



Transforming Together

Streamlining for excellence and efficiency

Annual Report 2021/22
National Nursing Assessment Service



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The National Nursing Assessment Service acknowledges the traditional territory of the Wendat, the Anishnaabeg, Haudenosaunee, Métis, and the Mississaugas of the Credit First Nation, where the NNAS Corporate Office is located. We are humbled by the opportunity to be on Turtle Island, a place which affords us opportunities to live, learn, work, and build community.

About NNAS

NNAS is a non-profit organization whose membership comprises 18 Nursing Regulatory Bodies in Canada. We represent the “first stop” Internationally Educated Nurses (IENs) make on their journey to practise nursing in Canada and we are committed to protecting the public and the safety of Canada’s health care system.

Since becoming operational in 2015, NNAS has served as a single entry point for IENs and has provided a process for applicants’ credentials to be verified and their education compared to Canadian nursing Entry to Practice Competencies.

Serving all provinces (excluding Quebec, Yukon, Nunavut, and the Northwest Territories), NNAS issues Advisory Reports for all three nursing professions: Registered Nurses (RNs), Licensed Practical Nurses (LPNs), and Registered Psychiatric Nurses (RPNs). NNAS has an agreement with CGFNS International, a not-for-profit organization, to conduct the assessments.

Our work is guided by the values of transparency, fairness, and integrity. We are driven by a focus on providing applicants with an easy-to-use process, and providing Nursing Regulatory Bodies with the information they need to make the best decisions for their professions in their provinces.

In 2022, NNAS undertook a study on how best to streamline our process. The study provided NNAS with a clear roadmap on how to create a more efficient and more responsive model that is well positioned to address current and emerging needs.



A Letter from the Chair and Executive Director

Our future begins now

The fiscal year that ended on March 31, 2022, represented a critical time for all those involved in the healthcare system. It was an equally critical time for NNAS as **we reviewed every aspect of our work** to ensure that our processes represent the most efficient, safest, most current, and the fairest approaches. As a result, NNAS undertook a broad consultation interviewing almost 70 key stakeholders representing a wide range of sectors including governments, regulators, non-profit stakeholders, Fairness Commissioners, educators, and, most importantly, Internationally Educated Nurses (IENs). This study provided NNAS with a clear path forward that will **respond to the challenges of the day and position us for long-term success**. You can read the study's key recommendations on page 6.

Our goal is to ensure that NNAS provides optimal service to IENs who want to become licensed as nurses in Canada. Our goal is also to provide the Nursing Regulatory Bodies who are responsible for protecting the public with reliable information to assist them in making informed decisions. As we look to become more efficient and effective, we remain committed to implementing changes that will result in **a process that is agile and innovative**, and that recognizes the value IENs bring to the Canadian healthcare system.

We know our efforts to streamline our processes are needed, and needed quickly. We are pleased to report that in the past fiscal year, NNAS has issued more than 11,700 Advisory Reports to

Regulatory Bodies on behalf of applicants. This represents **an increase of 40% over the previous fiscal year and 60% since the beginning of the pandemic**. Moreover, we are seeing applicants proceed through the NNAS process faster. Approximately 85% of our applicants complete the process within 12 weeks of submitting all documents. We also know that more IENs are interested in becoming licensed as nurses in Canada than ever before. In 2021/22, almost 10,000 IENs began the application process at NNAS. This level of interest demands that NNAS increase the resources to ensure these applications are processed efficiently. We are happy to say that this is underway.

This is a critical time in healthcare, and we are committed to do our part to support the system by responding in innovative ways. This includes having a governance structure that is positioned to make key decisions and reflect a diversity of experiences and perspectives to ensure NNAS is able to meet the challenges ahead. This year, the NNAS Board begins the transition to the new governance model by nominating public directors to the NNAS board. **By this time next year, the transition to the new governance model will be complete** and the Board will comprise five public directors and six member directors, who will be from the member Regulatory Bodies.

