

2021 ANNUAL REPORT



Saskatchewan Association of
Licensed Practical Nurses

LAND ACKNOWLEDGMENT

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

SALPN acknowledges the hardships and intergenerational trauma Indigenous and Metis people have faced. SALPN is committed to a partnership of courage with indigenous peoples as we journey toward Truth and Reconciliation.



April 28, 2022

To the Honourable Minister Merriman.

We are honored to submit the 2021 Annual Report. It is a pleasure to work with your Ministry in our shared responsibilities to serve Saskatchewan's residents.

The annual report demonstrates our accountability to the legislature and our respect for the delegated authority we have been bestowed. The report summarizes the responsibilities prescribed to SALPN in *The Licensed Practical Nurses Act, 2000*, and records our efforts to fulfill the public-serving mandate effectively.

Respectfully submitted,

A handwritten signature in black ink that reads "Linda Ewen". The signature is written in a cursive style and is positioned above a light blue rectangular box.

Linda Ewen, LPN
SALPN Council Chair

SALPN ACCOUNTABILITY FRAMEWORK

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

The Public

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

The Legislature

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

The Licensed Practical Nurse Profession

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

The Health Care System

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

MISSION

Protect the public through regulation of the Licensed Practical Nurse profession in Saskatchewan.

VISION

Excellence in the regulation of Licensed Practical Nurses.

VALUES

- Integrity - accountability for our actions and decisions guided by honesty, fairness, and transparency.
- Quality - promoting excellence through the creation and application of policy in LPN regulation.
- Professionalism - nursing regulation supportive of nurses continuously building competence, knowledge, skills, and expertise to offer the highest quality care.
- Respect - creating a culture of equity, inclusiveness, and diversity within the SALPN, the membership, and external stakeholders.

ASPIRED OUTCOMES

By 2021:

- The SALPN regulatory mandate is clear
- The SALPN is a leader in regulation
- The SALPN has developed and maintains strong governance structure.
- Licensed Practical Nurses understand Scope of Practice, accountabilities, and regulatory obligations
- The SALPN is an optimized organization
- The SALPN remains financially viable
- The SALPN staff are at their optimum; happiest and healthiest

SALPN COUNCIL

Council

Chair | Linda Ewen, LPN
Vice-Chair | Marlo Umahag, LPN

Council Members:

Kirsten Hack, LPN
Uniqa Anmol, LPN
Kim Flath, LPN

Public Appointees:

Kathy Bradford
Mary Ellen Wellsch, Q.C. BA (Hons), LL.B.
Theo Bryson, BBA

Finance Committee

Linda Ewen, LPN
Marlo Umahag, LPN
Theo Bryson, BBA

Nominations Committee

Kim Flath, LPN
Uniqa Anmol, LPN
Kathy Bradford

Governance Committee

Linda Ewen, LPN
Kim Flath, LPN
Kirsten Hack, LPN
Marlo Umahag, LPN
Mary Ellen Wellsch, Q.C. BA (Hons), LL.B.

SALPN STAFF

Executive Director

Lynsay Nair, LPN

Regulatory Staff

Registrar | Cara Brewster, LPN
Registration & Licensure Coordinator | Noelle Odegard
Complaints, Investigation & Discipline Manager | Tina Kleisinger
Investigator | Della Bartzen, LPN
Professional Practice Standards & Ethics Consultant | Kari Pruden, LPN

Administration Staff

Finance & Human Resources Coordinator | Jolie Mukendi
Customer Service & Communications Coordinator | Kassandra Mickleborough

SALPN COMMITTEES

Counselling & Investigation Committee

Chair | Tracey Daradich, LPN
Sabrina Fullawka, LPN
John Go LPN
Linda Hunte, LPN
Dorothea Warren (public appointee)
Jennifer Olson, LPN

Discipline Committee

Chair | Don Robinson (public)
Erica Cherney, LPN
Kate Devries, LPN
Terri Feucht Fender, LPN
Marcie Halyk, LPN
Kristy Huckabay, LPN
Emily McFayden, LPN
Arlene Patron, LPN
Christine Okonkwo, LPN
Kathy Bradford (public appointee)
Mary Ellen Wellsch (public appointee)
Jaime Carlson (public appointee)

Statutory Committee Member Development Program (SCMDP)

Randy Dos Santos, LPN
Janice Fillion, LPN
Monique Bellegard, LPN

Education Program Approval Committee (EPAC)

Chair | John Collins Ph.D., MA, BA(Hons), DPSN, CMS(dist.), RN, RPN Nursing Education Consultant
Mary Angus-Yanke, LPN
Gaylene Molnar, RN, MN, GNC(c) Executive Director Clinical Standards, Saskatchewan Health Authority
Caitlin Prouty, LPN
Sherri Gardiner, LPN
Mary Martin Smith, RN, BScN, MSc(HP) Provincial Chief Nursing Officer, Saskatchewan Ministry of Health
Jennifer Williams, ACP (Director, Professional Practice and Research, Saskatchewan College of Paramedics)

CHAIR REPORT

It is an honor to report on the 2021 SALPN Council's work and achievements. 2021 was the second year to be heavily impacted by the COVID-19 pandemic, but the Council had a busy and productive year despite the obstacles created by the pandemic.

2017-2021 Strategic Plan

2021 marks the endpoint of the 2017-2021 strategic plan. The Council is incredibly proud of the fantastic accomplishments of the last five years. The Council and staff have worked hard to complete an astonishing number of strategic initiatives, including the voluntary transition to a single regulatory mandate, the design and development of the new SALPN office, significant governance restructuring, and a transition to a cloud-based virtual environment, to name a few. Work to complete the initiatives outlined in the plan continued throughout the year while developing the next strategic plan began. The Council engaged in the most robust strategic planning preparation in its history. Strategic initiatives have been addressed as complete or have become part of the daily work of the SALPN. The Council is proud of the work done to prepare for the next strategic plan, and we are excited to make it public soon.

LPN Practice:

The last two years have demonstrated the value of highly skilled and effectively regulated healthcare professionals to the healthcare system. We commend the LPN profession for its role in Saskatchewan's management of COVID-19. The challenges and stress of being a health care professional over the last two years have been significant. The SALPN Council thanks the profession for everything done to make Saskatchewan health care safe and accessible.

The Council oversees the regulation of the LPN profession. In 2021, the Council approved or adopted sixteen registration and licensure policies and six practice guiding documents to help LPNs understand their regulatory responsibilities.

