




COLLEGE OF  
LICENSED PRACTICAL NURSES  
OF ALBERTA

**annual**  
report

'23





With gratitude, the CLPNA acknowledges the traditional territories where we work and learn. The CLPNA regulates the practice of practical nursing on Treaty 6, 7, and 8 territories, the unceded territories, and the Métis homelands. We respect the histories, languages, and cultures of First Nations, Métis, Inuit, and all First Peoples of what is now known as Canada, whose presence continues to enrich our community and whose ancestors have taken care of the land for centuries.

# Contents

Our Mission, Mandate,  
and Values

**4**

Message from the  
Council President

**6**

Message from the  
Chief Executive  
Officer/Registrar

**7**

Message from the  
Public Members

**8**

Council Membership

**9**

Governance Update

**10**

By the Numbers

- Alberta LPNs
- Registration
- Continuing Competence
- Education
- Conduct

**12**

Strategic Update

**26**

Health Care Aide  
Regulation

**35**

Health Care Aide  
Directory Update

**37**

Frederickson-McGregor  
Education Foundation

**42**

Financial Statements

**43**

# Our Mission

To regulate in a manner that promotes excellence so that Albertans have confidence in the care they receive from Licensed Practical Nurses (LPNs) throughout their personal healthcare journey.

# Our Mandate

The College of Licensed Practical Nurses of Alberta (CLPNA) exists to protect Alberta's healthcare users. Our first responsibility is to the public. We regulate the profession by setting and maintaining standards for registration, practice, and conduct for practical nurses. Our focus and commitment to public protection underpins everything we do.

## The CLPNA's Role Includes:

- setting education, registration, and renewal requirements;
- overseeing compliance with healthcare legislation and regulations;
- approving and reviewing practical nurse diploma, refresher, and advanced practice programs;
- setting and enforcing practice, conduct, and professional standards;
- establishing and maintaining the Continuing Competence Program (CCP); and
- administering a process to address complaints and discipline.

The CLPNA has partnered with Alberta Health to lead the development and the continued operations of the Alberta Health Care Aide (HCA) Directory. In Alberta, HCAs are not a regulated profession, although HCAs will become regulated under the *Health Professions Act* (HPA) in the future.



# Our Values



Commitment to Fair and Responsible Action



Thirst for Knowledge and Innovation

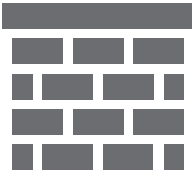


Connection and Trust in Each Other

# Diversity, Equity, and Inclusion Principles



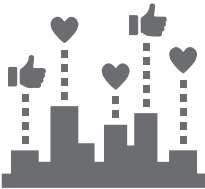
Call to Action



Unwavering Commitment



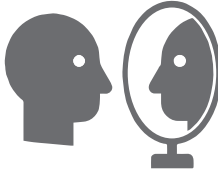
Shared Commitment to One Another



Open and Safe Discussions



Learning Mindset



Intention in Our Work

# Message from the Council President



**Kurtis Kooiker,**  
President

## **On behalf of the CLPNA Council and staff, I am pleased to present our 2023 Annual Report.**

I am proud to continue working with my fellow Council members to support the governance of the CLPNA. I am happy to announce that Ashley Cesar was re-appointed as Vice Chair of the Council for another term and that the Council welcomed Kimberly Mansbridge as its newest regulated member.

In the following report, you will see how the organization advanced in the direction that was laid out in the 2022–2025 Strategic Plan. This report covers key activities performed under each of our three strategic pillars: strengthening service delivery, enhancing collaboration and confidence, and evolving professional competence.

This past year has had its share of challenges for the healthcare system and the Albertans we serve. As an LPN myself, I've seen the impact of workforce shortages firsthand. The CLPNA makes sure that the LPNs entering the workforce have the competencies to provide the public with safe care; we can also ensure that our processes are efficient and effective, without undue burdens for applicants.

To this end, the organization has taken a proactive approach to assessing and improving our processes. Policy changes approved

by Council were focused on giving applicants more options for providing proof that they meet registration requirements, while still maintaining high standards for Alberta's LPNs and the care that they provide to the public.

In March 2023, the Council approved changes to the English Language Proficiency Policy. These changes give more options for providing proof of English language proficiency to the CLPNA. And in June 2023, the Council approved policy changes to allow internationally educated nurses (IENs) to apply directly to the CLPNA. This change strengthens CLPNA's service delivery as a regulator by allowing IEN applicants to submit documentation directly. Thanks in part to this change, the CLPNA saw a 197% increase in IEN applications from the previous year.

I want to thank CLPNA staff and Council for their hard work this year. Your commitment to the regulatory mandate is essential to our continued success.

And to the more than 20,000 registered LPNs and 35,000 HCAs on the Directory: thank you for the dedicated care that you provide to Albertans.

# Message from the Chief Executive Officer/Registrar



**Jeanne Weis,**  
Chief Executive  
Officer and  
Registrar

## **The CLPNA's activities in 2023 reflect the importance of connecting with stakeholders throughout the province and the healthcare system.**

At the CLPNA, we believe that sharing information about what we do and who we regulate will lead to improved decision making that supports public safety. Being resourceful and open to innovative ideas and approaches is key to effective regulation in an evolving system.

As we implement improvements to our own processes and prepare to regulate a new profession, it was essential for us to hear from the people and stakeholders who are impacted by regulation. The CLPNA participated in provincial, national, and international healthcare and regulatory initiatives, sharing best practices and learning from other regulatory bodies.

In 2023, the CLPNA worked to establish metrics for effective regulation. An important part of this process is connecting with registrants and stakeholders to establish baselines and identify opportunities for improvements. We have also received a grant from the Canadian Institute for Health Information (CIHI) to revise our minimum data set. This will help standardize reporting among regulators and support the development of a broader health system performance measurement framework.

Connecting with our stakeholders is also crucial as we prepare for HCA regulation. In 2023, we held focus groups with HCAs, employers, educators, and other stakeholders to support the development of a framework for regulated HCA practice. A large range of individuals shared their perspectives on the practice, role, responsibilities, supervision, and accountabilities of HCAs in various settings as well as in rural and urban areas.

As an organization, the CLPNA is focused on advancing a culture that is respectful, inclusive, and diverse. Our Organizational Values and our Diversity, Equity, and Inclusion Principles underpin our regulatory work, setting a standard for our operations and decision making. Our goal is to integrate these values into everything we do.

This Annual Report reflects many of the achievements accomplished by CLPNA throughout 2023. Working together with our stakeholders, we will continue to promote regulatory excellence and advance our strategic direction.

I would like to personally thank the CLPNA Council and staff for their hard work this past year. I also want to extend my heartfelt gratitude to the LPNs and HCAs for their dedication to providing safe and competent care.

# Message from the **Public Members**



**As public representatives appointed by the government, our role is to help the CLPNA regulate the LPN profession by prioritizing public safety in Council decisions.**

We help guide the organization in a manner that promotes public trust and regulatory excellence.

Public membership accounts for 50% of the seats on CLPNA Council. In 2023, John Chapman, Austin Mardon, and Colleen Sekura concluded their time as public members of the Council. We thank them for their service and look forward to welcoming new public members in the future.

Public oversight is vital for effective regulation, and we are dedicated to monitoring and supporting the organization's efforts to follow its strategic direction. As representatives for Albertans, we will continue to support the organization in setting and upholding standards to promote public confidence in the care that LPNs provide.



# Council Membership\*



**Kurtis Kooiker, LPN**  
President,  
Regulated Member



**Ashley Cesar, LPN**  
Vice-President,  
Regulated Member



**Jennifer Peace, LPN**  
Regulated Member



**Tiffany Smith, LPN**  
Regulated Member



**Kimberley Mansbridge, LPN**  
Regulated Member  
Appointed December 2023



**Linda Osinchuk**  
Public Member



**Lisa Stebbins**  
Public Member

## Outgoing Members in 2023

Thank you to all of our outgoing Council members for their service.

**John Chapman**  
Public Member (2017–2023)

**Austin Mardon**  
Public Member (2017–2023)

**Colleen Sekura**  
Public Member (2022–2023)

**David Hastrup, LPN**  
Regulated Member (2021–2023)

**Chloe Kilkenny, LPN**  
Regulated Member (2021–2023)

\*As of December 2023

# Governance Update

## | Health Professions Act

Most of the provisions of Bill 46: the *Health Statutes Amendment Act*, which amended the HPA, came into force on April 1, 2023. These provisions had two main effects:

1. harmonizing provisions that had previously been prescribed in each college's professional regulation; and
2. authorizing colleges to make certain rules, which had previously required cabinet approval, to be made through standards of practice or college bylaws.

## | Regulation

Under Bill 46, authorization for healthcare professionals to perform restricted activities was moved from each college's professional regulation to the Health Professions Restricted Activities Regulation (HPRAR). The HPRAR came into force on April 1, 2023. Moving these authorizations did not involve any practice changes.

The provisions respecting the following were moved from the LPN regulation to other instruments, including the HPA, standards of practice, and bylaws:

- good character,
- English language requirements,
- supervision of restricted activities,
- continuing competence,
- reinstatements following cancellations under Part 4 of the HPA, and
- professional or demographic information that registrants must provide to colleges.

The above regulation amendments were made by the Council on January 6, 2023, and were later approved by the Minister of Health.



## | Bylaws

In 2023, the CLPNA Council made a number of bylaw amendments. These included changing quorum for Council meetings, removing the requirement for the CLPNA to hold an annual general meeting, and changing the fiscal year to December 1 – November 30. Provisions were also added, specifically those related to:

- permit renewal requirements, including clarifying the minimum type of information that must be provided by registrants;
- good character and reputation;
- English language requirements; and
- a requirement for registrants to hold professional liability insurance separate from their registration fees; the insurance must include coverage for disciplinary expenses.

## | Council Governance

In 2023, the Council undertook a full revision of their governance policies to better align with the CLPNA's legislated mandate and the current regulatory system.

The Council Resolutions Committee was also dissolved. This change is due to the removal of the requirement to have an annual general meeting, which is in alignment with Bill 46.

The Council also established the HCA Advisory Committee in 2023. This committee will provide insight into the future HCA profession and feedback on matters that intersect with HCA regulation.

## | Standards of Practice and Registrant Policies

In 2023, the Council adopted the following standards of practice, which are now published:

- amendments to the Standards of Practice for Licensed Practical Nurses on Restricted Activities, Advanced Practice, and Supervision to incorporate provisions currently in the LPN Regulation;
- the Standards of Practice for Licensed Practical Nurses on the Continuing Competence Program; and
- amendments to the Standards of Practice on Boundary Violations to incorporate standards mandated under the *Health Professions (Protecting Women and Girls) Amendment Act, 2022*.

The Code of Ethics for LPNs in Canada and further revisions to the Standards of Practice on Boundary Violations have been approved by the Council and undergone consultation with registrants. These documents have been submitted for government consultation.

In addition, two registrant policies were updated and approved by Council in 2023: English Language Proficiency and Actively Engaged Requirements for Registration.

BY THE NUMBERS

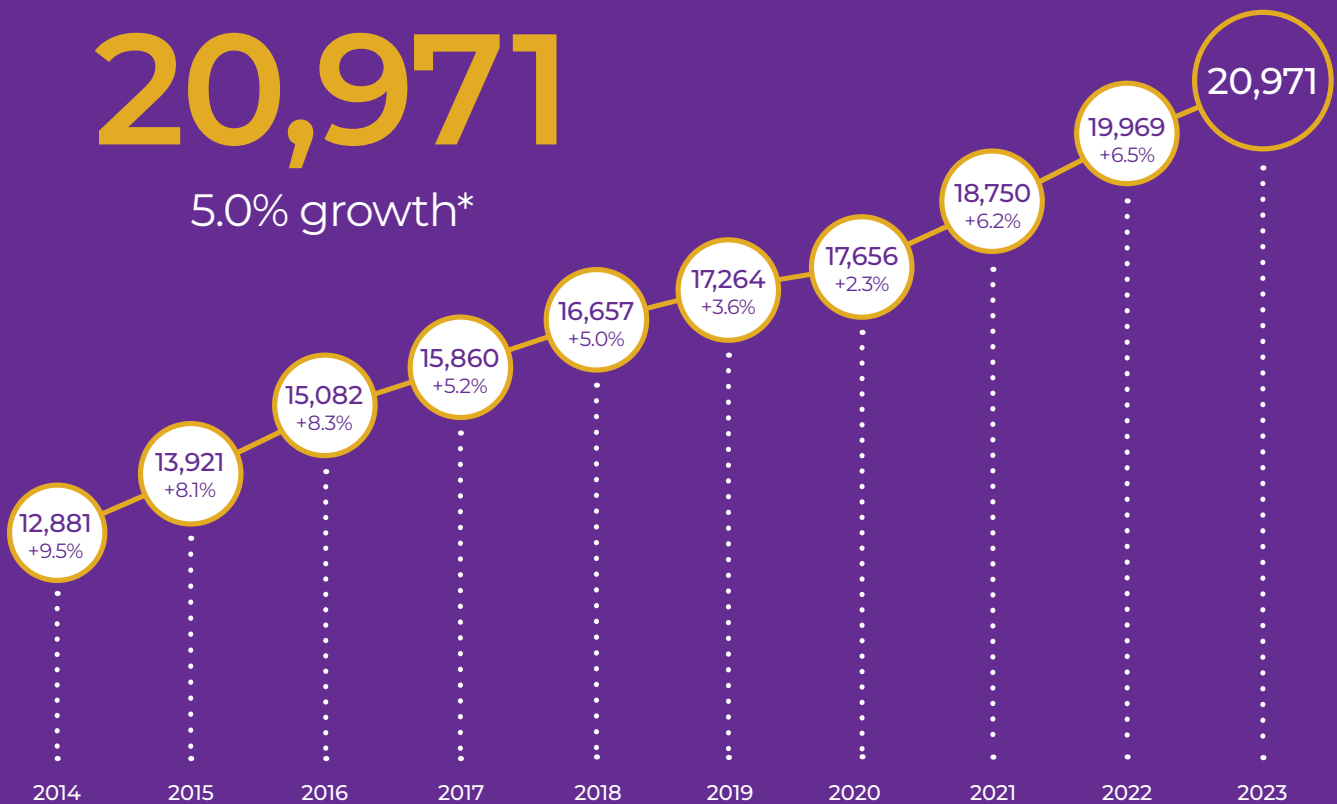
# THE LPN PROFESSION IN ALBERTA



TOTAL LPN REGISTRATIONS

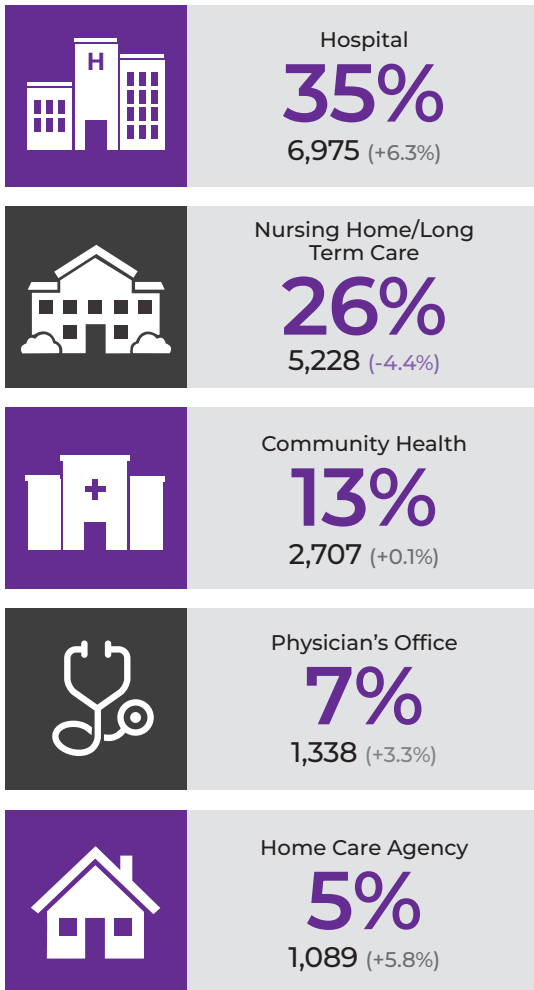
# 20,971

5.0% growth\*



\*All increase and decrease percentages reflect the change between the current and previous years' numbers.