It is also important that IENs are provided with clear, easy-to-understand information to guide them through the process. This year, NNAS

updated our Applicant Handbook to be easier for applicants to read and use. The updated Applicant Handbook is now written in plain language and includes a series of notes and tips to help clarify the process for applicants. NNAS also participated in numerous virtual workshops and webinars to provide IENs with an overview of our process. These workshops, done in conjunction with partner agencies, have provided opportunities for applicants to get a better understanding of the process. The workshops also provide NNAS with valuable insight into the questions that applicants have regarding the process so that we can make sure we are addressing those questions. Finally, NNAS created a new role this past year, the Applicant Liaison, to assist those applicants who appear to require some additional assistance to complete the process. **As we look to FY 2022/23, we plan to add to the resources available to applicants.**

We recognize that the keys to progress are consultation, coordination, and collaboration. As we finalized the new model, we actively engaged with our membership to get their

feedback. From our consultations, we learnt that there is widespread agreement that **NNAS's pan-Canadian approach represents the most effective and efficient model.** At the same time, we have been working with our members to integrate sufficient flexibility into our processes to meet their different needs within a pan-Canadian framework. We have been particularly pleased to be participating in a pilot project with Saskatchewan to test out innovative ways to streamline the process and see IENs enter the workforce quicker.

And so, **we move forward with optimism, focus, and a commitment to ensuring we are a responsive, efficient, and transparent organization.** This is a vital and transformative time for NNAS. The Board is currently completing its new Strategic Plan which will incorporate the findings of our consultations and research. We look forward to continuing our dialogue and introducing some important changes in 2022/23.

Thank you, all.



Lynsay Nair

Lynsay Nair
Chair, NNAS



Gayle Waxman

Gayle Waxman
Executive Director, NNAS

Streamlining for Excellence and Efficiency

Recommendations for a successful transition

In response to evolving needs of the Canadian healthcare system, NNAS is focusing its attention on becoming more streamlined and effective in serving IENs and Nursing Regulatory Bodies.

In 2021/22, NNAS engaged the services of Prairie Research Associates (PRA) to conduct a comprehensive study to learn how we can become more efficient and effective. Over a period of several months, PRA consulted with nearly 70 stakeholders, including regulators, Fairness Commissioners, government representatives from both the health and immigration sectors, non-for-profit organizations that support IENs, and, importantly IENs. PRA also researched approaches to credentialling in other jurisdictions and professions to identify best practices to inform NNAS's work.

The results of the study found broad support for retaining a single entry point and a pan-Canadian approach. The study also acknowledged the quality of NNAS's current credentialling services. At the same time, it highlighted ways that NNAS could refine its processes to make the process faster, be more responsive to applicants, and provide greater flexibility for regulators. With input from an Advisory Committee that included representation from regulators, nursing educators, IENs, and regulators, PRA developed several recommendations, all of which have been accepted by the NNAS Board of Directors.

Key Recommendations:

- a. Develop a more efficient curriculum comparison process, focusing on a more streamlined education and credential verification.
- b. Develop a single process and advisory report for LPNs and RNs. Review RPN category and consider how it may fit or need to remain distinct from the single process model.
- c. Investigate opportunities to coordinate or dovetail with immigration processes.
- d. Inform IENs regarding various sources of financial support.
- e. Improve information (including presentation of information) provided upfront to IENs to help them orient themselves in terms of nursing category to apply for, and the total time and cost that can vary, up to and including licensure.
- f. Provide customized support and information to IENs.
- g. Identify the infrastructure necessary to support the new model.
- h. Communicate plans and progress as NNAS transitions to the new model.