Regulatory & Board Governance:

Regulatory governance is specific to the responsibilities of SALPN's regulatory mandate and is unique to regulators, while board governance reflects the responsibilities common to all boards. Recognizing the importance of effective governance, the Council formed an official Governance Committee. The Council has made tremendous efforts to develop and update our governance policies and procedures through the work of the Governance Committee. In 2021, the Council approved three Committee Terms of Reference and 18 new or updated governance policies. A section of the SALPN website is dedicated to "all things Council" where visitors can learn more about the work and decision-making of the Council.

2021 marked the first year with the Council's Governance Principles, Accountability Framework, and SALPN's Regulatory Performance Standards. The standards reach across each of SALPN's regulatory responsibilities and set the foundation for achieving and implementing best practices in professional regulation. SALPN fully met 75% of the Regulatory Performance Standards and will work towards meeting 100% of the standards over the course of the next strategic plan.

The Finance Committee worked closely with the Executive Director throughout the year to monitor the financial health of the SALPN while achieving oversight and managing financial risks on behalf of the Council. Independent audit results are consistently positive, with the auditor relaying confidence to the Council in SALPN's financial management and controls. Expenditures related to Complaints, Investigation, and Discipline were unusually low in 2021, resulting in an unprecedented surplus. The Council is pleased to take this opportunity to secure SALPN's future and prepare for both expected and unexpected expenses.

In December 2021, the Council issued the Saskatchewan Indian Institute of Technologies Indigenous Practical Nursing program approval until 2024. This approval comes after three years of collaboration between SIIT and the Education Program Approval Committee. We wish the program graduates all the best and are proud of the contributions they will make in their communities and to Saskatchewan.

The Council is incredibly proud of the culture of learning created and supported in all areas of SALPN and recognizes that education is fundamental to competence. Council Members continue to engage in education to develop the collective governance skills of the Council. The Council is responsible for appointing effective statutory committees. In late 2020, LPNs were selected by the Council to prepare to become statutory committee members by completing education related to administrative justice and professional regulation throughout the year. The incoming Chair of both the Counselling & Investigation Committee and the Discipline Committee completed Certificates of Tribunal Administrative Justice in advance of their 2022 appointment.

Acknowledgment:

The SALPN Council would like to thank the Executive Director and the SALPN staff for their tremendous commitment to the SALPN and its mandate. We are proud to be partnered and working hard together to fulfill SALPN's public-serving mandate.

A handwritten signature in black ink that reads "Linda Ewen". The signature is written in a cursive style and is positioned above the typed name and title.

Thank you.
Linda Ewen, LPN
SALPN Council Chair

COUNCIL GOVERNANCE GUIDING PRINCIPLES

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

STRATEGIC PLAN

2017 - 2021

The Council, as part of its board governance role, is responsible for setting the mission, vision, and values of the organization and developing the strategic plan. The current strategic plan was set to guide SALPN's work from 2017-2021. At the end of 2021, while some initiatives will continue into the future, the majority of the plan has been completed or has become business-as-usual activity for the organization. The Council began developing the next strategic plan in mid-2021 and looks forward to sharing the new plan in 2022!

STRATEGIC INITIATIVE	STATUS
Assess all functions of the SALPN for regulatory appropriateness: delegate, remove or maintain functions	✓
Implement an organizational strategy to increase regulatory knowledge and effectiveness	✓
Establish Governance Development	In-progress
Establish Partnerships with other health regulators	✓
Establish relationships within the network of professional regulation	✓
Implement a risk management strategy	In-progress
Implement a capital projects plan	✓
Disperse Competency profile complete with education to registrants, employers, educators and stakeholders	✓
Establish online record keeping with the CEP program	✓
Define LPN Context of Practice	✓
Create awareness and process related to fitness to practice	Outstanding
Establish jurisprudence learning	Withdrawn
Establish an up-to-date library of practice resources	In-process
Establish advanced foot care specialized area of practice	✓
Establish regulation of private practice	✓
Develop and implement a 4-year communication strategy	Withdrawn
Digitization of the SALPN office	✓
Acquire and design future SALPN office space	✓
Assess and refine all administration processes	In-progress
Establish a multi-dimensional employee betterment program.	In-progress

EXECUTIVE DIRECTOR REPORT

The COVID-19 pandemic continued to heavily influence the work of the SALPN for the second year. The pandemic impacted how and where work could be done. SALPN staff were equipped to work both at the office and at home so they could adjust quickly to the risks of COVID-19 or the recommendations of public health. Through a mix of both virtual and traditional work, SALPN staff continued to provide uninterrupted service to members, stakeholders, educators, and the general public.

SALPN is accountable to the public through the Saskatchewan Legislature, and through this annual report, we demonstrate our accountability to our legislated responsibilities and public-serving mandate.

The responsibilities of regulation include all services and functions associated with the regulatory mandate and include:

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

Program approval intends to support the delivery of quality practical nursing education programs that prepare graduates for entry into the profession. Registration and licensure responsibilities include setting the requirements to become licensed and to remain licensed. Professional Practice Standards and Ethics responsibilities involve setting standards and expectations of the profession and helping LPNs understand how to practice according to those standards. Finally, when LPN practice exhibits potentially unsafe or unethical behaviour, the SALPN intervenes with a Complaints, Investigation and Discipline process. The pages that follow in this annual report provide more information about each of these responsibilities and their 2021 highlights.

The SALPN's Administrative responsibilities involve all services and functions associated with supporting the organization to operate, including finance, human resources, communications, and occupancy. The SALPN continues to prioritize the knowledge and skill development of our staff in order to expand our capabilities and manage the increasing complexity of our work.

Please review the audited financial statements for a full account of the 2021 fiscal year.

SALPN could not function without the talent, dedication, and resilience of our team. In addition to working hard, they embrace learning and education, and we thank them!