## EMPLOYMENT | Facility Type



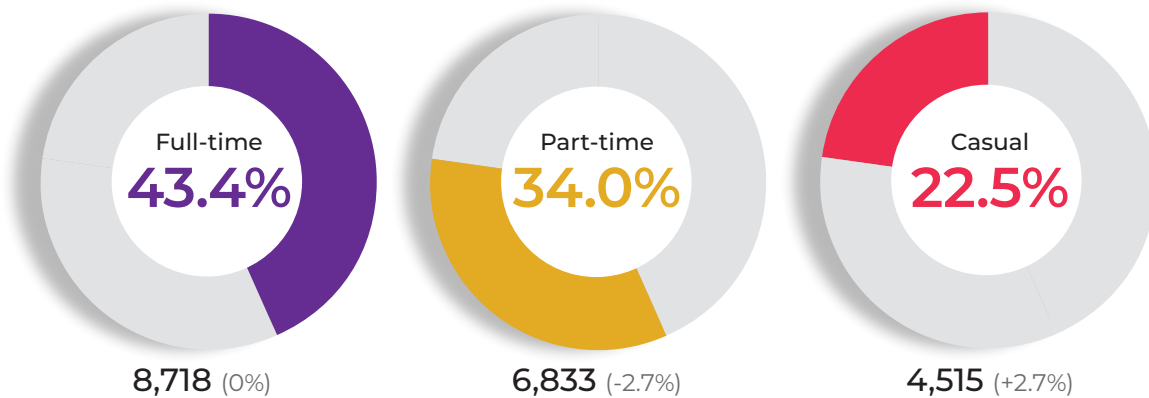
### A LOOK AT THE NUMBERS

**61%** of Alberta LPNs work in either a hospital or long-term care. However, the total number of LPNs working in long-term care decreased **4.4%** in 2023.

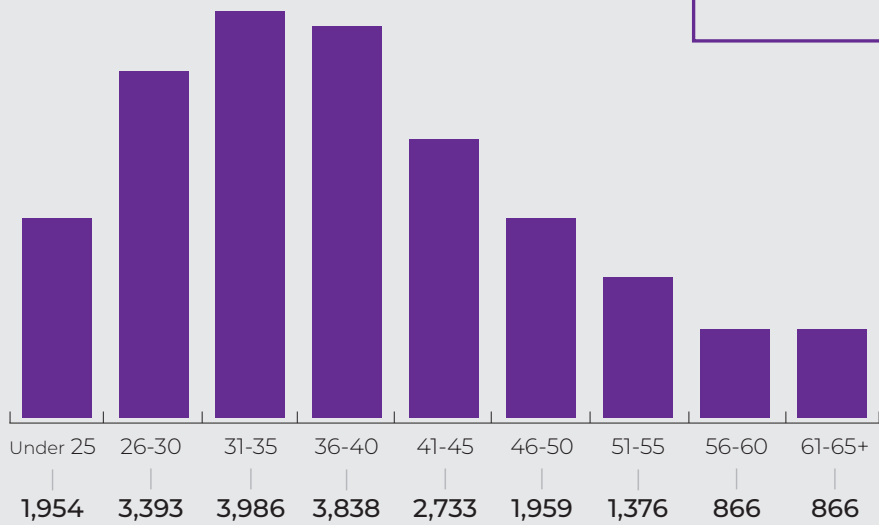
LPNs also reported working at the following:

- Association/government
- Educational institution
- Rehabilitation/convalescence centre
- Mental health centre
- Business/industry/occupational health centre
- Private nursing agency/private duty
- Self-employed
- Nursing stations (outposts or clinics)

## | Employment Status



| Age of Active LPNs



A LOOK AT THE NUMBERS

62.8% of LPNs are 40 or younger.

Average Age  
**38.5**

| Location of Active LPNs

**Area 5**  
North Zone  
1,324 | 6.2%

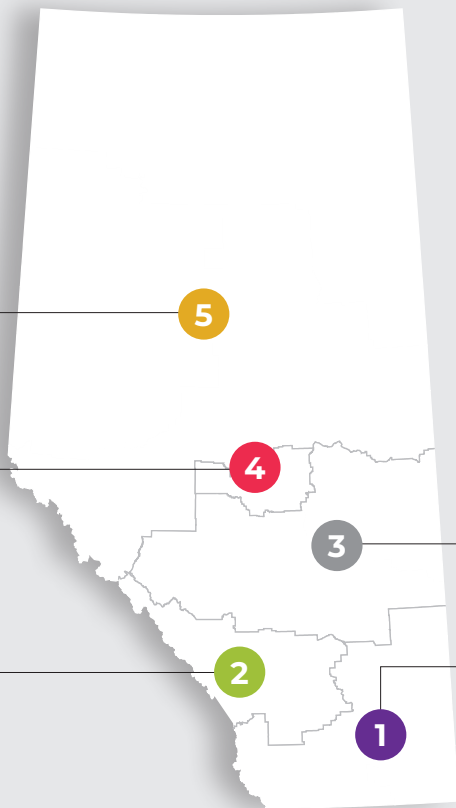
**Area 4**  
Edmonton Zone  
6,910 | 33%

**Area 2**  
Calgary Zone  
6,808 | 32.5%

**Out of Province/  
Country**  
1,696 | 8.1%

**Area 3**  
Central Zone  
2,744 | 13.1%

**Area 1**  
South Zone  
1,489 | 7.1%



BY THE NUMBERS

# REGULATORY FUNCTIONS



## REGISTRATION

The CLPNA assesses applicants for registration as LPNs in Alberta and confirms that they have met registration requirements prior to issuing a permit. The CLPNA also administrates a registration renewal process.

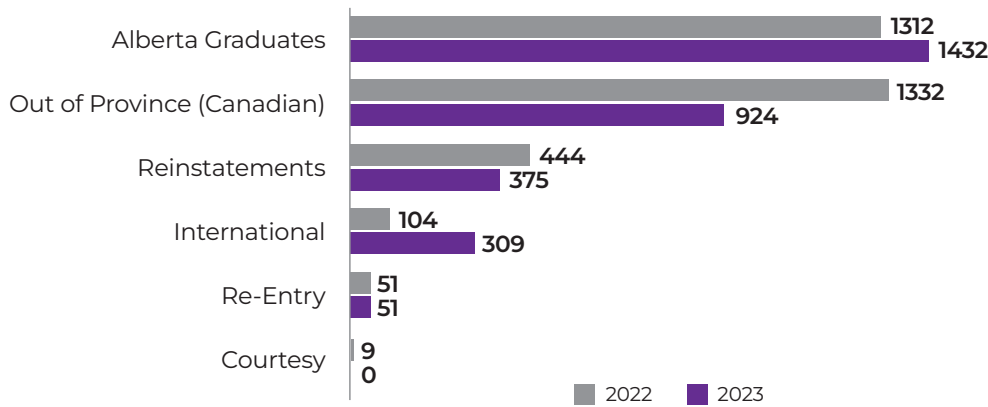
### A LOOK AT THE NUMBERS

Every year, the CLPNA issues a renewal application to every active LPN. In 2023, **20,417** applications were issued. LPNs need to successfully complete their application to be considered for renewal.

### | Renewals

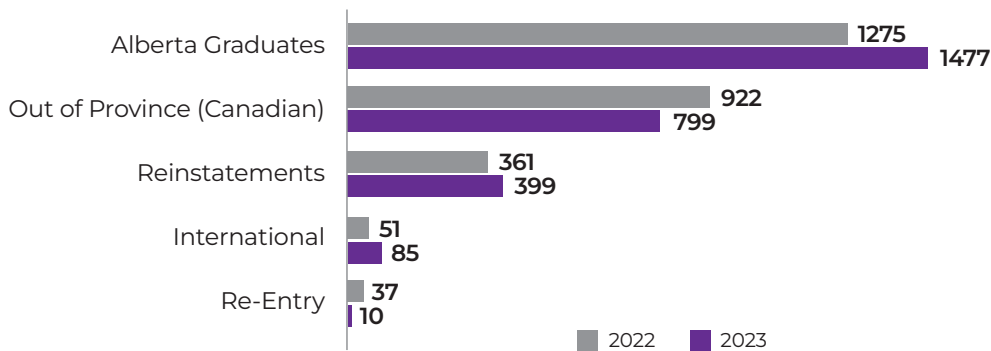


### Registration Applications Started\*



2023  
Total Registration  
Applications Started  
**3,091**  
-5.0%

### New Members Registered



2023  
Total New Members  
Registered  
**2,770**  
+4.6%

### Application Denials

In 2023, the CLPNA issued denials for three applicant categories.

APPLICANT CATEGORIES	DENIALS
Renewal	42
International	22
Reinstatements	3
<b>TOTAL</b>	<b>67</b>

\*Applications to the CLPNA are open for up to six months. Individuals who open an application in one year may not be registered until the following year.

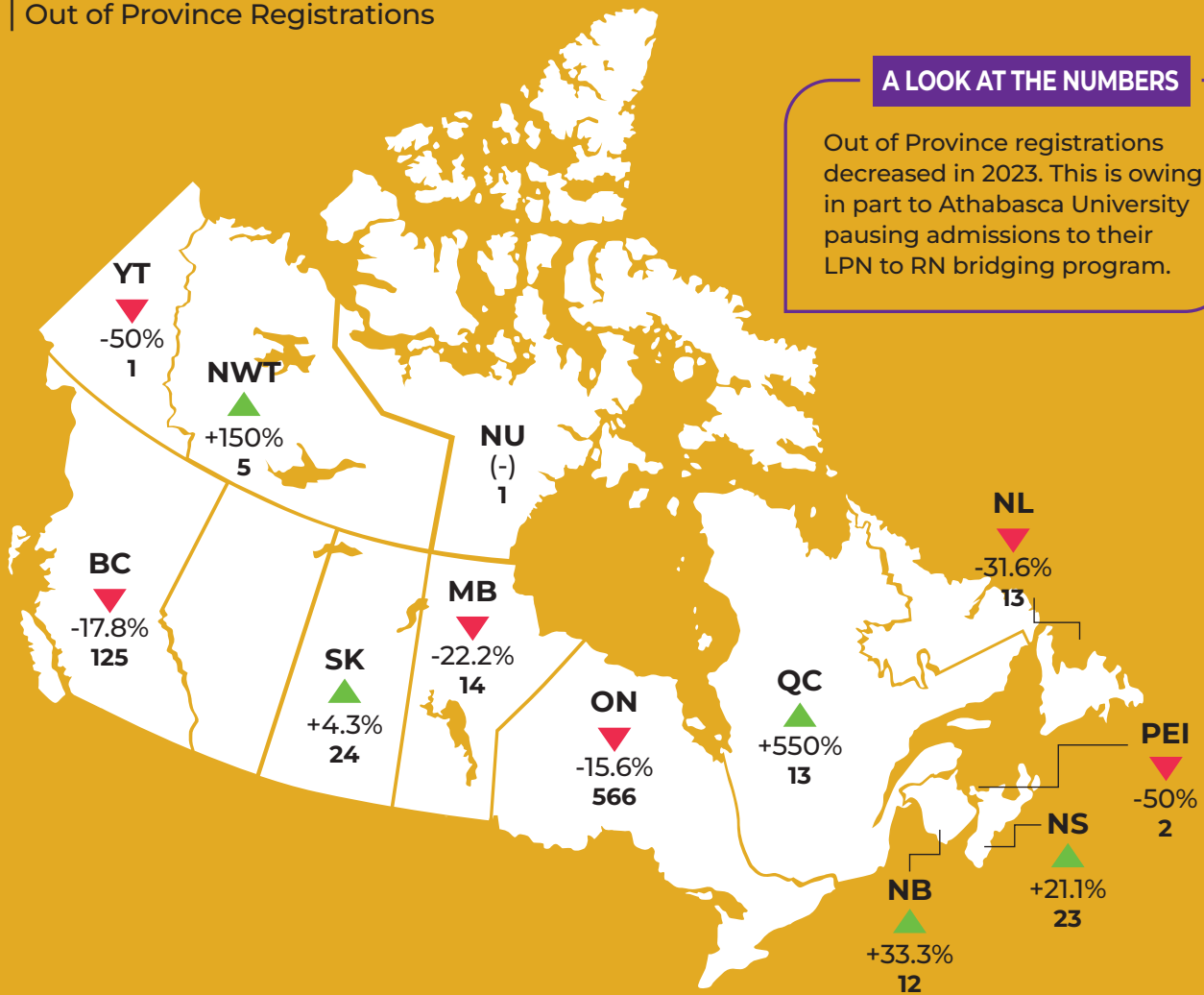
#### A LOOK AT THE NUMBERS

The CLPNA denied **0.3%** of the total applications received. The most common reasons for denial were:

1. Lack of current practice, which is established as 1,000 hours in the previous 4 years.
2. Lack of nursing education equivalent to Alberta requirements.
3. Lack of good character, which includes previous conduct with the CLPNA or another regulator or a criminal record where the charges are such that the safety of the public would be affected.



| Out of Province Registrations

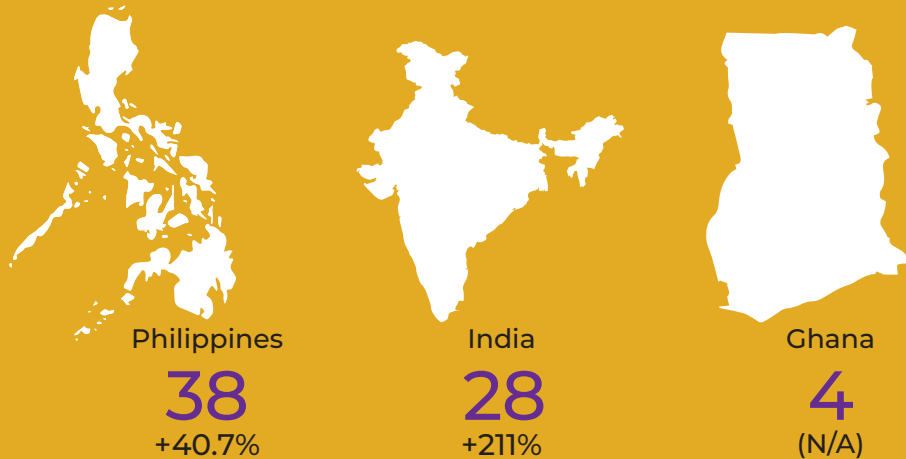


A LOOK AT THE NUMBERS

Out of Province registrations decreased in 2023. This is owing in part to Athabasca University pausing admissions to their LPN to RN bridging program.

| International Educated Nurse Registrations

The CLPNA registered 85 IENs in 2023, representing 14 different countries. The three most common countries are shown here.