Key Operational Highlights: 2021/22

Making progress together

Priority A. Improve the effectiveness of NNAS's nursing assessment process

- Increased the number of Advisory Reports issued by 40%
- Saw over 85% of applicants complete the process within 12 weeks of submitting all documents
- Updated Applicant Handbook
- Introduced Applicant Liaison to assist applicants who are having difficulty completing the NNAS process
- Undertook Streamlining Study

Priority B. Strengthen organizational capacity

- Finalized key performance indicators
- Developed new model in response to Streamlining Study to increase efficiency
- Developed long-term staffing plan to support new model

Priority C. Transform NNAS governance

- Approved new Articles of Incorporation and new By-Laws by membership
- Implemented new governance model, including the introduction of public directors
- Implemented Board self-assessment process

Priority D. Strengthen stakeholder relationships

- Established Advisory Committee for Streamlining Study that included representation from regulators and non-regulators
- Continued to develop strong relationships with stakeholders in immigration and health sectors



NNAS Statistics

2020/21

2021/22

Number of Advisory Reports Issued

8,491

11,703

Percent of Advisory Reports Issued under 12 Weeks

85%

84%

Number of New User Accounts Created

13,459

15,955

Number of New Orders Submitted

12,620

18,185

Number of Applications for each Nursing Group

RN

7,402

11,560

LPN

5,105

6,511

RPN

113

114

New Main Applications Created

6,969

9,939

Number of Applications Requesting Additional Nursing Groups

3,417

4,512

Number of Applications Requesting Additional Province

1,499

2,285

Number of Calls Received at Applicant Support

32,524*

32,115

Number of Emails Received at Applicant Support

25,157

32,931

*Our 2020/21 Annual Report incorrectly reported this number as 32,203. It has been corrected here.



Top Countries Where Applications Were Received 2021/22

Country	Program to Date	2021/22
India	87,815	8,597
Philippines	77,887	5,231
United States of America	9,199	460
Nigeria	7,477	491
United Kingdom	4,846	188
Australia	2,498	111
Nepal	2,383	200
Jamaica	1,757	48
Pakistan	1,701	54
Iran	1,673	127
Hong Kong	1,487	542



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Independent Auditor's Report

To the Members of National Nursing Assessment Service/ Service National D'evaluation Infirmiere

Opinion

We have audited the financial statements of National Nursing Assessment Service/Service National D'evaluation Infirmiere (the "Organization"), which comprise the statement of financial position as at March 31, 2022, 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 Organization as at March 31, 2022, and its financial performance and its 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 Organization in accordance with the 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.

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

Management is responsible for the preparation and fair presentation of these 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.

In preparing the financial statements, management is responsible for assessing the Organization'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 Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization'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 Organization'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 Organization'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 Organization 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.

Chartered Professional Accountants, Licensed Public Accountants

Barrie, Ontario
June 29, 2022

**National Nursing Assessment Service / Service national d'évaluation
infirmière
Statement of Financial Position**

March 31	2022	2021
Assets		
Current		
Cash	\$ 8,291,425	\$ 6,182,710
Amounts receivable	3,903	4,259
Prepaid expenses	12,321	13,968
Prepaid assessment fees	5,531,160	5,396,510
Short-term investments (Note 2)	<u>53,591</u>	<u>821,481</u>
	13,892,400	12,418,928
Long-term investments (Note 2)	<u>4,928,181</u>	<u>3,458,796</u>
	\$18,820,581	\$ 15,877,724
Liabilities and Net Assets		
Current		
Accounts payable and accrued liabilities	\$ 881,209	\$ 534,655
HST payable	51,686	62,283
Deferred application fees	8,982,309	8,788,284
Deferred program funding	<u>267,500</u>	<u>-</u>
	10,182,704	9,385,222
Net Assets		
Internally restricted (Note 3)	4,100,000	4,100,000
Unrestricted	<u>4,537,877</u>	<u>2,392,502</u>
	8,637,877	6,492,502
	\$18,820,581	\$ 15,877,724

On behalf of the Board:

 Board Chair

 Executive Director

The accompanying notes are an integral part of these financial statements.

