrealized gains and losses reported in income. All other financial instruments are reported at amortized cost, and tested for impairment at each reporting date. Transaction costs on the acquisition, sale, or issue of financial instruments are expensed when incurred. Financial assets reported at amortized cost include cash, cash equivalents, and term investments. Investments in mutual funds are reported at fair market value. Financial liabilities reported at amortized cost include accounts payable and accrued liabilities.

Artwork

Artwork is stated at the original cost when it was acquired.

3. INVESTMENTS

	<u>2023</u>	<u>2022</u>
Fixed income	\$ 1,517,997	\$ 1,442,465
Equities	171,238	129,524
Cash margin and equivalents	88,813	104,327
	<u>\$ 1,778,048</u>	<u>\$ 1,676,316</u>
 <u>Investments Reported in the Following Funds</u>		
Unrestricted fund	\$ 1,028,048	\$ 926,316
Restricted fund	750,000	750,000
	<u>\$ 1,778,048</u>	<u>\$ 1,676,316</u>

Cash and equivalents are included as part of investments as they are temporary holding accounts included in the managed investment portfolios and are not operational accounts.

An apportionment of the investments held at yearend has been made for amounts set aside in the Restricted Fund.

SASKATCHEWAN ASSOCIATION OF LICENSED PRACTICAL NURSES

(Operating as College of Licensed Practical Nurses of Saskatchewan)

Notes to Financial Statements

Year Ended December 31, 2023

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Tangible capital assets

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First aid equipment	5 years	straight-line method

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SASKATCHEWAN ASSOCIATION OF LICENSED PRACTICAL NURSES

(Operating as College of Licensed Practical Nurses of Saskatchewan)

Notes to Financial Statements

Year Ended December 31, 2023

4. TANGIBLE CAPITAL ASSETS

	Cost	Accumulated amortization	2023 Net book value	2022 Net book value
Furniture and equipment	\$ 84,151	\$ 71,934	\$ 12,217	\$ 1,536
Computer equipment	96,099	58,882	37,217	43,461
Leasehold improvements	527,401	365,219	162,182	212,258
First aid equipment	1,864	1,864	-	-
	\$ 709,515	\$ 497,899	\$ 211,616	\$ 257,255

5. INTANGIBLE ASSETS

	2023	2022
Database software	\$ 67,192	\$ 67,192
Website	12,826	5,481
	80,018	72,673
Accumulated amortization	(64,683)	(56,627)
	\$ 15,335	\$ 16,046

6. DEFERRED INCOME

The deferred income includes practicing and non-practicing membership fees and examination registration fees for the subsequent year.

	2023	2022
Membership fees	\$ 1,758,081	\$ 1,708,207
Examination fees	-	600
	\$ 1,758,081	\$ 1,708,807

SASKATCHEWAN ASSOCIATION OF LICENSED PRACTICAL NURSES

(Operating as College of Licensed Practical Nurses of Saskatchewan)

**Notes to Financial Statements
Year Ended December 31, 2023**

NIRO GROUP PAYABLE

The Association administers funds on behalf of other Saskatchewan health regulators in partnership under NIRO Group. The activities are not under the sole direction of SALPN and therefore the receipt and use of the funds is not included in the operations of SALPN. Any unspent funds are held as payable to the participating members of the NIRO Group. No administrative fees are levied by SALPN for the project.

There was no activity in the year.

	2023	2022
<u>Remaining funds due to NIRO Group</u>		
Opening balance	\$ 1,754	\$ 1,441
Net funds received (spent) in year	-	313
Ending balance	\$ 1,754	\$ 1,754

	2023	2022
<u>Funds received and spent in year</u>		
Funds received in year	\$ -	\$ 3,813
Funds spent in year	-	(3,500)
Net funds received (spent) in the year	\$ -	\$ 313

LEASE COMMITMENTS

The Association has entered into a lease agreement with respect to its premises which expires July 1, 2027. Future minimum payments for the next 5 years are as follows:

2024	\$ 77,775
2025	77,775
2026	77,775
2027	45,369

The Association has an operating lease for a photocopier which expires January 31, 2029 and requires quarterly payments of \$801. Future minimum payments are as follows:

2024	\$ 3,204
2025	3,204
2026	3,204
2027	3,204
2028	3,204

SASKATCHEWAN ASSOCIATION OF LICENSED PRACTICAL NURSES

(Operating as College of Licensed Practical Nurses of Saskatchewan)

Salaries and Benefits

(Schedule 1)

Year Ended December 31, 2023

	2023	2022
Salaries	\$ 821,748	\$ 722,346
Staff benefits	151,450	142,339
Professional development	14,349	10,728
	\$ 987,547	\$ 875,413

Professional

(Schedule 2)

Year Ended December 31, 2023

	2023	2022
Counselling and investigation and discipline committees	\$ 198,554	\$ 239,908
Canadian practical nurse registration exam	108,935	58,525
Council meetings, travel and training	59,432	63,635
Organizational development	52,013	66,340
Affiliation fees and related expenses	41,033	25,225
Insurance - liability/other	32,465	24,980
Legal fees	23,233	19,139
Public/member relations	16,968	36,731
Program approval	13,633	36,496
Scholarships/awards	4,000	4,000
Events	1,505	1,483
Compliance audits	550	371
	\$ 552,321	\$ 576,833

SASKATCHEWAN ASSOCIATION OF LICENSED PRACTICAL NURSES

(Operating as College of Licensed Practical Nurses of Saskatchewan)

Salaries and Benefits

(Schedule 1)

Year Ended December 31, 2023

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Professional

(Schedule 2)

Year Ended December 31, 2023

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Compliance audits	550	371
	\$ 552,321	\$ 576,833

SASKATCHEWAN ASSOCIATION OF LICENSED PRACTICAL NURSES

(Operating as College of Licensed Practical Nurses of Saskatchewan)

Administrative

(Schedule 3)

Year Ended December 31, 2023

	2023	2022
IT and database support	\$ 115,356	\$ 77,296
Interest and bank charges	36,270	33,415
Accounting and audit	22,994	22,133
Rebranding	18,917	-
Insurance - property, directors and E&O	16,312	15,632
Telephone	15,127	15,923
Office supplies	11,998	18,376
Equipment rental	9,678	7,734
Amortization of intangible assets	8,057	13,438
Printing	1,150	1,382
Postage	836	809
	\$ 256,695	\$ 206,138

Occupancy

(Schedule 4)

Year Ended December 31, 2023

	2023	2022
Rent	\$ 129,849	\$ 134,409
Amortization of tangible capital assets	70,971	71,996
Building repairs and maintenance	12,554	12,753
Utilities	7,410	6,219
	\$ 220,784	\$ 225,377

Projects

(Schedule 5)

Year Ended December 31, 2023

	2023	2022
Strategic initiatives	\$ 59,898	\$ -
Other development and collaborative project expenses	-	33,602
	\$ 59,898	\$ 33,602



Saskatchewan Association of Licensed Practical Nurses
2208 Victoria Ave E
Regina, SK S4N 7B9

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2023