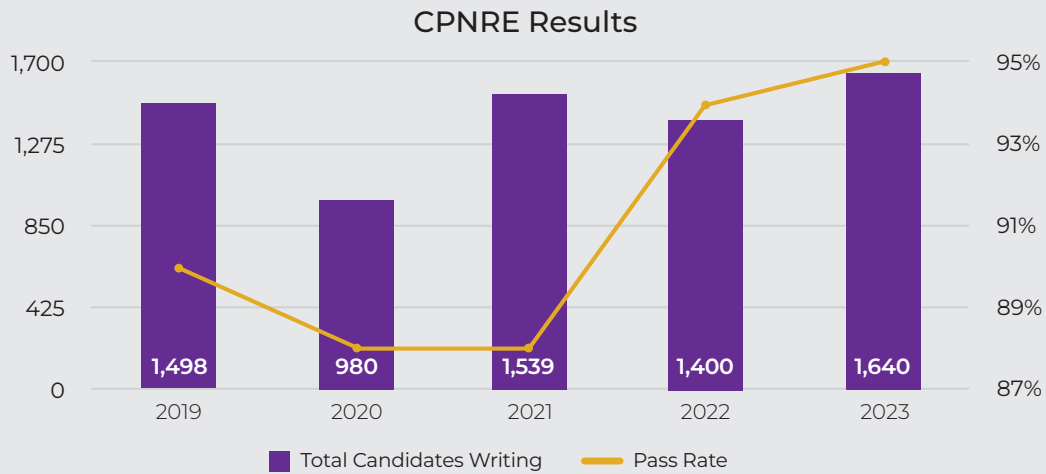


### Canadian Practical Nurse Registration Examination: Alberta Candidates

Successfully passing the Canadian Practice Nurse Registration Examination (CPNRE) is the final step required for practical nursing students to obtain Active registration with the CLPNA. The CPNRE is a fully online exam, accessible anywhere, that tests knowledge of practical nursing principles and their application in healthcare scenarios.

#### DID YOU KNOW?

The CPNRE Annual Report, available on the CLPNA website, provides further details on pass rates for approved practical nurse programs in Alberta.



### Continuing Competence Program Audit

The Continuing Competence Program (CCP) audit randomly selects approximately 10% of LPNs annually to verify participation in the CCP and evaluate the impact of that learning on nursing practice.



## EDUCATION

Under the HPA, the CLPNA's Council is authorized to approve practical nurse education programs. This includes practical nurse diploma, refresher, and advanced practice programs.

In 2023, the CLPNA:

19

- Monitored **19** different practical nursing programs

All programs, including diploma, refresher, and advanced practice, are required to submit progress reports at least once a year to demonstrate continued compliance with the CLPNA's approval standards and indicators.

5

- Conducted **5** program reviews

All programs undergo a complete review of their compliance at least every five years.

20

- Received **20** Notices of Change

All programs are required to submit a Notice of Change to notify the CLPNA of any major program changes being planned.

11

- Reviewed **11** Notices of Intent for new programs

An entity that wishes to start a new practical nursing program can submit a Notice of Intent every six months. All Notices of Intent are reviewed for evidence that the applicant has the infrastructure required to support successful program implementation.

6

- Progressed **6** applications to the next steps of the review process

If the Notice of Intent review is successful, the program will be engaged to complete an initial review, which includes evaluation of proposed curriculum and supporting structure, including leadership, resources, faculty, and student support. Programs must start the first cohort of students within a year of approval to implement.

### DID YOU KNOW?

The Education Standards Advisory Committee (ESAC) makes recommendations to the CLPNA Council on education program approval status and program standards. This appointed committee is comprised of representatives from post-secondary institutions, LPN employers, and others with a complement of practical experience and subject matter expertise.

## | Approved Practical Nurse Diploma Programs

Practical nurse diploma programs with full approval or approved to implement status

- 📍 **Bow Valley College**  
- Calgary, Airdrie, Okotoks, Strathmore, Cochrane
- 📍 **Columbia College**  
- Calgary
- 📍 **Keyano College**  
- Fort McMurray
- 📍 **Lethbridge College**  
- Lethbridge
- 📍 **Medicine Hat College**  
- Brooks Campus
- 📍 **NorQuest College**  
- Edmonton, Wetaskiwin  
*(Practical Nurse Diploma and Practical Nurse Diploma for IENs)*
- 📍 **Northern Lakes College**  
- Slave Lake, Lloydminster, Grande Prairie, High Prairie, Peace River/High Level, Wabasca
- 📍 **Northwestern Polytechnic**  
- Grande Prairie
- 📍 **Portage College**  
- Cold Lake, Lac La Biche, St. Paul
- 📍 **Red Deer Polytechnic**  
- Red Deer, Drumheller, Ponoka, Rocky Mountain House, Stettler, Three Hills (Prairie College)



### DID YOU KNOW?

The curriculum for NorQuest College's Practical Nurse Diploma for IENs differs slightly from their Practical Nurse Diploma Program, with more focus on understanding and integrating into the Canadian health system. IENs can apply to a number of programs in Alberta to obtain a practical nurse diploma.

| Approved Practical Nurse Refresher Programs

Program	Delivery Site(s)	Approval Status
Lethbridge College	Lethbridge (distance delivery)	Full Approval

| Advanced Practice Foot Care Programs

Program	Delivery Site(s)	Approval Status
Alberta Foot Care Academy	Calgary	Conditional Approval
Edmonton Foot Care Academy	Edmonton	Conditional Approval
NorQuest College	Edmonton	Full Approval

**DID YOU KNOW?**

Bow Valley's new Advanced Practice Program in Perioperative Nursing is now one of two programs that provides LPNs with the education required to support surgery patients.

As of December 31, 2023, Bow Valley College had Approval to Implement status, meaning that the program successfully completed initial review with the CLPNA and can begin accepting students. The other Perioperative Nursing program at MacEwan University has been operating since 2013.

| Advanced Practice Perioperative Nursing Programs

Program	Delivery Site(s)	Approval Status
MacEwan University	Edmonton	Full Approval
Bow Valley College <b>NEW</b>	Calgary	Approval to Implement

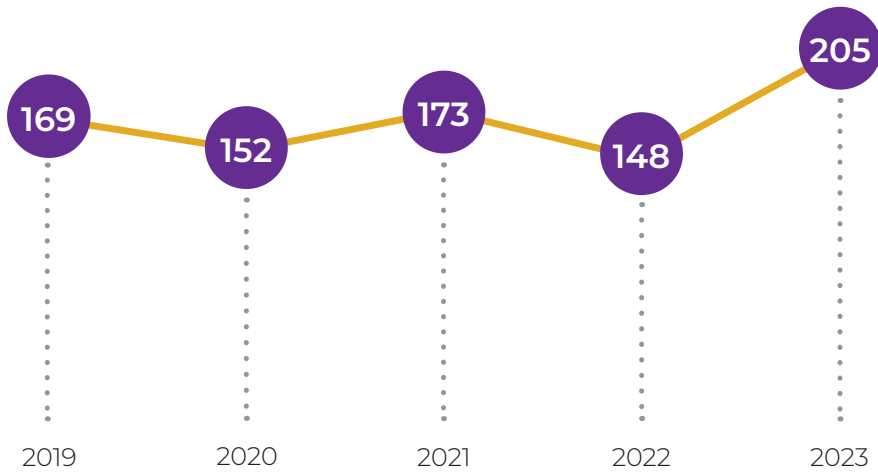
| Advanced Practice Orthopedic Nursing Programs

Program	Delivery Site(s)	Approval Status
NorQuest College	Edmonton	Full Approval

## CONDUCT

The CLPNA receives, investigates, manages, and resolves complaints made against regulated members.

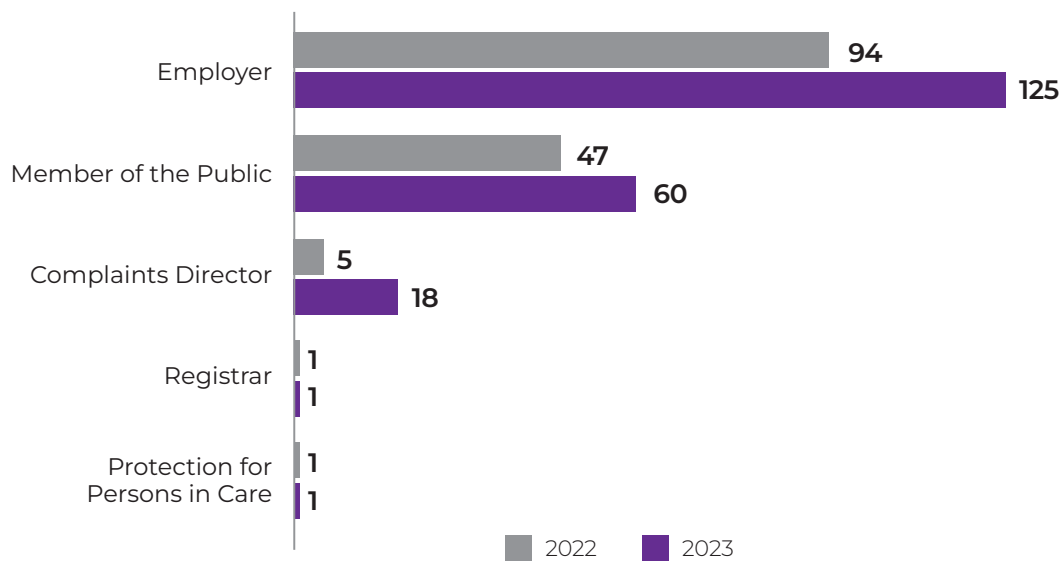
### | Number of Complaints Received



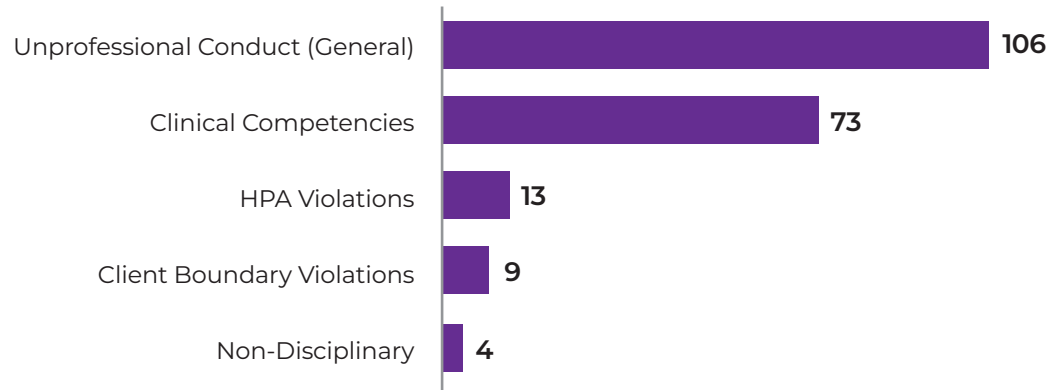
#### A LOOK AT THE NUMBERS

Typically, less than **1%** of all Alberta LPNs are named in a complaint.

### | Source of Complaints



## | Subject of Allegations



<b>Unprofessional Conduct (General)</b>	<b>106</b>
Unethical Conduct	42
Breach of Confidentiality/Privacy	19
Co-worker Boundary Violation	12
Drug Diversion	10
Multiple Allegations	7
Neglect	5
Theft	5
Abandonment	5
Inappropriate Business Practices	1
<b>Clinical Competencies</b>	<b>73</b>
Medication Management	26
Documentation and Medication Administration	15
Documentation and Health Assessment	9
Medication Administration and Health Assessment	9
Health Assessment	8
Documentation	3
Working Outside Scope of Practice	3
<b>HPA Violations</b>	<b>13</b>
Practicing Without an Active Permit	11
Non-Compliance of Undertakings or Orders	1
Failure to Cooperate with Investigation	1
<b>Client Boundary Violations</b>	<b>9</b>
Sexual Abuse	4
Emotional / Verbal Abuse	3
Therapeutic Nurse Client Relationship	2
<b>Non-Disciplinary</b>	<b>4</b>
Incapacity	4

### DID YOU KNOW?

Unethical conduct may involve employment issues, unprofessional communication, discrimination, and off-duty conduct.

### A LOOK AT THE NUMBERS

The CLPNA saw an increase in complaints in 2023. Larger category increases include medication management and breach of confidentiality/privacy.

### PATIENT RELATIONS PROGRAM

The CLPNA has a patient relations program in place to address sexual abuse and sexual misconduct towards clients. No changes were made to this program in the past year.

In 2023, the CLPNA received four complaints that centered around sexual abuse towards a client and zero complaints of sexual misconduct; two of these complaints named the same registrant and the same client. Accordingly, three people were referred to the patient relations program for access to counselling services.