**National Nursing Assessment Service / Service national d'évaluation
infirmière
Statement of Changes in Net Assets**

For the year ended March 31	Internally Restricted (Note 3)	Unrestricted	2022 Total	2021 Total
Balance, beginning of the year	\$ 4,100,000	\$ 2,392,502	\$ 6,492,502	\$ 5,791,452
Excess of revenue over expenses	-	2,145,375	2,145,375	701,050
Balance, end of the year	\$ 4,100,000	\$ 4,537,877	\$ 8,637,877	\$ 6,492,502

The accompanying notes are an integral part of these financial statements.

**National Nursing Assessment Service / Service national d'évaluation
infirmière
Statement of Operations**

<u>For the year ended March 31</u>	<u>2022</u>	<u>2021</u>
Revenue		
Application fees	\$ 9,158,007	\$ 4,520,313
Program funding	75,000	-
Interest and other income	116,091	107,352
	<u>9,349,098</u>	<u>4,627,665</u>
Expenses		
Assessment fees	5,807,400	2,701,570
Conference	5,187	3,367
Consultant fees	314,871	55,540
Foreign exchange (gain) loss	(14,061)	219,835
Information technology	69,497	62,305
Insurance	6,497	6,691
Office and miscellaneous	23,196	23,235
Professional fees	148,075	121,832
Service charges	213,675	150,767
Telephone	5,421	9,743
Travel	5,900	2,850
Wages and benefits	618,065	568,880
	<u>7,203,723</u>	<u>3,926,615</u>
Excess of revenue over expenses	<u>\$ 2,145,375</u>	<u>\$ 701,050</u>

The accompanying notes are an integral part of these financial statements.

**National Nursing Assessment Service / Service national d'évaluation
infirmière
Statement of Cash Flows**

For the year ended March 31	2022	2021
Cash flows from operating activities		
Excess of revenue over expenses	\$ 2,145,375	\$ 701,050
Changes in non-cash working capital:		
Amounts receivable	356	(850)
Prepaid expenses	1,647	(9,107)
Prepaid assessment fees	(134,650)	(1,369,650)
Accounts payable and accrued liabilities	346,554	147,739
HST payable	(10,597)	43,642
Deferred application fees	194,025	2,099,790
Deferred program funding	267,500	-
	<u>2,810,210</u>	<u>1,612,614</u>
Cash flows from investing activities		
Purchase of investments	<u>(701,495)</u>	<u>(150,018)</u>
Net increase in cash	2,108,715	1,462,596
Cash, beginning of the year	<u>6,182,710</u>	<u>4,720,114</u>
Cash, end of the year	<u>\$ 8,291,425</u>	<u>\$ 6,182,710</u>

The accompanying notes are an integral part of these financial statements.

National Nursing Assessment Service / Service national d'évaluation infirmière
Notes to Financial Statements

March 31, 2022

1. Significant Accounting Policies

Nature and Purpose of Organization

National Nursing Assessment Service / Service National D'evaluation Infirmiere (the "Organization") was incorporated on June 13, 2012 under the Canada Not-for-Profit Corporations Act.

The purpose of the Organization is to coordinate a consistent national approach to the assessment of internationally educated nurses' education credentials to support registration/licensure by the provincial nursing regulatory bodies.

The members of the Organization are certain entities that regulate the practice of licensed practical and registered practical nurses, registered nurses, and registered psychiatric nurses and include:

- i) Licensed Practical Nurse and Registered Practical Nurse Regulatory Bodies;
- ii) Registered Nurse Regulatory Bodies; and
- iii) Registered Psychiatric Nurse Regulatory Bodies.

The Organization is a not-for-profit organization, as described in Section 149(1)(l) of the Income Tax Act, and therefore is not subject to income taxes.

Basis of Accounting

The financial statements have been prepared using Canadian accounting standards for not-for-profit organizations.

Revenue Recognition

The Organization follows the deferral method of accounting for contributions.