Thank you.
Lynsay Nair, LPN
SALPN Executive Director

2021

REGULATORY
PERFORMANCE
REPORT

REGULATORY PERFORMANCE COMPLIANCE REVIEW

STANDARDS	Deficient	Partially met	Fully met
<p>Governance:</p> <ul style="list-style-type: none"> Council and Statutory Committee members' have the knowledge, skill and ability to effectively execute their role and fulfill their responsibilities. Council decisions consider the safety and the public interest. The SALPN acts to enhance public trust through transparency. 	0%	71%	100%
<p>Resources:</p> <ul style="list-style-type: none"> Manages resources responsibly. 		100%	100%
<p>System Partner:</p> <ul style="list-style-type: none"> Actively engages with other health regulators and system partners to align oversight and support execution of the SALPN's mandate. Contributes to health care in Saskatchewan through involvement in the regulatory community. Maintains cooperative and collaborative relationships to ensure it is responsive to evolving public expectations. Seeks to understand and respond to changing public expectations in a timely and effective manner. 		75%	100%
<p>Information Management:</p> <ul style="list-style-type: none"> Information collected is protected from unauthorized disclosure and cybersecurity threats. 		75%	
<p>Regulatory Policies:</p> <ul style="list-style-type: none"> Practice requirements, practice standards and practice guidance documents are evidence-informed, relevant to the practice environment, align with the principles of right-touch regulation and consider the interest and safety of the public. 		70%	
Assessment Date: 31/12/21			

STANDARDS	Deficient	Partially met	Fully met
<p>Eligibility to Practice</p> <ul style="list-style-type: none"> The SALPN has processes and procedures in place to assess the competency, safety and ethics of those who obtain registration and licensure. The SALPN supports the continued competence of LPNs through requirements of ongoing licensure that address the Standards of Practice, Code of Ethics, competency, professionalism and quality of care. 			
<p>Complaint, Investigation & Discipline</p>			
<ul style="list-style-type: none"> Processes are accessible and supportive, and intend to re-mediate identified competence and ethical concerns. 			
<ul style="list-style-type: none"> All complaints, reports and investigations are prioritized based on public risk, and conducted in a timely manner with actions to protect the public. 			
<ul style="list-style-type: none"> Complaint process is coordinated and integrated. 			
<ul style="list-style-type: none"> Maintains its role to protect the public while supporting and monitoring LPNs who demonstrate unsatisfactory knowledge, skills and judgment. 			
<p>Measurement, Reporting & Improvement:</p>			
<ul style="list-style-type: none"> The SALPN monitors, reports and improves on its performance. 			
<p>Assessment Date: 31/12/21</p>			

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

2021

LEGISLATIVE
RESPONSIBILITIES
REPORTING

REGISTRATION & LICENSURE

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

Registration and licensure activities protect the public by ensuring qualified individuals are authorized to practice as an LPN and use the title, *Licensed Practical Nurse* or *LPN* in Saskatchewan. Requirements for licence renewal protect the public as collectively, they provide a means to ensure quality assurance in LPN practice.

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

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

For licence renewal, members must meet the following requirements:

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

HIGHLIGHTS AND ACHIEVEMENTS

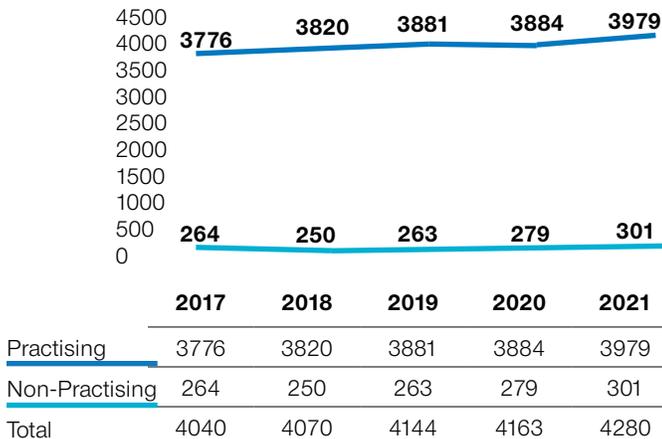
- The establishment of a Practical Nursing Student Register, student-focused communications, and a student section on the SALPN website.
- The establishment of an online Independent Practice Public Registry
- The approval of several new or updated department policies.

2021 REGISTRATION & LICENSURE STATISTICS

MEMBERSHIP STATISTICS AS OF DECEMBER 31, 2021

MEMBERS AT YEAR END

A five year review.



The SALPN membership grew by 6 % between 2017 – 2021.

MEMBERSHIP BY AGE/ PERCENTAGE OF THE MEMBERSHIP

(Includes Practising and Non-Practising)

- Under 25:** 133 (3 %)
- 30 – 25:** 621 (14.5%)
- 31 – 40:** 1757 (41%)
- 41 – 50:** 929 (21.75%)
- 51 – 60:** 588 (14%)
- 61 – 70:** 242 (5.5%)
- Over 70:** 10 (0.25%)

Total: 4280

At the end of 2021, 55 of the 301 Non-Practising members were 30 years or younger.

MEMBERSHIP BY GENDER

(Includes Practising and Non-Practising)

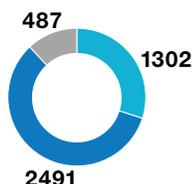
- Male:** 278
- Female:** 4002
- Unspecified:** 0
- Total:** 4280

Males represent 6% of the SALPN membership.

MEMBERSHIP BY CREDENTIAL / PERCENTAGE OF THE MEMBERSHIP

(Includes Practising and Non-Practising)

- PN - Certificate: 30%
- PN - Diploma: 58%
- Equivalency/Other: 12%

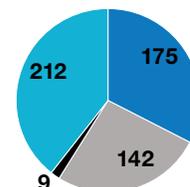


SPECIALIZED AND ADVANCED AREAS OF PRACTICE

(Practising Members only)

538 LPNs declared they have the additional education and training in a specialized or advanced area of practice.

- Perioperative - 175
- Advanced Foot Care - 212
- Dialysis - 142
- Advanced Orthopedics - 9



ADDITIONAL LANGUAGES SPOKEN OTHER THAN ENGLISH

- Algonquin – 1
- Arabic – 8
- Bantu - 1
- Cebuano – 26
- Chinese – 12
- Cree – 23
- Czech – 1
- Dene – 5
- Finnish – 2
- French – 44
- German – 12
- Greek – 2
- Gujarati – 8
- Hebrew – 1
- Hindi – 68
- Hungarian – 4
- Ilocano - 8
- Japanese – 1
- Kannada – 1
- Korean - 4
- Malayalam – 11
- Nepali – 1
- Norwegian – 1
- Panay-Hiligay- 3
- Persian – 2
- Polish – 5
- Punjabi – 56
- Romanian – 5
- Russian – 8
- Samar-Leyte – 2
- Serbian – 3
- Sign Language - 3
- Spanish - 19
- Tagalog – 213
- Tamil – 8
- Telugu – 2
- Thai - 2
- Ukrainian – 7
- Urdu – 14
- Vietnamese – 2

123 or 2.87% of members speak another language than English.