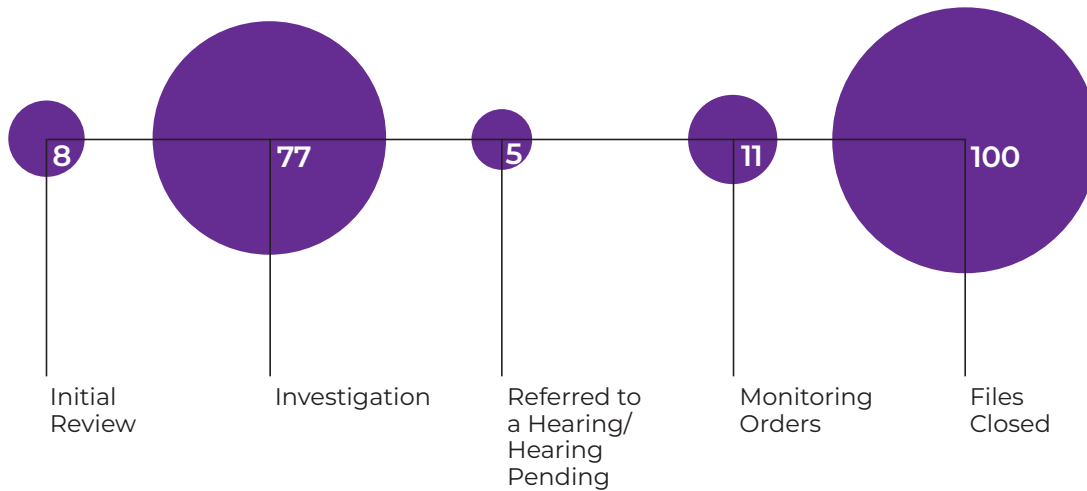
These complaints were handled following the guidelines in the HPA. Of the four complaints received in 2023, two have been referred to a hearing and two are currently in the investigation stage.

### DID YOU KNOW?

During the investigation process, interviews are conducted with the parties involved and documentation may be gathered as evidence. The complainant, the investigated member, and any witnesses will be interviewed by an investigator. On completion of an investigation, files will be reviewed by the Conduct Department as well as legal counsel if necessary.

### Current Status of Files Received in 2023

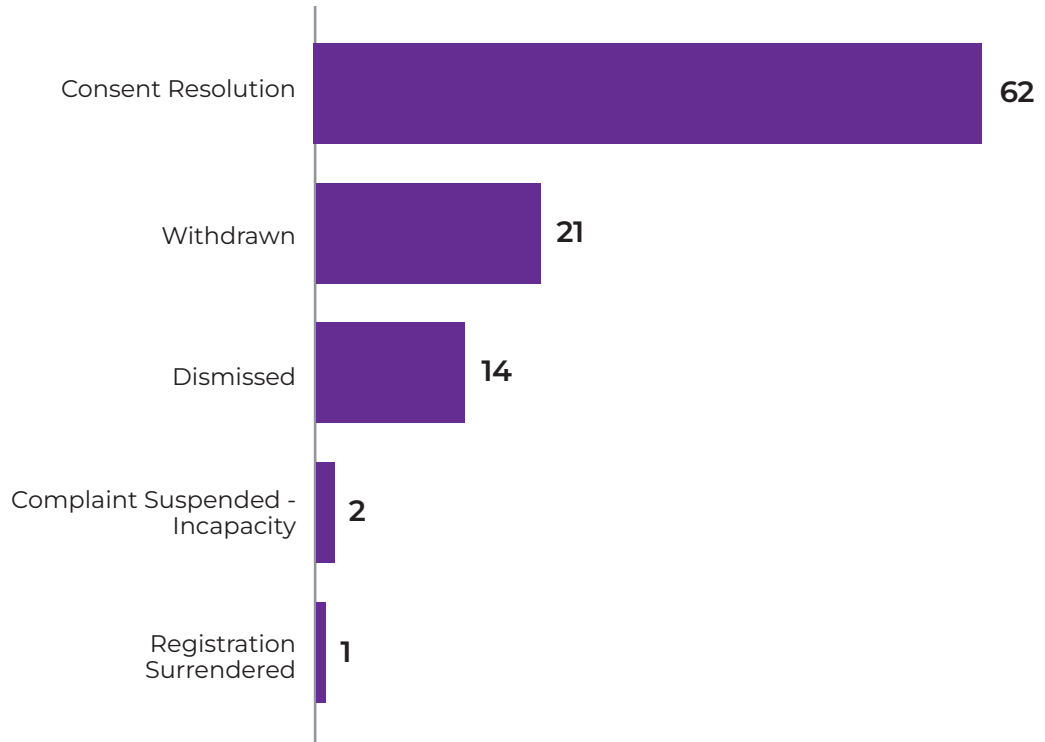
As of December 31, 2023





## Disposition of 2023 Files Closed

As of December 31, 2023



## Hearings

There were 9 hearings held in 2023, representing 11 complaints files. All hearings were open to the public.

A finding of unprofessional conduct was made in seven matters, and two decisions are outstanding at the end of the year.

### DID YOU KNOW?

A complainant can request that the Complaints Review Committee (CRC) review a dismissed complaint. In 2023, zero requests were submitted to the CRC.

In addition, either the investigated member or the Complaints Director can appeal a hearing decision to the Council Appeal Committee (CAC). In 2023, one appeal was submitted but later withdrawn.

# STRATEGIC DIRECTION



## The public trusts the CLPNA as a regulator.

- Registrants are valued in the healthcare system.
- The public find the information they want, when they need it.

## The public benefits from the care of our registrants.

- Registrants don't work outside their legislated scope of practice.
- Registrants continuously learn in response to health needs.
- Registrants meet standards of practice.
- Standards of education respond to changing health needs quickly.

*In 2023, the CLPNA Council motioned to remove End Three from the 2022–2025 Strategic Plan to align with regulatory mandate.*

## STRATEGIC UPDATE

In the following section, you will see how our 2023 activities built on the strength of the strategic pillars identified in the 2022–2025 Strategic Plan.

**PILLAR ONE: Strengthening Service Delivery**

**PILLAR TWO: Enhancing Collaboration and Confidence**

**PILLAR THREE: Evolving Professional Competence**



# PILLAR ONE: Strengthening Service Delivery

Improve how our employees and processes provide timely and consistent services to stakeholders looking for specific information and services from a regulator. Cultivate the skills, expertise, and diversity to manage our internal changes to accommodate the upcoming workforce development needs with the shift in incorporating HCA registrants and regulation.

## | Revise the English Language Proficiency Policy

**WHAT WE DID:** Made revisions to the English Language Proficiency policy, effective March 2023, to give applicants more options for providing proof of proficiency.

**WHAT WERE THE RESULTS:** Applicants to the CLPNA, including IENs and some out-of-province applicants, had the opportunity to provide evidence of English proficiency in new ways, including completion of secondary school or nursing education and employer verification.

**WHY WE DID IT:** This revision provides greater flexibility for those applicants who need to meet the English language proficiency requirement.

## | Change Policies and Processes to Allow IENs to Apply Directly to the CLPNA

**WHAT WE DID:** Made changes to policies and processes to allow IEN applicants to submit more documentation directly to the CLPNA. This change was effective June 2023.

**WHAT WERE THE RESULTS:** In 2023, the CLPNA received 309 applications from IENs. This was a 197% increase from the previous year.

**WHY WE DID IT:** This new pathway provides an additional option for IENs to become registered as Alberta LPNs, improving flexibility for applicants.

### DID YOU KNOW?

IENs can currently apply for registration with the CLPNA through several pathways, including through the National Nursing Assessment Service (NNAS) and directly through the CLPNA. An IEN may also be referred to the Alberta Licensed Practical Nurse Competence Exam in order to meet certain registration requirements.

## | Redesign CLPNA Website

**WHAT WE DID:** Completed a redesign of the CLPNA website, which launched in October 2023.

**WHAT WERE THE RESULTS:** A diverse group of stakeholders, including the public, government, registrants, educators, employers, and HCAs can access regulatory information on a streamlined platform.

**WHY WE DID IT:** Modernizing the website makes it easier for stakeholders to find the information that they need. This website redesign will also help accommodate the integration of HCAs.

### DID YOU KNOW?

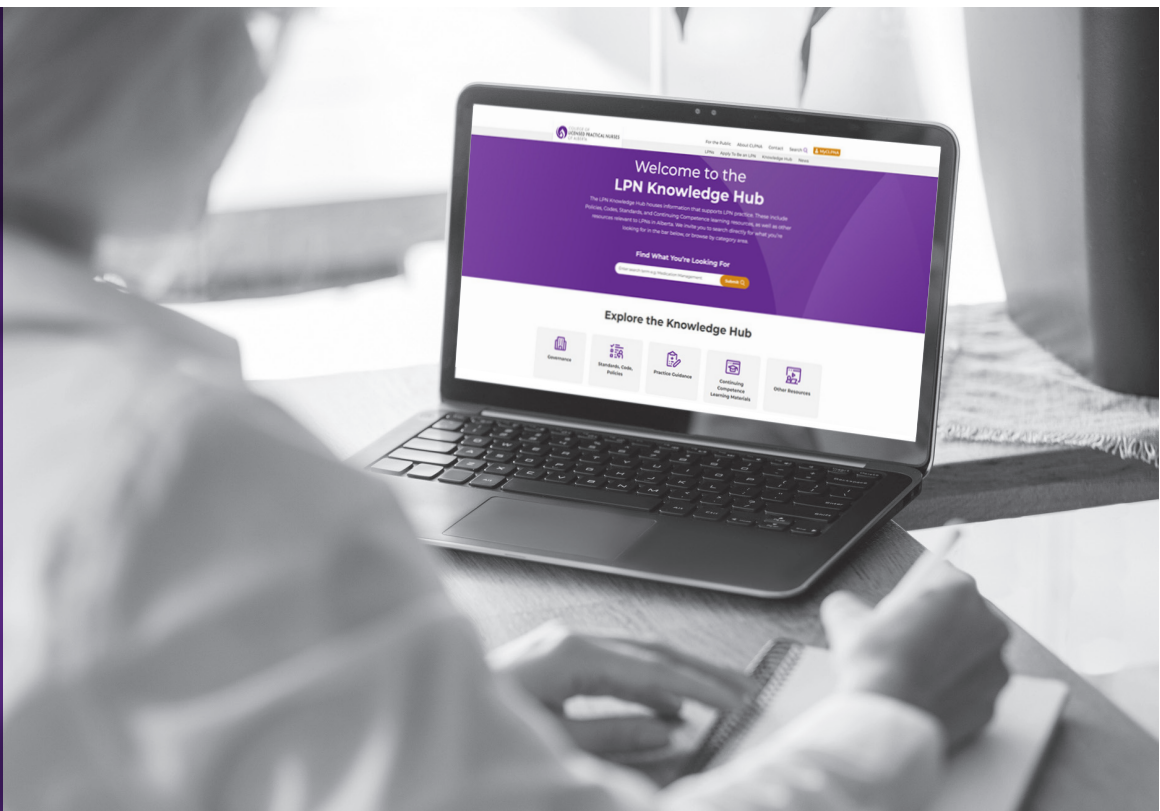
The Knowledge Hub on the new CLPNA website is a one-stop shop for information that supports LPN practice, helping our users navigate through related topics and documents.

## | Launch Conduct Video Series

**WHAT WE DID:** Released a series of eight videos exploring the process by which a complaint is received, investigated, and resolved under the *Health Professions Act*.

**WHAT WERE THE RESULTS:** Since launch in April 2023, the eight videos have collectively been viewed more than 2,500 times.

**WHY WE DID IT:** The video series supports better understanding for members of the public as well as registrants and other stakeholders.



# PILLAR TWO: Enhancing Collaboration and Confidence

Increase our opportunities to receive input from our stakeholders because we believe sharing our various experiences and perspectives will improve overall healthcare system performance. Encourage these conversations, so together, we make better decisions that support public confidence.

## | Conduct 2023 Registrant Survey

**WHAT WE DID:** Launched a registrant survey covering demographics, characteristics of the nurse practice environment, self-reported health, and LPN perspectives on being a regulated health professional.

**WHAT WERE THE RESULTS:** Over 3,300 registrants responded, providing the CLPNA with LPN insights on regulation, practice, and general well-being.

**WHY WE DID IT:** Hearing directly from registrants helps the CLPNA understand our impact as a regulator. A better understanding of how LPNs perceive their current practice environment and personal well-being provides the CLPNA with insights into the current factors that could impact a registrant's practice, continuing competency, and ultimately the care they provide to the public.

### DID YOU KNOW?

The 2023 registrant survey was similar to the one conducted in 2018. This provides the opportunity to gather insights on the impact that the pandemic may have had on Alberta's LPNs and the care that they provide to the public.

## | Launch Advancing Regulatory and LPN Knowledge Research Grant

**WHAT WE DID:** Launched a request for research proposals to award the CLPNA's Advancing Regulatory Knowledge Research Grant.

**WHAT WERE THE RESULTS:** The 2023 research grant was awarded to Dr. Venise Bryan at the Athabasca University for a study that will explore how HCAs pursuing practical nurse education transition to the LPN role.

**WHY WE DID IT:** Funding research that aligns with our regulatory mandate supports better decision making and information sharing. The study funded in 2023 will offer insights into the experiences of students and the regulatory supports needed to provide safe and competent care as LPNs.

## | Revise Canadian Institute for Health Information Minimum Data Set

**WHAT WE DID:** The CLPNA received a grant from CIHI to revise the data collected from registrants at the time of renewal.

**WHAT WERE THE RESULTS:** The project launched in spring 2023 and is still underway, with reporting to take place in June 2024.

**WHY WE DID IT:** This grant will standardize reporting among all health professions and support the modernization of the CLPNA's reporting elements.

## | Implement Performance Measurement Framework

**WHAT WE DID:** Continued the implementation of a performance measurement framework that involves the introduction of new reporting processes as well as identifying new measures and goals at the strategic and departmental level.

**WHAT WERE THE RESULTS:** A quarterly leadership report was introduced. The CLPNA identified measures for our mandate and began reporting these to the Council in the same period. Departmental goals continue to be identified, with the Registration and Practice departments undergoing this process in 2023.

**WHY WE DID IT:** The implementation of a performance measurement framework enables the CLPNA to better look for trends and signals of change in our data and understand current and future impacts in regulation.