Contributions

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.

Application fees

Fees from the assessment of education credentials for individuals are recognized as revenue at the time the assessment is completed or at the expiration date of the application. Application fees received in advance of the completion of an assessment are recorded as deferred application fees.

**National Nursing Assessment Service / Service national d'évaluation
infirmière
Notes to Financial Statements**

March 31, 2022

1. Significant Accounting Policies (continued)

Financial Instruments	<p>Financial instruments are recorded at fair value at initial recognition.</p> <p>In subsequent periods, equities traded in an active market and derivatives are reported at fair value, with any change in fair value reported in operations. All other financial instruments are reported at cost or amortized cost less impairment. Transaction costs on the acquisition, sale or issue of financial instruments are expensed for those items measured at fair value and charged to the financial instrument for those measured at amortized cost.</p> <p>Financial instruments for the Organization include cash, short-term and long-term investments, which are shown at fair value, and accounts receivable, accounts payable and accrued liabilities and HST payable, which are shown at amortized cost.</p>
Contributed Services	<p>Volunteers contribute many hours per year to assist the Organization in carrying out its activities. Due to the difficulty of determining their fair value, contributed services are not recognized in the financial statements.</p>
Prepaid Expenses	<p>Prepaid expenses primarily comprise advance payments made to vendors in the current fiscal year for services to be received in the next fiscal year. Prepaid expenses are recognized as expenses in the period when the services are received.</p>
Investments	<p>Short-term investments Short-term investments consist of guaranteed investment certificates with maturity dates within one year.</p> <p>Long-term investments Long-term investments consist of guaranteed investment certificates and corporate bonds with maturity dates greater than one year.</p>
Use of Estimates	<p>The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. The principal estimates made in the preparation of these financial statements are the accrued liabilities. Actual results could differ from management's best estimates as additional information becomes available in the future.</p>

**National Nursing Assessment Service / Service national d'évaluation
infirmière
Notes to Financial Statements**

March 31, 2022

1. Significant Accounting Policies (continued)

Foreign Currency Translation	Foreign currency transactions are translated at the rates of exchange in effect at the dates of the transaction. Resulting foreign currency denominated monetary assets and liabilities are translated at the rates of exchange in effect at the balance sheet date. Gains and losses on translation of monetary assets and liabilities are included in operations.
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2. Investments

The carrying amounts of investments at market value are comprised of the following:

	2022	2021
Short-term investments		
GICs held at various financial institutions, 2%-2.65%, maturing between February 22, 2022 and May 19, 2022	\$ 53,591	\$ 821,481
Long-term investments		
GICs held at various financial institutions, 1.15%-3%, maturing between March 13, 2023 and March 01, 2027	4,349,457	2,883,796
CIBC corporate bond, 1.1% maturing January 19, 2026	394,256	400,000
Enbridge Gas Distribution corporate bond, 2.5%, maturing August 5, 2026	184,468	175,000
	4,928,181	3,458,796
	\$ 4,981,772	\$ 3,705,277

Of the amounts invested, \$4,100,000 (2021 - \$4,100,000) is internally restricted (see Note 3).

**National Nursing Assessment Service / Service national d'évaluation
infirmière
Notes to Financial Statements**

March 31, 2022

3. Internally Restricted Net Assets

	2022	2021
Operating reserve	\$ 2,500,000	\$ 2,500,000
Development reserve	1,500,000	1,500,000
Foreign exchange reserve	100,000	100,000
	\$ 4,100,000	\$ 4,100,000

The Board of Directors has internally restricted net assets of \$2,500,000 as a reserve of approximately six months' of operating expenses for the Organization, \$1,500,000 as a development reserve and \$100,000 to mitigate foreign currency risk.

4. Economic Dependence

During the year, 80% (2021 - 73%) of the Organization's expenses were incurred to one provider of assessment services.