AREAS OF RESPONSIBILITY

(Practising LPNs – Primary Employer)

Administration	53	1.33 %
Ambulatory Care	53	1.33 %
Community Health	120	3.01 %
Critical Care	8	0.20 %
Direct Care - Other	130	3.27 %
Education	10	.25 %
Emergency	59	1.48 %
Home Care	256	6.43 %
Long Term Care	1075	27 %
Maternal/Newborn	87	2.19 %
Medical/Surgical	1033	26 %
Nursing Education	5	0.13 %
Nursing Service	227	5.7 %
Occupational Health	12	.30 %
Oncology	5	0.13 %
Operating Room	127	3.19 %
Palliative Care	37	.93 %
Pediatrics	68	1.71 %
Psychiatric/Mental Health	54	1.36 %
Rehabilitation	69	1.74 %
Research	1	0.02 %
Several Clinical Areas	49	1.23 %
Sub Acute	19	.48 %
Teaching	11	.28 %
Urban/Rural Hospital Several Areas	343	8.60 %
Young Adult Long Term Care	8	.20 %
Not Stated/Unknown	60	1.51 %
TOTAL	3979	100

26% of LPNs reported their primary practice area is Med/Surg.

REPORTED HOURS OF WORK AND OVERTIME HOURS AT 2021 YEAR-END

(Practising Members only)

Regular Hours	# Of Members	OT Hours	# Members
0 Hours	240	0 Hours	1188
1 – 300	223	1 – 100	1843
301 – 600	302	101 – 200	463
601 – 900	382	201 – 300	221
901 – 1200	636	301 – 400	120
1201 – 1500	929	401 – 500	59
1501 – 1800	908	501 – 600	32
1801 – 2100	252	601 – 700	24
Over 2100	102	701 – 800	10
		800+ Hours	19

61 Practising members worked LPN hours in another Canadian jurisdiction.

23 Members who renewed as Non-Practising as of December 31, 2021, reported working LPN hours in another Canadian jurisdiction.

CANADIAN PRACTICAL NURSE REGISTRATION EXAM (CPNRE)

CPNRE Statistics	2018	2019	2020	2021
First Time Writers	128	208	98	193
First Time Writers pass rate	95%	95%	95%	95%
Repeat Writers	9	13	7	13
Repeat Writers Pass rate	89%	54%	86%	69%

Saskatchewan graduate first-time writer pass rate: **95%**

PROFESSIONAL PRACTICE STANDARDS & ETHICS

The SALPN Regulatory bylaws:

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

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

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

The Professional Practice Standards and Ethics (PPSE) department serves as a resource for LPNs, employers, and the general public to understand what it means to be and practice as a licensed practical nurse.

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

HIGHLIGHTS AND ACHIEVEMENTS

- The establishment of a revised CEP Audit Process
- Published or revised 6 practice guidance documents
 - Preceptorship
 - Client Abandonment
 - Professional Boundaries
 - IV Push
 - Physician Delegation to a Licensed Practical Nurse
 - Continuing Education Portfolio (CEP) Program
- Hosted free policy and procedure development education sessions for Independent Practitioners

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

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

THE MOST COMMON INQUIRIES RECORDED BY THE PPSE DEPARTMENT BY CATEGORY ARE:

Inquiry Category	# Of Inquiries in 2021 from LPNs	# Of Inquiries in 2021 from Employers
Basic Competencies	15	11
Additional Competencies	99	28
Specialized Areas of Practice	11	5
Independent Practice	35	0
Professional Scope	40	26
Standards and Ethics	30	9

THE MOST COMMON INQUIRY TOPICS RECORDED BY THE PPSE DEPARTMENT ARE:

CEP (non-audit)	277
CEP Audit	114
COVID-19	11
Foot Care	55
GLPN	15
Immunization	40
Independent Practice Audit	36
IV Push	11
Medication Admin	18
Professional Scope of Practice	50

COMPLAINTS, INVESTIGATION AND DISCIPLINE

The Complaints, Investigation, and Discipline processes protect the public as they provide an opportunity to improve unsafe or unethical practice through remediation and corrective action, remove incompetent or unethical members, and inform the SALPN of potential or identified risks to the public in LPN practice.

The SALPN is delegated the authority in *The Licensed Practical Nurses Act, 2000*, through two committees that are independent in their decision-making from the SALPN Council and staff, to accept, investigate, and resolve complaints received about SALPN members.

The Licensed Practical Nurses Act, 2000, defines professional incompetence and professional misconduct, which serve as a threshold for the committee(s) to measure alleged member conduct against.

The Counselling and Investigation Committee is delegated the authority in *The Licensed Practical Nurses Act, 2000*, to review complaints, investigate complaints, and upon completion of the investigation, make a report to the Discipline Committee recommending:

1. The complaint be heard and a decision formally rendered by the Discipline Committee.
2. That no further action be taken because:
 - a. The complaint has been resolved through an agreement with the consent of the complainant and the member subject to investigation, or
 - b. The facts of the case do not warrant further action.

The Discipline Committee is delegated the authority in *The Licensed Practical Nurses Act, 2000*, to hear a formal complaint referred by the Counselling & Investigation Committee to determine if a member is guilty of professional misconduct or professional incompetence. The Discipline Committee, through their orders, is authorized to suspend licensure, expel the member, assign remedial activity, assign fines, and order payment for costs.

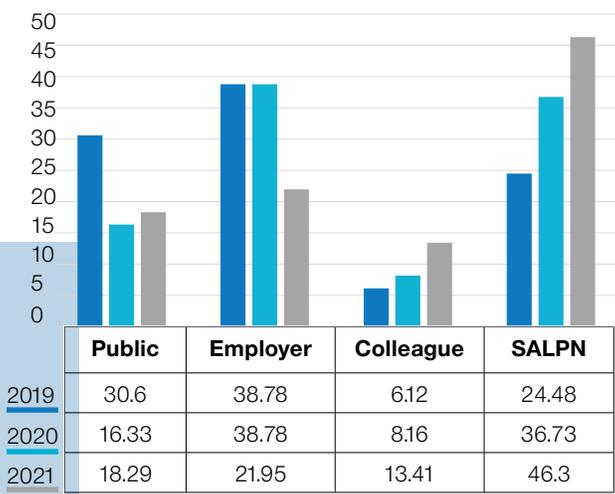
HIGHLIGHTS AND ACHIEVEMENTS

- A Committee consultant offering support to statutory committees to offer Indigenous-focused resolution processes was established.
- The establishment of the Statutory Committee Member Development Program (SCMDP): A program designed to select, educate, and prepare individuals for appointment to SALPN's statutory committees. Incoming committee members completed orientation and were appointed in December 2021.