## Collaborating with Stakeholders

Working with stakeholders to address issues that intersect with regulation and improve decision making is part of everyday operations at the CLPNA. Here are some of the ways that we connected with our partners on a regular basis in 2023.

### Surveying Registrants & Other Stakeholders

The CLPNA surveys stakeholders to gauge the effectiveness of regulatory services including registration renewal, practice inquiries, and learning resources. The regular responses that we receive inform regulatory process improvements. In 2023, we also surveyed our registrants on our regulatory oversight, applicant experience, and competency profile use. We additionally conducted a pilot stakeholder perception survey.

### Working with Government

The CLPNA meets with Alberta Health on a regular basis to discuss topics related to LPN regulation and the future regulation of HCAs.

In our capacity as a regulator, we collaborated with ministries, including Advanced Education and

Immigration and Multiculturalism, to support the IEN recruitment and credentialing process and to facilitate the growth of practical nurse programs and student seats province-wide.

### Engaging the Healthcare System

The CLPNA meets regularly with representatives of Alberta Health Services, Covenant Health, and various healthcare operators to discuss matters related to practice, conduct trends, practical nurse education, and HCA regulation.

The CLPNA offers support related to LPN practice. Practice consultations with employers and other providers promotes better understanding of LPN roles and responsibilities and helps the CLPNA identify emerging issues.

### Learning from Each Other

CLPNA representatives attend events such as the Council on Licensure, Enforcement, and Regulation's Annual Educational Conference and the Canadian Network of Agencies for Regulation's Annual National Conference to connect with our partners and stakeholders. Events such as these improve communication and increase opportunities to learn from one another.

In 2023, we presented at many events, including:

- The Premier's Summit on Fairness for Newcomers, where CEO/Registrar Jeanne Weis participated in a panel discussion of IEN registration processes and continuous improvement.
- The Alberta Continuing Care Association conference, where the CLPNA engaged with continuing care stakeholders on the upcoming regulation of HCAs.
- The Health Workforce Canada Advisory forum, where the CLPNA provided input and advice regarding the development of an initial strategic framework.
- The Canadian Regulators Program Approval Roundtable, where the CLPNA shared our program approval/review framework. This meeting included nursing regulators across Canada.



### Working with Other Regulators

CLPNA departments liaise with their counterparts in other healthcare regulators provincially and nationally on a regular basis. This allows for information sharing, issue identification, and providing and seeking feedback.

### FORMAL CONSULTATIONS

As a health profession regulator, the CLPNA shares a responsibility to participate in regulatory consultation. The CLPNA took part in reviewing the following documents in 2023:

- **College of Dental Surgeons of Alberta:**
  - Facial Esthetic Therapies and Adjunctive Procedures Standards
- **College of Medical Laboratory Technologists of Alberta:**
  - Comprehensive Standards of Practice for Medical Laboratory Technologists
  - Code of Ethics
- **Alberta College of Occupational Therapists:**
  - Comprehensive Standards of Practice for OTs
  - Code of Ethics
- **Alberta College of Pharmacy:**
  - Standards of Practice for Pharmacists and Pharmacy Technicians
- **College of Physiotherapists of Alberta:**
  - Comprehensive Standards of Practice for PTs
- **College of Physicians and Surgeons of Alberta:**
  - Female Genital Mutilation Standards
  - Establishing the Physician-Patient Relationship Standards
  - Ending the Physician-Patient Relationship Standards
  - Responsibility for a Medical Practice Standards
- **College of Alberta Psychologists:**
  - Psychedelic-Assisted Psychotherapy and Other Emerging or Novel Interventions Standards
- **College of Registered Nurses of Alberta:**
  - Prescribing Scheduled Drugs and Ordering Diagnostic Tests Standards
  - Ending the Therapeutic Nurse-Client Relationship Standards
  - Virtual Care Standards

# PILLAR THREE: Evolving Professional Competence

Improve how our registrants' education needs respond to the changes and shifts within the healthcare system. Enhance our continuing competence evaluation for our registrants to keep up with healthcare changes and changes in regulation. Further develop our communications and information sharing for our stakeholders to better understand the regulatory competence requirements.

## | Revise Practical Nurse Program Approval Standards

**WHAT WE DID:** Completed a revision of the Practical Nurse Program Approval Standards and Indicators following extensive stakeholder consultation and analysis.

**WHAT WERE THE RESULTS:** New evidence-based quality indicators include requiring programs to track and respond to student errors in clinical practice and setting parameters around replacing clinical hours with high quality simulation.

**WHY WE DID IT:** The CLPNA has a legislated duty to approve practical nursing education programs. The revised indicators support programs in developing competent graduates and responding to changing system needs.

## | Develop Alberta Practical Nurse Jurisprudence Module

**WHAT WE DID:** Developed a self-study module to help LPNs and LPN applicants gain awareness of their legal obligations, building on understanding of the laws, regulations, bylaws, and practice standards that govern the LPN profession in Alberta.

**WHAT WERE THE RESULTS:** The module was completed by the end of 2023, launching in January 2024.

**WHY WE DID IT:** This free, interactive module replaces the Jurisprudence Examination as a registration requirement for certain CLPNA applicants.





## | Launch New Competency Resources

**WHAT WE DID:** Released new modules and webinars to support registrant competence.

**WHAT WERE THE RESULTS:** New and revised resources were released throughout the year and covered topics including the CLPNA's regulatory framework, privacy legislation, duty to report, documentation, and health assessment.

**WHY WE DID IT:** Learning resources promote public safety through the maintenance of competence and support minimum standards for education and practice.

### DID YOU KNOW?

The CLPNA's ongoing education offerings assist LPNs in understanding their responsibilities and accountabilities. When necessary, the CLPNA's Conduct, Registration, and Practice departments refer registrants to these resources to meet learning needs and registration requirements.

### MODULE COMPLETIONS

Registrants can access self-directed modules through their MyCLPNA accounts. These modules help build LPN understanding of regulation and competencies in areas such as restricted activities. They can also be used in learning plans as part of the Continuing Competence Program.

In 2023, registrants completed **11,515** modules. The top five modules were related to LPN restricted activities, CLPNA policies, and regulation:

- 1 — Administering Blood and Blood Products: Transfusions
- 2 — Administering Medications via CVC, PICC, and IVAD
- 3 — Administering Parenteral Nutrition
- 4 — Documentation
- 5 — Immunization

### WEBINAR ATTENDANCE

Registrants can attend live webinars via Zoom to learn more about regulatory topics and, in many cases, ask questions of subject matter experts. In 2023, the yearly participant total was **5,322** across **28** offerings.

The most attended webinars were:

- 1 — Immunization Practice & Regulation
- 2 — Connecting Regulation to LPN Professional Practice
- 3 — What Is a Restricted Activity? **NEW**
- 4 — Communication Strategies to Support Person Living with Dementia **NEW**
- 5 — Duty to Report **NEW**

## | Revise Standards of Practice for LPNs on Boundary Violations

**WHAT WE DID:** Revamped the current Standard of Practice for LPNs on Professional Boundaries to include female genital mutilation (FGM) and sexual criminal offenses.

**WHAT WERE THE RESULTS:** The revised standards underwent registrant and government consultation. These standards were released in May 2023.

**WHY WE DID IT:** The revised Standards of Practice comply with Bill 46, including a standard on FGM.

## | Collaborate on the Development of the Practice Guideline on Injectable Aesthetic Therapies

**WHAT WE DID:** Worked with colleagues at the College of Registered Nurses of Alberta and the College of Registered Psychiatric Nurses of Alberta to develop a new practice guideline, Injectable Aesthetic Therapies.

**WHAT WERE THE RESULTS:** The guideline, outlining a registrant's professional responsibilities and accountabilities related to injectable aesthetic therapies, was released on the CLPNA's website in December 2023.

**WHY WE DID IT:** The CLPNA receives many questions on the topic of aesthetic nursing; the practice guideline addresses many areas of confusion by providing guidance in this practice area.

## | Contribute to the Revision of the Code of Ethics for LPNs in Canada

**WHAT WE DID:** As a member of the Canadian Council for Practical Nurse Regulators, the CLPNA worked with practical nurse regulators from across Canada to revise the Code of Ethics for LPNs in Canada.

**WHAT WERE THE RESULTS:** The Code of Ethics articulates the values that LPNs promote and uphold. The Code of Ethics is used in conjunction with standards, policies, and legal requirements to guide LPN practice and behaviour. This document was submitted for government consultation in 2023.

**WHY WE DID IT:** The Code of Ethics was last updated in 2013. The newly revised document, once approved and adopted, will reflect current LPN practice.

## Support Understanding of Regulation

Anyone can contact the CLPNA to receive clarification about LPN practice, legislation, and regulation. In 2023, the CLPNA was contacted **2,158** times, a **17.3%** increase from 2022.

Most inquiries (**63.3%**) came from LPNs, with **10.1%** coming from educators and **9.5%** coming from employers.

Inquiries related to professionalism and leadership grew by **69.0%**. This topic covers legislation and regulation, professional ethics, fitness to practice, and management and leadership. Emerging themes in practice inquiries include:

- LPNs working in practice areas they have never worked in before, and
- LPNs moving away from bedside nursing to areas such as self-employed practice and aesthetic nursing.

## Most Common Inquiry Topics in 2023

Professionalism and Leadership

**1,009**  
inquiries

Medication Management

**322**  
inquiries

Nursing Practice

**219**  
inquiries

Dermatology and Aesthetic Nursing

**93**  
inquiries

Community Health

**81**  
inquiries



# Health Care Aide Regulation Update

*The Health Statutes Amendment Act* provides for the future regulation of HCAs in Alberta, but the amendment has not yet been proclaimed.

Upon regulation of HCAs in Alberta, the CLPNA will become one college with two distinct professions: Licensed Practical Nurses and Health Care Aides. The CLPNA has been working with the Government of Alberta, HCAs, and a broad group of stakeholders from across the province to make the transition to regulation.

## 2023 Focus Groups

In January 2023, the CLPNA held focus groups to support the transition from the HCA Directory to regulation under the HPA. The perspectives shared in these groups are informing the development of a framework for regulated HCA practice.

These 19 focus groups hosted more than 1,000 attendees representing stakeholder groups including HCAs, employers, educators, Indigenous healthcare providers, and others working in various practice settings across Alberta.

These focus groups supported the CLPNA in better understanding the practice, role, responsibilities, supervision, and accountabilities of HCAs in various settings as well as in rural and urban areas. The feedback provided in these sessions will inform the development of HCA regulation, a code of ethics, and standards of practice as well as the development of related policies and guidance.

### KEY THEMES

In a report submitted to the Government of Alberta in April 2023, the CLPNA detailed five key themes of the focus group feedback. These themes were validated by a follow-up survey sent to focus group attendees.

#### **HCAs are important members of the healthcare team.**

Attendees agreed that HCAs are vital to providing client- and resident-centered care, as they are the “eyes and ears” for the care team.

**HCAs are challenged with high workloads.** HCAs are heavily involved in the daily care for clients, and there are concerns about their capacity to complete required care.

**There is a need for consistent understanding of the HCA role.** There is inconsistency in how the HCAs role is understood, and the care activities they are assigned vary greatly.

#### **It is important to have education that reflects HCA practice.**

Focus groups showed that a lack of employer confidence in HCA knowledge and skills remains, which can lead to under-utilization.

**Health system challenges impact HCAs.** The needs of the patients, residents, and clients that HCAs care for are increasing in acuity and complexity, leading to higher workloads.

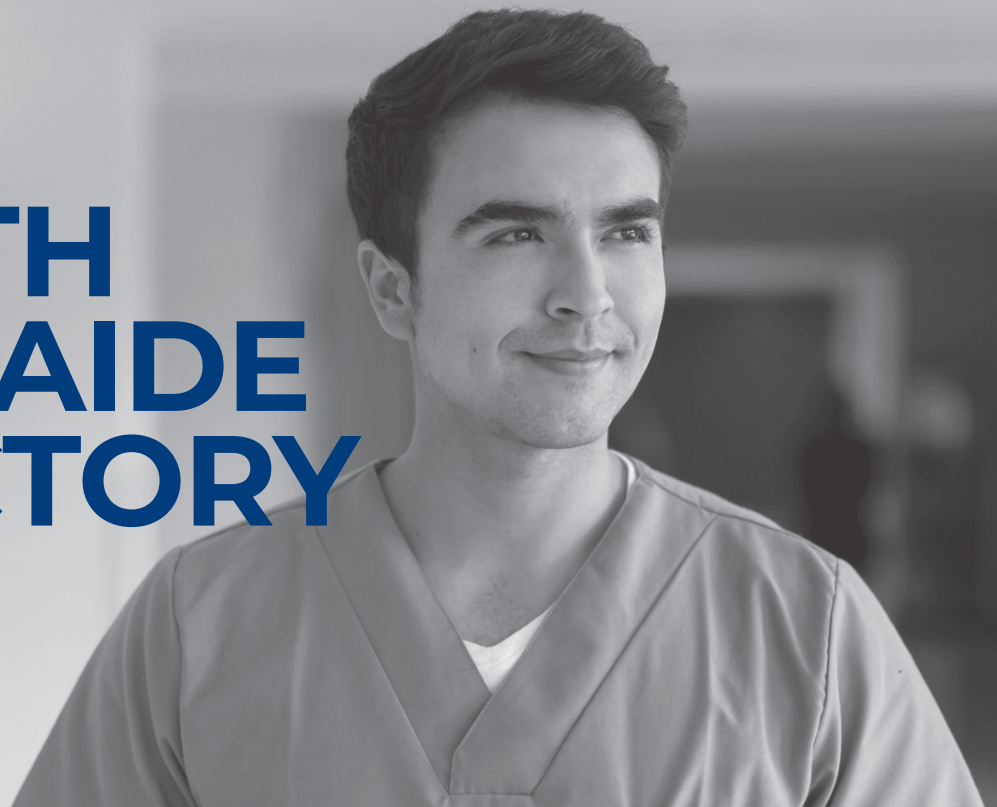
## Standard, Code, and Policy Development

When regulation comes into effect, the CLPNA will set requirements in part through a code of ethics, standards of practice, policies, and guidelines. These requirements will provide a framework for HCA practice and bring clarity to the role.

Throughout 2023, the CLPNA worked to develop key documents for HCA regulation, including the Code of Ethics for HCAs in Alberta and the Standards of Practice for HCAs in Alberta. As part of the development process, the CLPNA conducted small focus groups to receive feedback from HCAs. The feedback received centered primarily on the language level used and the need for further definitions. The CLPNA will continue to consult with HCAs and other stakeholders on these and other key documents in 2024.