5. Financial Instruments

Credit risk

The Organization is exposed to credit risk resulting from the possibility that a customer or counterparty to a financial instrument defaults on their financial obligations; if there is a concentration of transactions carried out with the same counterparty; or if financial obligations which have similar economic characteristics such that they could be similarly affected by changes in economic conditions. The Organization's financial instruments that are exposed to concentrations of credit risk relate primarily to its amounts receivable. The majority of the Organization's receivables are from a third party provider of services, collection of which can be accomplished by a reduction in payments made to the party.

The Organization is also exposed to credit risk arising from its bank accounts being held at one financial institution and the balance exceeds insured deposits of up to \$100,000.

There have not been any changes in the risk from the prior year.

**National Nursing Assessment Service / Service national d'évaluation
infirmière**
Notes to Financial Statements

March 31, 2022

5. Financial Instruments (continued)

Interest rate risk

The Organization is exposed to interest rate risk on its fixed rate financial instruments. Fixed interest instruments subject the Organization to a fair value risk.

The Organization is exposed to changes in interest rates related to its investments in guaranteed investment certificates. The Organization's primary objective is to ensure the security of principal amounts invested and provide for a high degree of liquidity, while achieving a satisfactory return.

The Organization mitigates interest rate risk on investments by diversifying the durations of the fixed-income investments that are held at a given time.

There have not been any changes in the risk from the prior year.

Currency risk

The Organization transacts in foreign currencies due to application fees received being denominated in U.S. dollars (USD); however, the majority of the Organization's expenses are in Canadian dollars. Consequently, some assets are exposed to foreign exchange fluctuations.

Cash is exposed to currency risk in connection with U.S. denominated balances which amount to \$3,090,125 (\$2,471,606 USD) (2021 - \$2,041,658 (\$1,623,585 USD)).

The Organization does not use derivative financial instruments to manage its exposure to currency risk.

There have not been any changes in the risk from the prior year.

6. Uncertainty Due to COVID-19

On January 30, 2020 the World Health Organization (WHO) announced global health emergency because of a new stem of coronavirus the "COVID-19 outbreak". In March 2020, the WHO classified the COVID-19 outbreak as a pandemic, based on rapid increase in global exposure.

At this time, the full potential impact of COVID-19 on the Organization is not known. In addition, as the impacts of COVID-19 continue, there could be further impact on the Organization. Given the dynamic nature of these circumstances, the duration of business disruption and the related financial impact cannot be reasonably estimated.

National Nursing Assessment Service Board of Directors

Lynsay Nair, Chair

Beverly Balaski

Laurie Janes

Cynthia Johansen (resigned)

Barbara Lowe (resigned)

Sheila Marchant-Short (resigned)

Melissa Panton

Tamara Richter

Dawn Rix-Moore

Cindy Smith, Vice-Chair

Katherine Stansfield (resigned)

Wanda Wadman



The Board and staff of NNAS express our gratitude to outgoing Chair, **Lynsay Nair**.

We are grateful for her dedication, her hard work, and her leadership

NNAS Members

British Columbia College of Nurses and Midwives

College of Registered Nurses of Alberta

College of Licensed Practical Nurses
of Newfoundland & Labrador

College of Licensed Practical Nurses
of Prince Edward Island

College of Licensed Practical Nurses of Manitoba

College of Licensed Practical Nurses of Alberta

College of Nurses of Ontario

College of Registered Nurses of
Newfoundland and Labrador

College of Registered Nurses
of Prince Edward Island

College of Registered Nurses of Manitoba

College of Registered Nurses of Saskatchewan

Nova Scotia College of Nursing

Nurses Association of New Brunswick

Registered Psychiatric Nurses Association
of Saskatchewan

Saskatchewan Association of Licensed
Practical Nurses

The Association of New Brunswick Licensed
Practical Nurses

The College of Registered Psychiatric Nurses
of Alberta

The College of Registered Psychiatric Nurses
of Manitoba



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