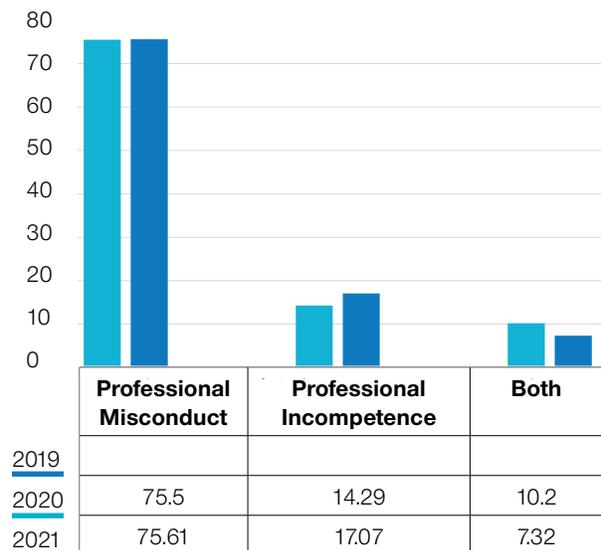
2021 COMPLAINTS DATA

- 82 Complaints were received in 2021 (an increase of 33 over 2020 and 2019).
- 1.9% of SALPN Members were subject to complaint.
- In 2021, males represented 6% of the SALPN Membership and were subject to 6% of the complaints.
- 31/82 complaints submitted in 2021 were subsequent complaints, meaning the LPN had been subject to complaint before. Those subject to subsequent complaints increased from 16% of complaints in 2019, 24% in 2020, and 38% in 2021.
- LPNs who turned 41 in 2021 were subject to the most complaints. The average age of those subject to complaint was 43.
- LPNs in their 7th year of licensure with SALPN were subject to the most complaints in 2021. The average years of licensure was 10.8.

SOURCE OF COMPLAINTS: PERCENTAGE OF TOTAL COMPLAINTS



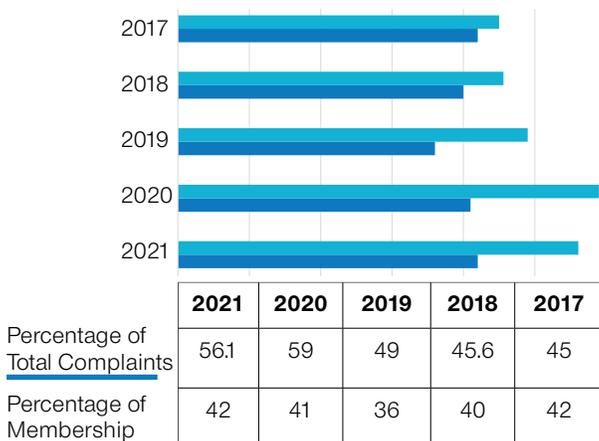
COMPLAINT CATEGORY ON INTAKE: PERCENTAGE OF TOTAL COMPLAINTS



NATURE OF THE COMPLAINT RECEIVED

Failure to Comply with the SALPN Bylaws	31
Professional Scope of Practice	1
Medication Administration	7
Professional Boundaries	3
Theft	1
Fitness to Practice	4
Lack of Professionalism	14
Unacceptable Provision of Care	17
Practising Without a License	4
TOTAL	82

COMPLAINTS OVER AGE 40: MEMBERSHIP PROPORTION



COMPLAINTS BY NURSING EDUCATION

Type of Education	2019 % of Membership	2019 % of Complaints
Certificate	34.1	44.8
Diploma	Data Error	Data Error
Equivalency	12.29	10.27
Type of Education	2020 % of Membership	2020 % of Complaints
Certificate	30.77	34.69
Diploma	51.77	57.14
Equivalency	10.8	8.16
Type of Education	2021 % of Membership	2021 % of Complaints
Certificate	30	35.37
Diploma	58	53.66
Equivalency	11	8.16

In 2021, LPNs working in Long Term Care were subject to the most complaints. 27.1% of LPNs work in LTC and represented 30.48% of complaints submitted to SALPN. In 2020 LTC based complaints represented 40.8% of complaints and 42.8% in 2019.

LPNs working in a “unknown” category had the greatest gap in their membership composition and complaint ratio. While representing 1.50% of the membership they represented 6.09% of complaints.

Area	Portion of Membership	Portion /Number of Complaints
Long Term Care	27.1%	30.48% (25)
Administration	1.33%	2.43% (2)
Ambulatory Care	1.33%	2.43% (2)
Critical Care	.20%	1.22% (1)
ER	1.48%	2.43% (2)
Home Care	6.43%	7.32% (6)
Urban/Rural Multiple	8.62%	4.87% (4)
Med-Surgical	25.96%	24.39% (20)
Maternal	2.19%	2.43% (2)

RESOLUTION OF COMPLAINTS

ADR	17
Offence Tickets	29
No Further Action is Warranted on the Facts of the Case	7
Discipline	7
Awaiting/Under Investigation	14
Awaiting Member's Response/Initial Committee review	6
Complaint Withdrawn	1
Resigned Licensure	1
TOTAL	82

2021 DISCIPLINE DECISIONS

Registration Number: 12301

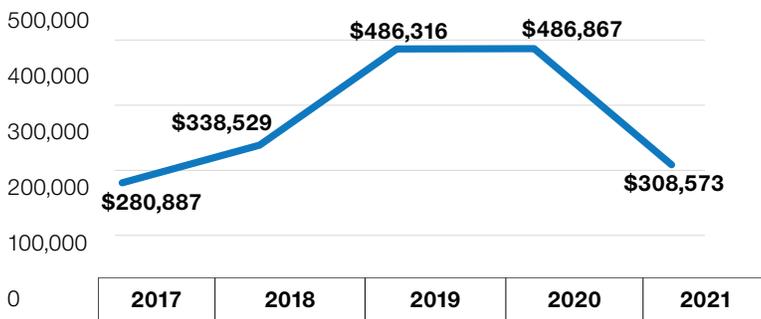
Nature of Complaint: Basic Skills, Documentation, Medication Administration, Consent, Failure to Cooperate with a SALPN Statutory Committee

Discipline Committee Finding: Guilty of Professional Misconduct and Professional Incompetence

Sanctions: Education, Disclosure Requirements, Interval Performance Appraisals, Costs: \$10,000

[2021 Discipline Report](#)

TOTAL COST OF COUNSELLING & INVESTIGATION (CID)



EDUCATION PROGRAM APPROVAL

APPROVAL OF PRACTICAL NURSING EDUCATION PROGRAMS:

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

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

Practical nursing education programs seeking initial or continued approval, submit a self-assessment report demonstrating how they meet the standards of program approval. The committee validates the material provided using various processes, including site visits and follow-up reporting.