BY THE NUMBERS

# HEALTH CARE AIDE DIRECTORY



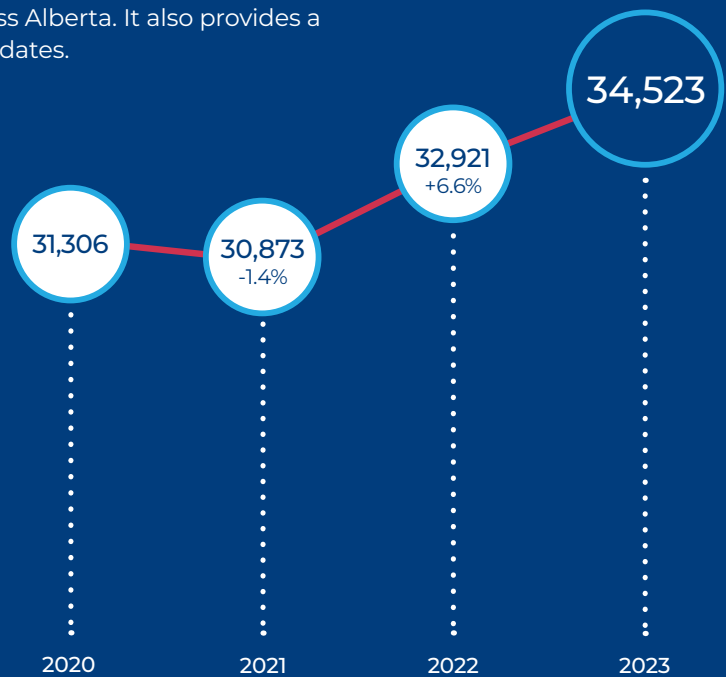
As frontline healthcare workers, HCAs work collaboratively as part of the healthcare team, providing personal care and other essential health services.

The Alberta HCA Directory exists to collect relevant demographic, employment, and core competency information of HCAs across Alberta. It also provides a centralized location for HCA information and updates.

**TOTAL HCAs**  
As of December 31, 2023

# 34,523

4.9% growth\*

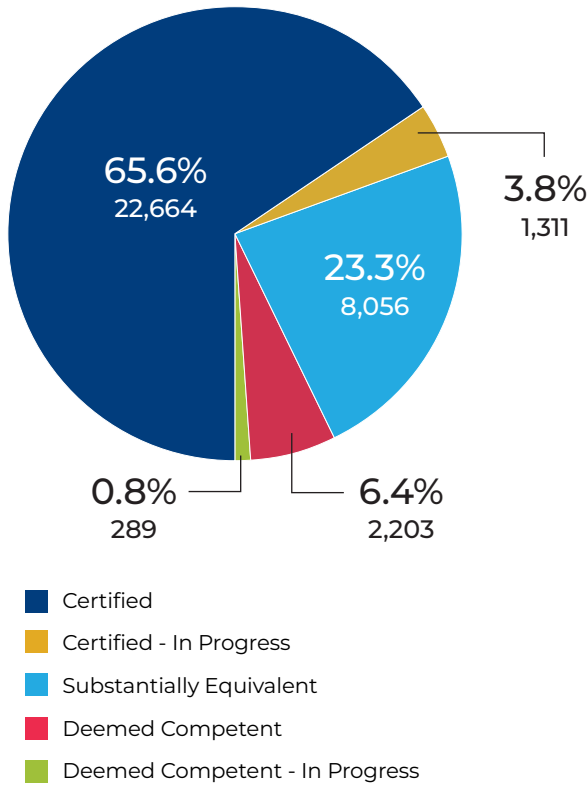


\*All increase and decrease percentages reflect the change between the current and previous years' numbers.

Note: the renewal period for HCAs changed between 2020 and 2021, from April 1-June 30 to September 1-November 30.

### HCA's by Competency Status

As of December 31, 2023



#### DID YOU KNOW?

The HCA Directory has three main competency statuses.

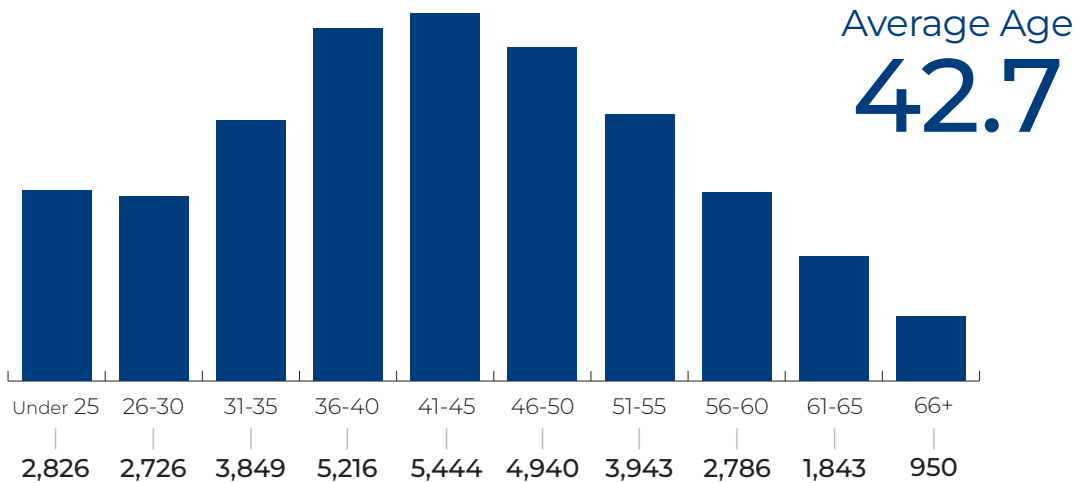
**Certified** denotes HCAs who have successfully received an HCA certificate in Alberta.

**Deemed Competent** indicates HCAs who have no formal healthcare education but instead have been assessed using a competency assessment tool by a regulated nurse employed by an operator.

**Substantially Equivalent** includes graduates of HCA programs outside of Alberta; internationally educated nurses; and individuals with education as personal support workers, continuing care assistants, nurses, or other professions considered to provide direct patient care.

### Age of HCAs

As of December 31, 2023



Location of HCAs  
As of December 31, 2023

**Area 5**  
North Zone  
1,844 | **5.3%**

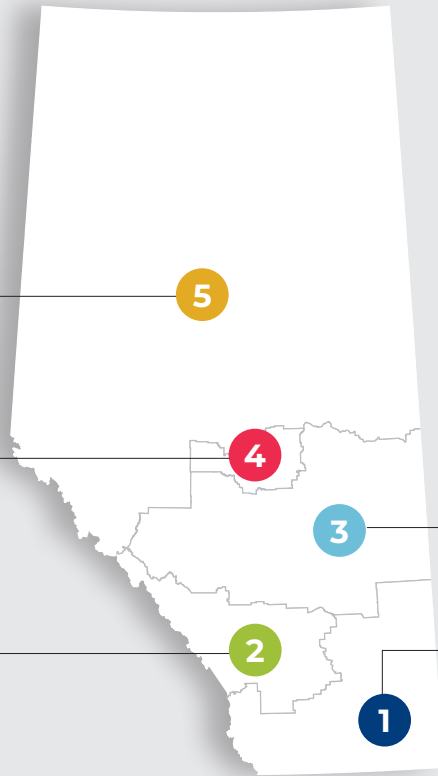
**Area 4**  
Edmonton Zone  
11,637 | **33.7%**

**Area 2**  
Calgary Zone  
12,037 | **34.9%**

**Out of Province/  
Country**  
447 | **1.3%**

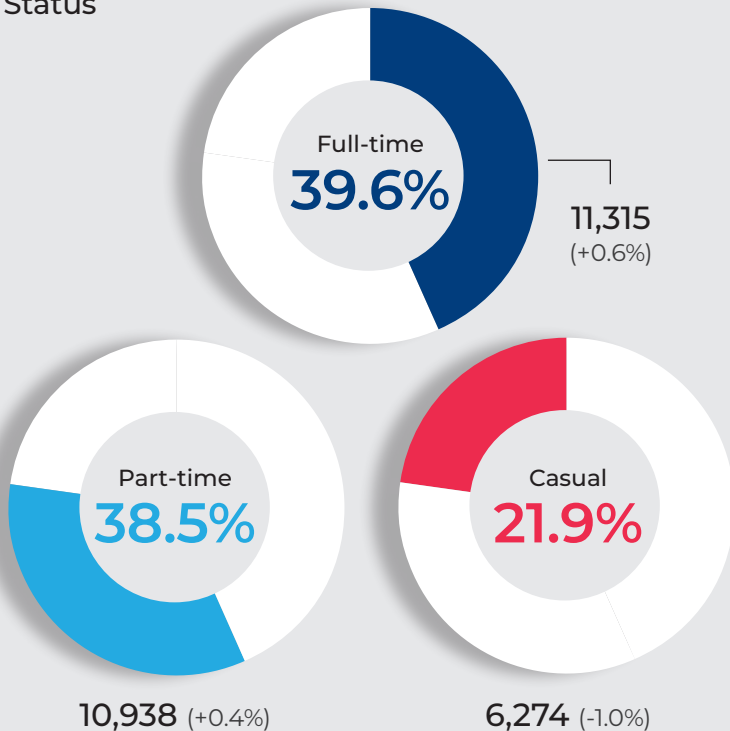
**Area 3**  
Central Zone  
5,480 | **15.9%**

**Area 1**  
South Zone  
3,078 | **8.9%**



EMPLOYMENT

Status



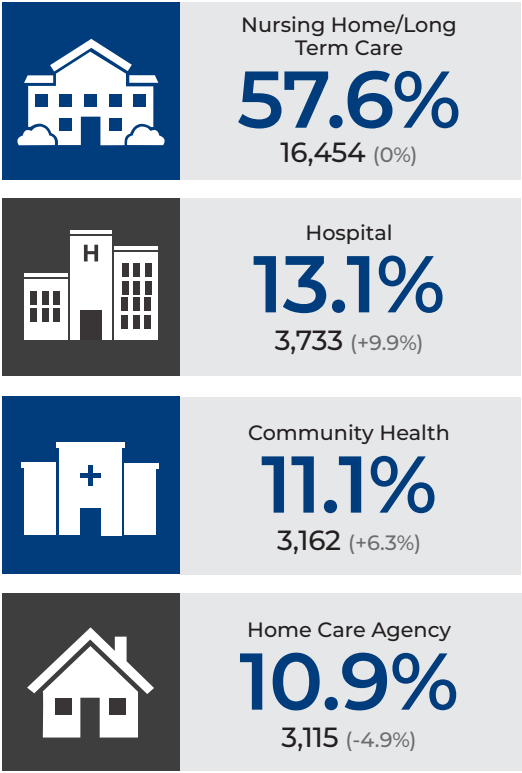
A LOOK AT THE NUMBERS

Many HCAs do not report an employer until their first renewal; **5,951** HCAs did not provide employment information in 2023. All percentages are calculated based on the HCAs who did report an employer in 2023, which was **28,572**.

# EMPLOYMENT

## | Facility Type

91.8% of HCAs work at one of the top four facility types tracked by the Directory. These four are listed below.



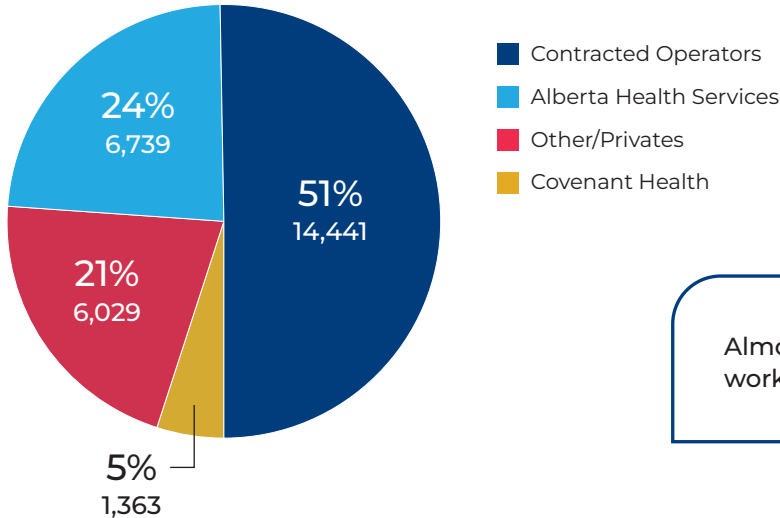
### A LOOK AT THE NUMBERS

While the majority of HCAs work in nursing homes and long-term care, an increasing number are moving into other areas, including hospitals and community health organizations.

HCAs also report working in the following areas:

- Mental health centre
- Rehabilitation/convalescent centre
- Self-employment
- Nursing stations
- Physician's office
- Association/government
- Private nursing agency/private duty
- Educational institution
- Business/industry/occupational health centre

## | Employers



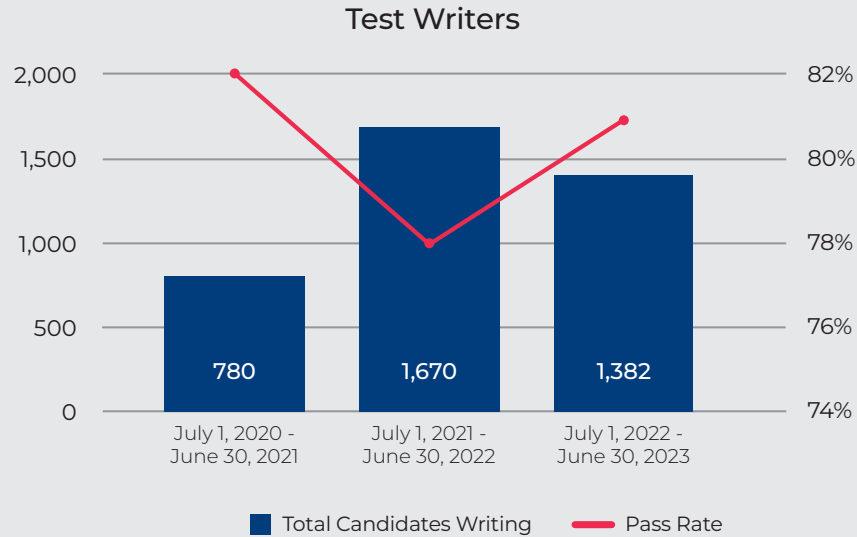
### A LOOK AT THE NUMBERS

Almost **80%** of HCAs in Alberta work in publicly funded settings.



## HCA PROVINCIAL EXAM

The Alberta Provincial HCA Exam, launched in 2020, is a psychometrically sound exam and tests students' knowledge of the Health Care Aide Government of Alberta Provincial Curriculum (2019). The exam is reported based on the academic year of July through June.



## FOCUS ON DATA

The Alberta HCA Directory provides workforce data to the Canadian Institute for Health Information (CIHI), covering areas such as demographic information, education, and employment trends. A pilot project, conducted between 2020 and 2022, culminated in the first edition of HCA data published by CIHI. During that period, Alberta was the only province in Canada with comprehensive data to analyze.

This data supports better understanding of HCAs, who they are, and their role on the healthcare team. CIHI identified a few key takeaways based on Alberta's data:

- The number of HCAs employed are comparable with the number of Registered Nurses, making HCAs one of the largest healthcare provider groups in the province.
- There are higher numbers of HCAs in the younger and older age groups compared to nurses.
- The HCA workforce speaks almost 100 different languages, with 46.8% speaking more than one language.

The HCA Directory will continue to work with CIHI to support better understanding of the HCA role, responsibilities, and workforce.

# Fredrickson-McGregor Education Foundation for Licensed Practical Nurses

*The CLPNA is currently contracted to hold the endowment for the Frederickson-McGregor Education Foundation.*

The Fredrickson-McGregor Education Foundation for Licensed Practical Nurses has one goal in mind: encouraging LPNs to increasingly strive to enhance their competencies. The Foundation administers the proceeds of a \$3 million endowment fund to enhance LPN knowledge, skills, and abilities.

In 2023, the Foundation Education Grant Program approved 355 applicants for a total of \$210,278.84. Since the Education Grant Program began in September 2006, the Foundation has approved 8,088 applications for a total of \$3,834,097.07 in grants and distributed 76% of the approved funds.

## 2023 Approved Education

Key criteria for disbursement of the funds are detailed in the Foundation's guidelines and created through an agreement with Alberta Health and Wellness.

Grant awards are used solely to support educational programs that will have a specific impact on advancing an LPN's nursing skills and knowledge. The most requested education applied for in 2023 is listed below. Out of the six listed categories, three are advanced practice education.

Top Approved Education of 2023	Requests for Funding
Foot Care	43
Human Service Administration related courses	19
Orthopedic Specialty Applications (contains 4 courses)	17
Interpretation of Lab Tests	13

# Financial Statements

Year Ended December 31, 2023



---

## INDEPENDENT AUDITOR'S REPORT

---

To the Members of College of Licensed Practical Nurses of Alberta

### *Opinion*

We have audited the financial statements of College of Licensed Practical Nurses of Alberta (the College), which comprise the statement of financial position as at December 31, 2023, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the College as at December 31, 2023, and the results of its operations and cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### *Basis for Opinion*

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

### *Other Information*

Management is responsible for the other information. The other information comprises the information, other than the financial statements and our auditor's report thereon, in the Annual Report. The Annual Report is expected to be made available to us after the date of this auditors report.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

When we read the Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

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

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

*(continues)*

Independent Auditor's Report to the Members of College of Licensed Practical Nurses of Alberta (*continued*)

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

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

*Auditor's Responsibilities for the Audit of the Financial Statements*

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

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

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

Edmonton, Alberta  
March 21, 2024

  
Chartered Professional Accountants

**COLLEGE OF LICENSED PRACTICAL NURSES OF ALBERTA**  
**Statement of Financial Position**  
**December 31, 2023**

	2023	2022
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash	\$ 8,750,796	\$ 6,877,386
Cash held for restricted funds (Note 4)	1,149,226	2,283,394
Investments (Note 5)	10,513,038	10,109,396
Accounts receivable	27,330	75,420
Prepaid expenses	214,149	395,992
	<u>20,654,539</u>	19,741,588
INVESTMENTS RESTRICTED FOR ENDOWMENT FUND (Note 6)	3,041,873	2,847,140
CAPITAL ASSETS (Note 7)	748,166	900,174
INTANGIBLE ASSET (Note 8)	237,765	265,850
	<u>\$ 24,682,343</u>	<u>\$ 23,754,752</u>
<b>LIABILITIES</b>		
<b>CURRENT</b>		
Accounts payable and accrued liabilities	\$ 1,029,850	\$ 864,836
Deferred grant revenue (Note 9)	1,149,226	2,283,774
Prepaid registration fees (Note 10)	6,091,710	6,623,193
Deferred program review revenue	96,550	28,650
Deferred Health Care Aide substantial equivalence revenue	374,193	270,018
	<u>8,741,529</u>	10,070,471
LEASE INDUCEMENT	161,369	210,553
	<u>8,902,898</u>	10,281,024
<b>NET ASSETS</b>		
Unrestricted	6,251,641	9,460,564
Contingency Fund	5,000,000	-
Future Capital Asset Replacement Fund	500,000	-
Restricted net assets		
Capital Fund	985,931	1,166,024
Endowment Fund	3,041,873	2,847,140
	<u>15,779,445</u>	13,473,728
	<u>\$ 24,682,343</u>	<u>\$ 23,754,752</u>

COMMITMENT (Note 13)

SUBSEQUENT EVENTS (Note 14)

**APPROVED BY THE COUNCIL**

 President

 Vice President

**COLLEGE OF LICENSED PRACTICAL NURSES OF ALBERTA**

**Statement of Operations**

**Year Ended December 31, 2023**

	2023	2022
<b>REVENUES</b>		
Registration fees		
Active	\$ 7,244,308	\$ 6,889,105
Out of province assessment	455,681	518,308
Late fees and fines	189,581	157,953
Associate	-	38,700
License verification	82,895	85,116
Consulting		
Health Care Aide special projects	810,755	796,670
Investigative	23,300	41,650
National examinations	1,018,430	879,244
Jurisprudence examination	61,983	76,866
Conduct fines	73,752	52,412
Program fees	19,100	43,451
Advertising	381	4,990
Investment income	587,144	161,457
Directory Enhancement grant <i>(Note 9)</i>	499,063	513,969
Directory Regulation grant <i>(Note 9)</i>	1,190,137	635,617
	<b>12,256,510</b>	<b>10,895,508</b>
<b>EXPENSES</b>		
Administration		
Public information	23,707	4,705
Rent and occupancy costs	229,282	160,146
Office and computer	658,992	557,240
Amortization of capital assets	267,956	200,260
Bank charges and interest	152,399	163,414
Postage	3,441	4,302
Professional fees	99,059	101,685
Telephone and utilities	17,658	18,114
Consulting fees	167,352	102,759
Travel	95,850	49,472
Jurisprudence project	-	11,968
International educated nurse initiative	27,000	-
Health Care Aide special projects	238,892	120,329
Directory Enhancement grant <i>(Note 9)</i>	499,063	513,969
Directory Regulation grant <i>(Note 9)</i>	1,190,137	635,617
Schedule of Personnel Costs <i>(Schedule 1)</i>	4,470,561	4,350,151
Schedule of Cost of Services <i>(Schedule 2)</i>	2,110,977	1,926,647
	<b>10,252,326</b>	<b>8,920,778</b>
<b>INCOME FROM OPERATIONS</b>	<b>2,004,184</b>	<b>1,974,730</b>
<b>OTHER INCOME (LOSS)</b>		
Unrealized gain (loss) on investments	165,482	(301,593)
Loss on disposal of capital assets	(58,682)	-
	<b>106,800</b>	<b>(301,593)</b>
<b>EXCESS OF REVENUES OVER EXPENSES</b>	<b>\$ 2,110,984</b>	<b>\$ 1,673,137</b>

**COLLEGE OF LICENSED PRACTICAL NURSES OF ALBERTA**  
**Endowment Fund**  
**Statement of Operations**  
**Year Ended December 31, 2023**

	2023	2022
<b>REVENUE</b>		
Investment income	\$ 57,839	\$ 45,861
Unrealized gain (loss) on portfolio investments	343,090	(474,191)
Loss on disposal of long-term portfolio investments	(5,607)	(241)
	<u>395,322</u>	<u>(428,571)</u>
<b>EXPENSES</b>		
Brokerage fee	30,589	30,944
Donation to Fredrickson McGregor Education Foundation <i>(Note 12)</i>	170,000	-
	<u>200,589</u>	<u>30,944</u>
<b>EXCESS OF REVENUE OVER (UNDER) EXPENSES</b>	<b>\$ 194,733</b>	<b>\$ (459,515)</b>



**COLLEGE OF LICENSED PRACTICAL NURSES OF ALBERTA**  
**Statement of Changes in Net Assets**  
**Year Ended December 31, 2023**

	2022 Balance	Excess of revenues over (under) expenses	Invested in capital and intangible assets	Transfer	2023 Balance
Unrestricted	\$ 9,460,564	\$ 2,437,622	\$ (146,545)	\$ (5,500,000)	\$ 6,251,641
Contingency Fund	-	-	-	5,000,000	5,000,000
Future Capital Asset Replacement Fund	-	-	-	500,000	500,000
Capital Fund	1,166,024	(326,638)	146,545	-	985,931
Endowment Fund	2,847,140	194,733	-	-	3,041,873
	<b>\$ 13,473,728</b>	<b>\$ 2,305,717</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 15,779,445</b>

**COLLEGE OF LICENSED PRACTICAL NURSES OF ALBERTA**

**Statement of Cash Flows**

**Year Ended December 31, 2023**

	2023	2022
<b>OPERATING ACTIVITIES</b>		
Cash receipts from members	\$ 8,661,683	\$ 9,162,390
Cash receipts from government grants	590,105	3,553,774
Cash receipts from Health Care Aide programs	971,711	839,138
Cash paid for services	(3,521,449)	(3,157,192)
Cash paid to employees	(4,447,576)	(4,699,781)
Cash paid for grant expenditures	(1,689,200)	(1,149,586)
Cash paid to Fredrickson McGregor Education Foundation	(198,469)	(22,750)
Cash paid for brokerage fees - Endowment fund	(30,589)	(30,944)
Interest received - other	424,952	129,685
Interest received - Endowment fund	57,839	45,861
	<hr/>	<hr/>
Cash flow from operating activities	819,007	4,670,595
<b>INVESTING ACTIVITIES</b>		
Purchase of capital assets	(146,545)	(124,098)
Purchase of intangible assets	-	(55,850)
Purchase of investments	(7,133,878)	(10,148,422)
Redemption of investments	7,057,911	7,079,805
Purchase of investments restricted for the Endowment Fund	(23,277)	(17,417)
Redemption of investments restricted for the Endowment Fund	166,024	2,499
	<hr/>	<hr/>
Cash flow used by investing activities	(79,765)	(3,263,483)
<b>INCREASE IN CASH FLOW</b>	<b>739,242</b>	<b>1,407,112</b>
Cash - beginning of year	9,160,780	7,753,668
	<hr/>	<hr/>
<b>CASH - END OF YEAR</b>	<b>\$ 9,900,022</b>	<b>\$ 9,160,780</b>
<b>CASH CONSISTS OF:</b>		
Cash	\$ 8,750,796	\$ 6,877,386
Cash held for restricted funds (Note 4)	1,149,226	2,283,394
	<hr/>	<hr/>
	<b>\$ 9,900,022</b>	<b>\$ 9,160,780</b>

# COLLEGE OF LICENSED PRACTICAL NURSES OF ALBERTA

## Notes to Financial Statements

Year Ended December 31, 2023

---

### 1. PURPOSE OF COLLEGE

The College of Licensed Practical Nurses of Alberta (“the College”) regulates the Licensed Practical Nurse profession in Alberta under the Health Professions Act. The College is a non-for-profit organization and is exempt from income taxes under the Canadian Income Tax Act.

#### Restricted Funds

##### Endowment Fund

The Endowment Fund consists of funds received from Alberta Health & Wellness, the earnings from which are restricted for use solely for the purpose of supporting educational programs for Licensed Practical Nurses in the province of Alberta.

##### Capital Fund

The Capital Fund includes all accumulated funds invested in capital and intangible assets.

#### Internally Restricted Funds

##### Contingency Fund

Council approved a contingency fund for unforeseen situations including but not limited to disciplinary actions, legal requirements, and unforeseen regulatory activities.

##### Future Capital Asset Replacement Fund

Council approved a future capital replacement fund for unbudgeted capital asset purchases to be used over the next five years.

---

### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

#### Basis of accounting

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

#### Measurement uncertainty

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates.

Estimates made by management include:

- The assessment of the useful lives of capital assets and intangible assets. This assessment has an impact on the amortization and net book value of the assets recorded in the financial statements.
- The recognition and measurement of provisions and contingencies along with the key assumptions pertaining to the likelihood and magnitude of an outflow of resources.

*(continues)*

---

# COLLEGE OF LICENSED PRACTICAL NURSES OF ALBERTA

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

---

### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (*continued*)

#### Financial instruments

##### Initial measurement

The College initially measures its financial assets and liabilities originated or exchanged in arm's length transactions at fair value. Financial assets and liabilities originated or exchanged in related party transactions, except for those that involved parties whose sole relationship with the College is in the capacity of management, are initially measured at cost.

The cost of a financial instrument in a related party transaction depends on whether the instrument has repayment terms. If it does, the cost is determined using its undiscounted cash flows, excluding interest and dividend payments, less any impairment losses previously recognized by the transferor. Otherwise, the cost is determined using the consideration transferred or received by the company in the transaction.

##### Subsequent measurement

The College subsequently measures all its financial assets and liabilities at cost or amortized cost, except for investments in equity instruments that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized in income in the period incurred.

Financial assets measured at amortized cost include cash, cash held for restricted funds, accounts receivable, cash restricted for the Endowment Funds. The College's financial assets measured at fair value are investments and investments restricted for the Endowment Fund with the exception of guaranteed investment certificates which are measured at amortized cost. Financial liabilities measured at amortized cost include accounts payable and accrued liabilities.

##### Impairment

For financial assets measured at cost or amortized cost, the College determines whether there are indications of possible impairment. When there are, and the College determines that a significant adverse change has occurred during the period in the expected timing or amount of future cash flows, a write-down is recognized in income. If the indicators of impairment have decreased or no longer exist, the previously recognized impairment loss may be reversed to the extent of the improvement. The carrying amount of the financial asset may be no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in income.

##### Transaction costs

Transaction costs attributable to financial instruments subsequently measured at fair value and to those originated or exchanged in a related party transaction are recognized in income in the period incurred. Transaction costs related to financial instruments originated or exchanged in an arm's length transaction that are subsequently measured at cost or amortized cost are recognized in the original cost of the instrument. When the instrument is measured at amortized cost, transaction costs are recognized in income over the life of the instrument using the straight-line method.

#### Cash

Cash consists of balances held with banks. Cash subject to restrictions that prevent its use for current purposes is included in restricted cash.