HIGHLIGHTS AND ACHIEVEMENTS

Two approved Practical Nursing programs in Saskatchewan

- 1. Saskatchewan Polytechnic Practical Nursing program**
- 2. Saskatchewan Indian Institute of Technologies Indigenous Practical Nursing Program**
 - The hiring of an Education Program Approval Coordinator.
 - The SIIT IPN program was issued approval until June 2024.

SALPN'S AFFILIATIONS

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

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

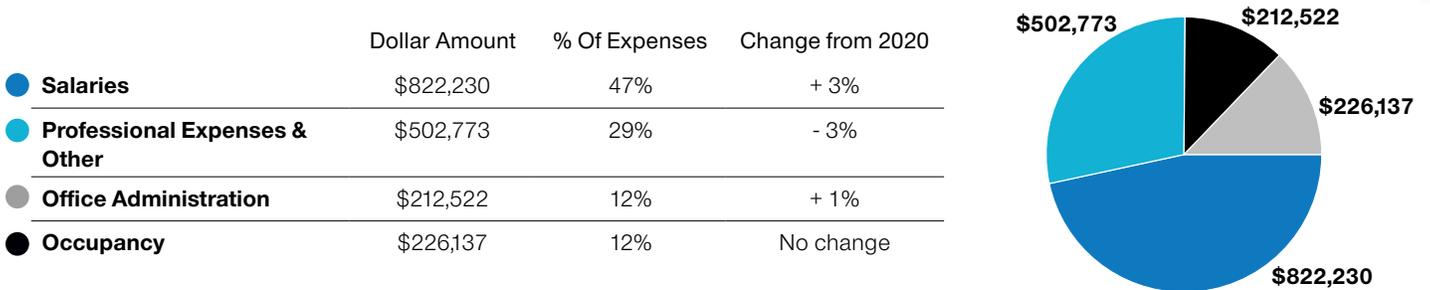
SALPN'S AFFILIATIONS CONTINUED

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

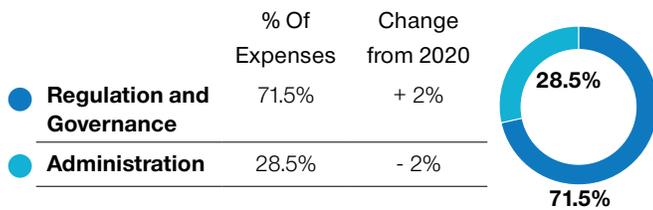
FINANCIAL SUMMARY

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

The 2021 financial year resulted in a sizable operational surplus of \$280,524. The surplus resulted from lower than expected Complaints, Investigation, and Discipline costs. Although SALPN received more complaints in 2021, much of the resulting activity and costs related to investigations and hearings will not be incurred until the 2022 financial year.



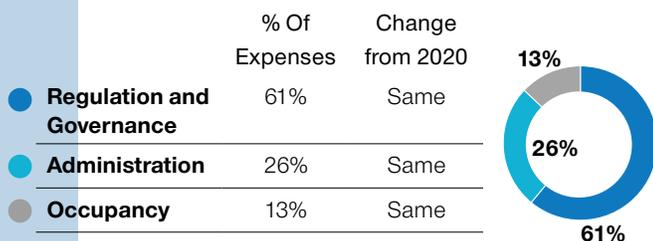
ALLOCATION OF HUMAN RESOURCES



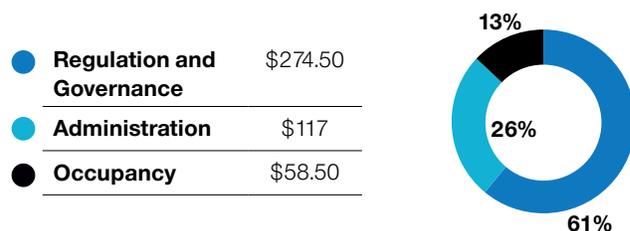
PERCENTAGE OF DIRECT REGULATORY EXPENDITURES



ALLOCATION OF FINANCIAL RESOURCES



BREAKDOWN OF \$450 LICENSURE FEE



2021

FINANCIAL STATEMENTS

**SASKATCHEWAN ASSOCIATION OF LICENSED PRACTICAL
NURSES**

Financial Statements

Year Ended December 31, 2021

SASKATCHEWAN ASSOCIATION OF LICENSED PRACTICAL NURSES

Statement of Financial Position

December 31, 2021

	2021	2020
ASSETS		
CURRENT		
Cash	\$ 1,096,893	\$ 756,626
Restricted cash (Note 6)	572,000	564,000
Investments (Note 3)	1,520,315	1,486,462
Prepaid expenses	33,285	31,931
	3,222,493	2,839,019
TANGIBLE CAPITAL ASSETS (Note 4)	295,404	348,317
INTANGIBLE ASSETS (Note 5)	24,004	37,442
	\$ 3,541,901	\$ 3,224,778
 LIABILITIES AND NET ASSETS		
CURRENT		
Accounts payable	\$ 49,141	\$ 73,313
Wages payable	12,844	21,729
Employee deductions payable	29,787	16,132
Deferred income (Note 7)	1,647,141	1,641,184
NIRO group payable (Note 8)	1,441	3,848
	1,740,354	1,756,206
 NET ASSETS		
General fund	1,229,547	904,572
Restricted fund (Note 6)	572,000	564,000
	1,801,547	1,468,572
	\$ 3,541,901	\$ 3,224,778

LEASE COMMITMENTS (Note 9)

ON BEHALF OF THE BOARD

 _____ Director

 _____ Director

See accompanying notes to financial statements

SASKATCHEWAN ASSOCIATION OF LICENSED PRACTICAL NURSES

Statement of Operations Year Ended December 31, 2021

	2021	2020
REVENUES		
Practicing membership fees	\$ 1,794,064	\$ 1,554,385
Application, verification, late, reinstatement fees	114,750	87,677
Canadian practical nurse registration exam	83,105	48,540
Membership fines	20,950	17,260
Non-practicing membership fees	25,860	23,640
Admin fees	4,285	3,941
Miscellaneous	1,172	1,422
Events	-	1,000
	2,044,186	1,737,865
EXPENSES		
Salaries and benefits (<i>Schedule 1</i>)	822,230	800,175
Professional (<i>Schedule 2</i>)	478,297	561,082
Administrative (<i>Schedule 3</i>)	212,522	198,899
Occupancy (<i>Schedule 4</i>)	226,137	219,462
Other development and collaborative project expenses	24,476	24,914
	1,763,662	1,804,532
EXCESS REVENUES (EXPENSES) FROM OPERATIONS	280,524	(66,667)
OTHER INCOME		
Interest income	61,703	50,462
Gains (losses) on disposal of investments	3,168	(7,385)
Unrealized gain (loss) on fair market value adjustment	(12,420)	32,673
	52,451	75,750
EXCESS OF REVENUES (EXPENSES)	\$ 332,975	\$ 9,083

See accompanying notes to financial statements

SASKATCHEWAN ASSOCIATION OF LICENSED PRACTICAL NURSES

Statement of Changes in Net Assets

Year Ended December 31, 2021

	General Fund	Restricted Fund	2021	2020
NET ASSETS - BEGINNING OF YEAR	\$ 904,572	\$ 564,000	\$ 1,468,572	\$ 1,459,489
Excess of revenues (expenses)	332,975	-	332,975	9,083
Interfund transfers (<i>Note 2</i>)	(8,000)	8,000	-	-
NET ASSETS - END OF YEAR	\$ 1,229,547	\$ 572,000	\$ 1,801,547	\$ 1,468,572

See accompanying notes to financial statements

SASKATCHEWAN ASSOCIATION OF LICENSED PRACTICAL NURSES

Statement of Cash Flows Year Ended December 31, 2021

	2021	2020
OPERATING ACTIVITIES		
Excess of revenues (expenses)	\$ 332,975	\$ 9,083
Items not affecting cash:		
Amortization of tangible capital assets	77,069	74,127
Amortization of intangible assets	13,438	13,956
Loss (gain) on disposal of investments	(3,168)	7,385
Unrealized gain (loss) on fair market value adjustment	12,420	(32,673)
	432,734	71,878
Changes in non-cash working capital:		
Accounts payable	(24,172)	16,544
Deferred income	5,957	177,349
Prepaid expenses	(1,354)	4,092
Wages payable	(8,885)	4,712
Employee deductions payable	13,655	2,556
	(14,799)	205,253
Cash flow from operating activities	417,935	277,131
INVESTING ACTIVITIES		
Purchase of capital assets	(24,155)	(15,259)
Purchase of intangible assets	-	(19,373)
Net investment activity	(43,106)	160,559
Cash flow from (used by) investing activities	(67,261)	125,927
FINANCING ACTIVITY		
Advances (payments) from (to) NIRO	(2,407)	2,520
INCREASE IN CASH FLOW	348,267	405,578
CASH - BEGINNING OF YEAR	1,320,626	915,048
CASH - END OF YEAR	\$ 1,668,893	\$ 1,320,626
CASH CONSISTS OF:		
Cash	\$ 1,096,893	\$ 756,626
Restricted cash	572,000	564,000
	\$ 1,668,893	\$ 1,320,626

See accompanying notes to financial statements

SASKATCHEWAN ASSOCIATION OF LICENSED PRACTICAL NURSES

Notes to Financial Statements Year Ended December 31, 2021

1. NATURE OF OPERATIONS

The Saskatchewan Association of Licensed Practical Nurses (SALPN) is the regulatory body responsible for the initial registration, annual licensing, counselling, disciplining and setting standards of practice for Licensed Practical Nurses in Saskatchewan.

The Association, in consultation with the membership, speaks on their behalf to provide constructive input to the decision making process in health care planning and delivery of services, including policy development at the provincial and federal level.

The Association is a non-profit organization and is exempt from tax under Section 149 of the Income Tax Act.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation

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

Fund Accounting

The records of the Association are segregated into two separate funds for presentation purposes.

- a) General fund - reports the day to day operations of the Association.
- b) Restricted fund - is an internally restricted fund used to provide for unexpected costs which could jeopardize the financial stability of the Association and to cover the cost of infrequent, but scheduled activities such as program approval and strategic planning. Principal components of this fund are contingency, practical nursing program approval and strategic planning.
 - i) Contingency - fund is evaluated annually by the board
 - ii) Practical nursing program - \$5,000 is allocated annually to this fund
 - iii) Strategic planning - \$3,000 is allocated annually to this fund

Revenue recognition

Membership revenues are deferred and recognized in the year for which the individual is licensed to practice. Associated fees (application, verification, late, reinstatement, admin and fines) are recognized in the period the service is provided. Due to the uncertainty of collection, disciplinary fees are recognized as revenue in the period collected from the member.

Exam, event registration fees, and miscellaneous revenues are reported in the period the related event occurs.

Interest income and related investment income are recognized in the period earned.

Saskatchewan Association of Licensed Practical Nurses follows the deferral method of accounting for contributions, which includes grant revenues. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

(continues)

SASKATCHEWAN ASSOCIATION OF LICENSED PRACTICAL NURSES

Notes to Financial Statements
Year Ended December 31, 2021

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

Financial instruments policy

Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, financial assets with actively traded markets are reported at fair value, with any unrealized gains and losses reported in income. All other financial instruments are reported at amortized cost, and tested for impairment at each reporting date. Transaction costs on the acquisition, sale, or issue of financial instruments are expensed when incurred.

Financial assets reported at amortized cost include cash, cash equivalents, term investments and restricted cash. Investments in mutual funds are reported at fair market value.

Financial liabilities reported at amortized cost include accounts payable and accrued liabilities.

Tangible capital assets

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

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

The Association regularly reviews its tangible capital assets to eliminate obsolete items.

A full year of amortization is taken in the year of addition.

Intangible assets

The database is being amortized on a straight-line basis over its estimated useful life of five years. New modules purchased for the database are capitalized in the year purchased. Maintenance and support for the database is expensed in the year paid.