(*continues*)

---

# COLLEGE OF LICENSED PRACTICAL NURSES OF ALBERTA

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

---

### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

#### Investments

Investments in mutual funds are stated at fair market value. Any changes in market value are recognized in income as unrealized gains or losses from investments. Investments subject to restrictions that prevent its use for current purposes are disclosed in Note 6.

Portfolio investments restricted for the Endowment Fund are classified as long term assets. It is management intention to maintain the endowment portion of the portfolio, spending only amounts earned on the principal.

#### Capital assets

Capital assets are stated at cost less accumulated amortization. Capital assets are amortized over their estimated useful lives at the following rates and methods:

Equipment	20%	declining balance method
Computer equipment	30%	declining balance method
Computer software	100%	declining balance method
Furniture and fixtures	10%	declining balance method
Leasehold improvements	10 years	straight-line method (over the life of the lease)
Signs	20%	declining balance method

In the year of acquisition, amortization is taken at one half of the rates shown above.

#### Intangible assets

Intangible assets are stated at cost less accumulated amortization. Intangible assets are amortized over their useful lives at the following rate and method:

Clinical competency assessment tool	20%	declining balance method
-------------------------------------	-----	--------------------------

In the year of acquisition, amortization is taken at one half of the rates shown above.

#### Lease inducement

Tenant lease inducements are amortized on a straight line basis over the term of the lease.

*(continues)*

---

# COLLEGE OF LICENSED PRACTICAL NURSES OF ALBERTA

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

---

### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (*continued*)

#### Revenue recognition

Unrestricted net assets are those which are available to fund general operations. Contributions to unrestricted funds are recorded as revenue when received or receivable.

Registration fees are recognized as revenue in the fiscal year to which they apply.

National examination, consulting and other fees are recorded as revenue as they are earned.

Externally restricted contributions relating to the Endowment Fund are accounted for using the restricted fund method.

Restricted contributions related to general operations are recognized as revenue of the General Fund in the year in which the related expenses are incurred. Any amounts received but not utilized are classified as deferred grant revenue. All other restricted contributions are recognized as revenue of the appropriate restricted fund.

Investment income earned on investments is reported as revenue when earned in the respective restricted fund or the general fund.

Investment income on Endowment Fund assets is reported as revenue when earned. The College may donate all or part of the investment income for educational programs to the Fredrickson McGregor Education Foundation except in the event that the market value of the endowment funds decreases below the minimum threshold of \$3,000,000 required by Alberta Health and Wellness to allocate the investment proceeds (see Note 12).

#### Contributed goods and services

The College records the fair market value of contributed goods and services only in the circumstances when the fair market value is determinable and when the goods and services would otherwise be purchased by the College.

#### Allocation of expenses

The College administers grant projects. The costs associated with these grant projects include the costs of personnel and office expenses that are directly related to providing these programs.

Personnel expenses in the amount of \$270,361 (2022 - \$271,970) and \$590,570 (2022 - \$291,906) were allocated from cost of services expenses to the Health Care Aide Directory Enhancement program and the Health Care Aide Regulation programs respectively.

Rent and occupancy costs in the amount of \$96,000 (2022 - \$96,000) and \$108,000 (2022 - \$99,000) were allocated to the Health Care Aide Directory Enhancement program and the Health Care Aide Directory Regulation programs respectively.

---

# COLLEGE OF LICENSED PRACTICAL NURSES OF ALBERTA

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

---

### 3. FINANCIAL INSTRUMENTS

The College is exposed to various risks through its financial instruments. The following analysis provides information about the College's risk exposure and concentration as of December 31, 2023.

#### Risk management policy

The College, as part of operations, has established principal protection and liquidity for over one half of its short term investments as risk management objectives. In seeking to meet these objectives, the College follows a risk management policy approved by its executive director and Council.

#### Liquidity risk

Liquidity risk is the risk that the College will encounter difficulty in meeting obligations associated with financial liabilities. The College enters into transactions to purchase goods and services on credit, leases office equipment from various creditors and leases office space, for which repayment is required at various maturity dates. Liquidity risk is measured by reviewing the College's future net cash flows for the possibility of a negative net cash flow and engaging in a thorough budget process to ensure membership fee revenue will be sufficient to fund operating expenses and capital funding of the College on an annual basis. The College manages the liquidity risk resulting from its accounts payable and operating leases by investing in assets, such as mutual funds, bonds and cashable guaranteed investment certificates. In addition, Council has established a Contingency Fund as reported in Note 1. The Council Governance policies will be used to monitor, assess risk management and oversee the areas of Finance and Planning for the Contingency Fund.

#### Market risk

Market Risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices in the financial markets. The College is exposed to market risk through the mutual funds that it holds which are recorded at market value.

#### Interest rate risk

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. Changes in market interest rates may have an effect on the cash flows associated with some financial assets and liabilities, known as cash flow risk, and on the fair value of other financial assets and liabilities, known as price risk. The College is exposed to interest rate risk through its interest-bearing money market mutual fund investments and its prime based guaranteed investment certificate. This risk is managed by investing in short term instruments to minimize the impact of fluctuating market rates. There has been no change in interest rate risk management policies over prior year.

---

### 4. CASH HELD FOR RESTRICTED FUNDS

The following cash is restricted for grant funding purposes:

	<u>2023</u>	<u>2022</u>
Health Care Aide Directory Regulation	<u>\$ 1,149,226</u>	<u>\$ 2,283,394</u>

---

**COLLEGE OF LICENSED PRACTICAL NURSES OF ALBERTA**

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

5. INVESTMENTS

	<u>2023</u>	<u>2022</u>
Money market mutual funds	\$ 533,701	\$ 511,895
Mutual funds	2,867,192	2,674,655
Guaranteed investment certificates	7,112,145	6,922,846
	<u>\$ 10,513,038</u>	<u>\$ 10,109,396</u>

Guaranteed investment certificates with fixed rates bear interest between 5.15% and 5.72% and mature on dates between June 17, 2024 and December 2, 2024. The guaranteed investment certificate that has a variable rate bears interest at prime minus 2.00% (5.20% at December 31, 2023) and matures on October 21, 2024.

6. INVESTMENTS RESTRICTED FOR ENDOWMENT FUND

	<u>2023</u>	<u>2022</u>
Cash in broker account	\$ 19,331	\$ 16,707
Mutual funds	3,022,542	2,830,433
	<u>\$ 3,041,873</u>	<u>\$ 2,847,140</u>

7. CAPITAL ASSETS

	Cost	Accumulated amortization	<b>2023 Net book value</b>
Equipment	\$ 24,035	\$ 24,035	\$ -
Computer equipment	409,994	212,739	197,255
Computer software	760,297	662,022	98,275
Furniture and fixtures	448,327	332,164	116,163
Leasehold improvements	1,502,560	1,166,087	336,473
	<u>\$ 3,145,213</u>	<u>\$ 2,397,047</u>	<u>\$ 748,166</u>

	Cost	Accumulated amortization	2022 Net book value
Equipment	\$ 24,035	\$ 24,035	\$ -
Computer equipment	389,344	225,432	163,912
Computer software	712,303	579,674	132,629
Furniture and fixtures	448,327	310,632	137,695
Leasehold improvements	1,597,541	1,131,603	465,938
	<u>\$ 3,171,550</u>	<u>\$ 2,271,376</u>	<u>\$ 900,174</u>



**COLLEGE OF LICENSED PRACTICAL NURSES OF ALBERTA**

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

8. INTANGIBLE ASSET

	<u>2023</u>	<u>2022</u>
Clinical competency assessment tool - cost	\$ 280,850	\$ 280,850
Accumulated amortization	<u>(43,085)</u>	<u>(15,000)</u>
	<u>\$ 237,765</u>	<u>\$ 265,850</u>

9. DEFERRED GRANT REVENUE

The College was approved for grants restricted for a specific projects for general operations. The following is a summary of the grant funds received and the amounts disbursed during the year.

	<u>2023</u>	<u>2022</u>
The Health Care Aide Directory Enhancement <i>(Grant to enroll Health Care Aides in the Alberta HCA directory database and to bridge the knowledge gaps from the 2013 HCA curriculum to the 2018 HCA curriculum)</i>		
Funds received	493,713	477,032
Interest earned on bank account	3,443	-
Less authorized expenditures	<u>(499,063)</u>	<u>(513,969)</u>
Grant funds receivable	<u>1,907</u>	<u>36,937</u>
	<u>-</u>	<u>-</u>
The Health Care Aide Directory Regulation <i>(Grant for requiring additional resources to plan and prepare for the transition of Health Care Aides to a regulated profession)</i>		
Opening balance	\$ 2,283,774	\$ -
Funds received	-	2,900,000
Interest earned on bank account	55,589	19,391
Less authorized expenditures	<u>(1,190,137)</u>	<u>(635,617)</u>
	<u>1,149,226</u>	<u>2,283,774</u>
	<u>\$ 1,149,226</u>	<u>\$ 2,283,774</u>

The Health Care Aide Directory Enhancement grant was approved for a total of \$2,290,332. As at December 31, 2023 \$2,165,162 has been received.

The Health Care Aide Directory Regulation grant was approved for a total of \$2,900,000. As at December 31, 2023 the full amount has been received.

**COLLEGE OF LICENSED PRACTICAL NURSES OF ALBERTA**

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

---

10. PREPAID REGISTRATION FEES

Prepaid registration fees represent registration fees and course fees received relating to the next fiscal year that will be recognized in the upcoming year to fund operations. The breakdown is as follows:

	<u>2023</u>	<u>2022</u>
Registration fees	\$ 5,960,621	\$ 6,493,872
National examinations	131,089	129,321
	<u>\$ 6,091,710</u>	<u>\$ 6,623,193</u>

---

11. HONORARIA

The members of the College's Council and other committees receive honoraria payments in accordance with approved rates, for involvement with College activities. These honoraria payments have been reflected in the financial statements.

---

12. RELATED PARTY BALANCES AND TRANSACTIONS

Included in cost of services is a contribution to the Fredrickson McGregor Education Foundation of \$28,469 (2022 - \$22,750) for the year (see schedule 2).

Included in the Endowment Fund is investment earnings of \$170,000 (2022 - \$nil) donated to the Fredrickson McGregor Education Foundation.

These transactions are in the normal course of operations and are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties.

The College administers the operations of the Fredrickson McGregor Education Foundation without charge.

---

13. COMMITMENT

The College operates from leased premises under a long term lease to October 31, 2027. The minimum lease payments required are as follows:

2024	\$ 212,211
2025	212,211
2026	212,211
2027	176,843

The College is also required to make monthly payments for its proportionate share of operating costs on the leased premise.

---

## COLLEGE OF LICENSED PRACTICAL NURSES OF ALBERTA

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

---

#### 14. SUBSEQUENT EVENTS

Bill 46, the Health Statutes Amendment Act, 2020 received royal assent on December 9, 2020. It updated the health legislation to improve governance and accountability with respect to the health-care system and health professionals in the Province of Alberta. The most significant amendment that will have an impact on the College is Section 105 which states that Health Care Aides will be recognized as a regulated profession governed by the College which will be renamed the College of Licensed Practical Nurses and Health Care Aides of Alberta.

The College is also impacted by the Health Statutes Amendment Act (Bill 46) which relates to the divestment of regulatory college and professional association activities. The College's operational activities have been updated to align with the requirements of Bill 46. In addition, the College is communicating with the Government of Alberta to determine the possible impact of Bill 46 on the Endowment fund and assessing actions that may be required.

The College changed its year end from December 31 to November 30 and as a result, the 2024 fiscal year will be eleven months of operations.

Subsequent to year \$1,556,000 was received for a grant restricted for the HCA curriculum and development of additional educational support. This project will commence in the next fiscal year.

---

#### 15. COMPARATIVE FIGURES

Some of the comparative figures have been reclassified to conform to the current year's presentation.

---

**COLLEGE OF LICENSED PRACTICAL NURSES OF ALBERTA**

**Schedule of Personnel Costs  
Year Ended December 31, 2023**

**(Schedule 1)**

	<b>2023</b>	<b>2022</b>
<b>Personnel costs</b>		
Salaries	\$ 3,740,430	\$ 3,721,992
Employee benefits	576,509	514,524
Casual help	122,082	73,548
Education	31,540	40,087
	<b>\$ 4,470,561</b>	<b>\$ 4,350,151</b>

**COLLEGE OF LICENSED PRACTICAL NURSES OF ALBERTA**

**Schedule of Cost of Services (Schedule 2)**  
**Year Ended December 31, 2023**

	2023	2022
<b>Cost of Services</b>		
Council	\$ 156,652	\$ 163,615
Newsletter	42,496	33,146
Malpractice insurance	125,678	106,842
Political and public relations	15,358	15,942
Linkage to membership	12,582	28,453
Member education development	22,970	3,600
Research	22,083	13,169
Conduct fees	320,124	277,406
Contribution to Fredrickson McGregor Education Foundation <i>(Note 12)</i>	28,469	22,750
Committee costs		
National examinations	851,974	694,921
Investigation	355,254	369,339
Hearing tribunal	77,492	56,566
Education standards	48,761	69,051
Complaints review	236	7,932
Registration and competency	30,848	63,915
	<b>\$ 2,110,977</b>	<b>\$ 1,926,647</b>

Copyright © 2024 College of Licensed Practical Nurses of Alberta

College of Licensed Practical Nurses of Alberta  
13163 146 Street NW  
Edmonton, Alberta T5L 4S8 CANADA  
Phone: 780-484-8886  
Toll Free: 1-800-661-5877  
Fax: 780-484-9069  
info@clpna.com  
www.clpna.com

#### Photo Credits

P1: iStock.com/PeopleImages  
P2: iStock.com/lakov Kalinin  
P4: iStock.com/Panuwat Dangsungnoen  
P8: iStock.com/PeopleImages  
P10: iStock.com/hxdbzxy  
P15: iStock.com/golubovy  
P20: iStock.com/SDI Productions  
P23: iStock.com/andriano\_cz  
P26: iStock.com/Geoff Hardy  
P28: iStock.com/golubovy  
P31: iStock.com/Hiraman  
P32: iStock.com/SDI Productions  
P35: iStock.com/PeopleImages  
P37: iStock.com/Hispanolistic





COLLEGE OF  
**LICENSED PRACTICAL NURSES**  
OF ALBERTA

[clpna.com](http://clpna.com)

St. Albert Trail Place  
13163 -146 Street NW Edmonton, AB T5L 4S8

Phone 780.484.8886 | Toll Free 1.800.661.5877 | Fax 780.484.9069