3. INVESTMENTS

	<u>2021</u>	<u>2020</u>
Mutual funds	\$ 1,400,563	\$ 906,886
Cash and equivalents	119,752	411,638
Term investments	-	164,151
Accrued interest on term investments	-	3,787
	<u>\$ 1,520,315</u>	<u>\$ 1,486,462</u>

SASKATCHEWAN ASSOCIATION OF LICENSED PRACTICAL NURSES

Notes to Financial Statements
Year Ended December 31, 2021

4. TANGIBLE CAPITAL ASSETS

	Cost	Accumulated amortization	2021 Net book value	2020 Net book value
Furniture and equipment	\$ 68,774	\$ 66,621	\$ 2,153	\$ 15,098
Computer equipment	56,976	27,647	29,329	16,570
Leasehold improvements	523,554	260,005	263,549	315,904
First aid equipment	1,864	1,491	373	745
	\$ 651,168	\$ 355,764	\$ 295,404	\$ 348,317

5. INTANGIBLE ASSETS

	2021	2020
Database software	\$ 67,192	\$ 224,635
Accumulated amortization	(43,188)	(187,193)
	\$ 24,004	\$ 37,442

6. RESTRICTED CASH AND RESTRICTED FUND

A separate account is not maintained to support internally restricted net assets. Restricted cash is an apportionment of the operating bank account and is allocated between the components of the fund as follows:

	2021	2020
Contingency	\$ 500,000	\$ 500,000
Practical nursing program approval	45,000	40,000
Strategic planning	27,000	24,000
	\$ 572,000	\$ 564,000

7. DEFERRED INCOME

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

	2021	2020
Membership fees	\$ 1,647,141	\$ 1,615,454
Examination fees	-	25,730
	\$ 1,647,141	\$ 1,641,184

SASKATCHEWAN ASSOCIATION OF LICENSED PRACTICAL NURSES

Notes to Financial Statements Year Ended December 31, 2021

8. NIRO GROUP PAYABLE

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

	<u>2021</u>	<u>2020</u>
<u>Remaining funds due to NIRO Group</u>		
Opening balance	\$ 3,848	\$ 1,328
Net funds received (spent) in year	<u>(2,407)</u>	<u>2,520</u>
Ending balance	<u>\$ 1,441</u>	<u>\$ 3,848</u>
	<u>2021</u>	<u>2020</u>
<u>Funds received and spent in year</u>		
Funds received in year	\$ 4,093	\$ 12,900
Funds spent in year	<u>(6,500)</u>	<u>(10,380)</u>
Net funds received (spent) in the year	<u>\$ (2,407)</u>	<u>\$ 2,520</u>

9. LEASE COMMITMENTS

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

2022	\$ 73,200
2023	73,200
2024	77,775
2025	77,775
2026	77,775

The Association has an operating lease for a photocopier which expires November 13, 2023 and requires quarterly payments of \$759. Future minimum payments are as follows:

2022	\$ 3,036
2023	3,036

SASKATCHEWAN ASSOCIATION OF LICENSED PRACTICAL NURSES

Notes to Financial Statements
Year Ended December 31, 2021

10. FINANCIAL INSTRUMENTS

The association is exposed to various risks through its financial instruments and management is responsible to monitor, evaluate and manage these risks. The following analysis provides information about the association's risk exposure and concentration as of December 31, 2021.

Credit risk

Credit risk arises from the potential that a counter party will fail to perform its obligations. The association is exposed to credit risk from members but individual transactions are small and relate to a significant number of individuals which minimizes concentration of credit risk. Moreover, the association requires members to pay their fees in advance of issuing a license to practice, so there are very few receivables. Credit risk is considered low.

Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The association is exposed to this risk mainly in respect to the timing of receipts from membership fees at one point in the year whereas expenditures occur throughout the year. The Association has accumulated resources it can use in the event of a mismatch.

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. Market risk comprises three types of risk: currency rate risk, interest rate risk and other price risk. The association is mainly exposed to interest rate risk and other price risk.

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. The Association is exposed to interest rate risk primarily through interest bearing investments. In seeking to minimize the risks from interest rate fluctuations, the association manages exposure through its normal operating and financing activities such as investing with staggered maturity dates and diversified fund investments. As the Association does not rely on interest revenues to support operations, interest rate risk is considered low.

Other price risk

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument, its issuer, or factors affecting all similar financial instruments traded in the market. The association is exposed to other price risk through its investments in mutual funds.

SASKATCHEWAN ASSOCIATION OF LICENSED PRACTICAL NURSES

**Notes to Financial Statements
Year Ended December 31, 2021**

11. UNCERTAINTY OF IMPACT OF COVID-19

In early 2020, the federal and provincial governments in Canada implemented measures intended to reduce the impact of the Covid-19 pandemic on individuals and organizations. These regulations have effected organizations in different ways, however, as of the report date no significant financial loss has been incurred by the organization. However, the ongoing impact of the continued government measures subsequently remain uncertain.

12. CORRESPONDING FIGURES

Some of the corresponding figures have been reclassified to conform to the current year's presentation. There was no impact on the total assets, liabilities or excess of revenues (expenses) as a result of the presentation change.

SASKATCHEWAN ASSOCIATION OF LICENSED PRACTICAL NURSES

Salaries and Benefits

(Schedule 1)

Year Ended December 31, 2021

	2021	2020
Salaries	\$ 665,766	\$ 659,695
Staff benefits	135,087	126,954
Professional development	21,377	13,526
	\$ 822,230	\$ 800,175

Professional

(Schedule 2)

Year Ended December 31, 2021

	2021	2020
Counselling and investigation and discipline committees	\$ 144,453	\$ 254,818
Council meetings, travel and training	81,299	74,352
Organizational development	64,833	64,264
Canadian practical nurse registration exam	52,882	24,032
Program approval	31,945	36,273
Events	26,441	10,382
Insurance - liability/other	25,286	24,214
Affiliation fees and related expenses	23,163	26,600
Legal fees	15,843	13,142
Public/member relations	6,078	10,624
Scholarships/awards	5,000	4,000
Compliance audits	1,074	1,197
AGM	-	17,184
	\$ 478,297	\$ 561,082

SASKATCHEWAN ASSOCIATION OF LICENSED PRACTICAL NURSES

Administrative

(Schedule 3)

Year Ended December 31, 2021

	2021	2020
IT and database support	\$ 68,924	\$ 60,497
Interest and bank charges	31,808	33,588
Investment fees	18,596	15,171
Office supplies	18,509	16,326
Telephone	15,761	16,087
Insurance - property, directors and E&O	13,553	12,149
Amortization of intangible assets	13,438	13,956
Auditing	11,933	11,100
Accounting	9,812	9,496
Equipment rental	7,618	8,076
Printing	1,696	2,379
Postage	874	74
	\$ 212,522	\$ 198,899

Occupancy

(Schedule 4)

Year Ended December 31, 2021

	2021	2020
Rent	\$ 132,539	\$ 128,553
Amortization of tangible capital assets	77,069	74,127
Building repairs and maintenance	11,702	10,384
Utilities	4,827	6,398
	\$ 226,137	\$ 219,462



Saskatchewan Association
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 Saskatchewan Association of
Licensed Practical Nurses